

DRAFT SYLLABUS – ALL UPDATES WILL BE MADE IN CANVAS.  
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## **LIS/ICT 690-202 - Marketing Library & Information Services**

**Instructor:** Will Buntin

**Office Address:** 319 Lucille Little

**Email:** will.buntin@uky.edu

**Office Phone:** 859-257-3317

**Office hours:** By appointment

**Virtual Office hours:** Same as above in Canvas

**Preferred method of contact:** Email

I usually respond to questions within 48 hours during the regular work week.

For this course, you will have to build a public facing web site using [WordPress](#), Wix or Weebly. This will be the home of your major assignments - your marketing plan, your supporting promotional items and your marketing plan presentation video.

### **Course Description**

Welcome to Marketing Library and Information Services. This course is designed to be a broad introduction to marketing concepts and how those play out specifically in the world of information. This course has a strong hands-on component and students are expected to explore the course content as well as research for additional content. Students are encouraged to bring a fun attitude as you may be asked to do things you haven't done before – like design an email campaign, or create web site. At the end of the course, successful students should have developed content worthy of an employment portfolio.

### **Prerequisites**

None

### **Student Learning Outcomes**

After completing this course, the student will be able to:

1. Prepare a marketing plan for an information organization.
2. Recommend strategies for customer segmentation, targeting and branding.
3. Present marketing plans and proposals in a professional setting.
4. Create marketing pieces using a variety of tools.

### **Required Materials**

- The Library Marketing Toolkit, Ned Potter, 2012 - available through Amazon

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- Blueprint for your Library Marketing Plan, Patricia H. Fisher & Marseille M. Pride, 2009 - also available through Amazon
- Web cam, headset

### **Course Activities and Assignments**

Here should be a listing of required assignments for the grade

- Identify organization and opportunity (5 points)
- Marketing plan (40 points)
- Supporting materials (25 points)
- LinkedIn profile (5 points)
- Marketing presentation peer review (10 points)
- Marketing presentation (30 points)

### **Summary Description of Course Assignments**

Assignment descriptions can be found in Canvas.

### **Course Grading**

90-100% = A

80 – 89% = B

70 – 79% = C

Below 70%= E

### **Final Exam Information**

The final exam will be a recorded presentation due by December 9, 2016.

### **Submission of Assignments**

Assignments will be housed on a student web site and submitted through Canvas.

# Course readings

<b>Date:</b>	<b>Readings:</b>
8/24-8/28	<p>Andreasen, A. R. (2008). "ADVANCING LIBRARY MARKETING." Journal of Library Administration 1(3): 17-32.</p> <p>Kaliski, B. (2001). Encyclopedia of Business and Finance. Gale.</p> <p>Pages 576-604, sections: Marketing, Marketing Concept, Marketing: Historical Perspectives, Marketing Mix, Marketing Research, Marketing Segmentation, Mass Marketing</p> <p>Pages 615-621, section: Motivation</p> <p>Six basic needs of customers: <a href="http://www.lifehack.org/articles/work/the-six-basic-needs-of-customers.html">http://www.lifehack.org/articles/work/the-six-basic-needs-of-customers.html</a></p> <p>Kotler, Philip. "A Generic Concept Of Marketing." Journal Of Marketing 36.2 (1972): 46-54. Business Source Complete. Web. 11 June 2016.</p>
8/29-9/4	<p>Same as previous week:</p> <p>Andreasen, A. R. (2008). "ADVANCING LIBRARY MARKETING." Journal of Library Administration 1(3): 17-32.</p> <p>Kaliski, B. (2001). Encyclopedia of Business and Finance. Gale.</p> <p>Pages 576-604, sections: Marketing, Marketing Concept, Marketing: Historical Perspectives, Marketing Mix, Marketing Research, Marketing Segmentation, Mass Marketing</p> <p>Pages 615-621, section: Motivation</p> <p>Six basic needs of customers: <a href="http://www.lifehack.org/articles/work/the-six-basic-needs-of-customers.html">http://www.lifehack.org/articles/work/the-six-basic-needs-of-customers.html</a> (Links to an external site.)</p>

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	<p>Kotler, Philip. "A Generic Concept Of Marketing." Journal Of Marketing 36.2 (1972): 46-54. Business Source Complete. Web. 11 June 2016.</p>
<p>9/5- 9/11</p>	<p>Pages 0-74 Fisher, P. H., Pride, M. M., &amp; Miller, E. G. (2006). Blueprint for Your Library Marketing Plan : A Guide to Help You Survive and Thrive. Chicago: ALA Editions.</p>
<p>9/12- 9/18</p>	<p>Pages 75-93 Fisher, P. H., Pride, M. M., &amp; Miller, E. G. (2006). Blueprint for Your Library Marketing Plan: A Guide to Help You Survive and Thrive. Chicago: ALA Editions.</p> <p>Pages 0-63 Potter, N. (2012). The Library Marketing Toolkit, Facet Publishing.</p>
<p>9/19- 9/25</p>	<p>Pages 65-138 Potter, N. (2012). The Library Marketing Toolkit, Facet Publishing.</p>
<p>9/26- 10/2</p>	<p>Pages 139-200 Potter, N. (2012). The Library Marketing Toolkit, Facet Publishing.</p>
<p>10/3- 10/9</p>	<p><b>Marketing and libraries</b></p> <p>Carrigan, D. (2015). "Public Libraries, Dual Constituencies, and Marketing." Public Library Quarterly 34(3): 245-255.</p> <p>Cole, K., et al. (2010). "Marketing the Library in a Digital World." The Serials Librarian 58(1-4): 182-187.</p> <p>Jose, A. and I. K. Bhat (2007). "Marketing of Library and Information Services: A Strategic Perspective." Vision 11(2)</p>
<p>10/10- 10/16</p>	<p><b>Measuring</b></p> <p><a href="http://www.networkforgood.com/nonprofitblog/how-measure-impact-your-nonprofit-marketing/">http://www.networkforgood.com/nonprofitblog/how-measure-impact-your-nonprofit-marketing/</a></p>

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	<p><a href="http://ctnonprofits.org/ctnonprofits/sites/default/files/fckeditor/file/resources/publications/NPA-articles/AssessingYourBrandandMarketingCommunications.pdf">http://ctnonprofits.org/ctnonprofits/sites/default/files/fckeditor/file/resources/publications/NPA-articles/AssessingYourBrandandMarketingCommunications.pdf</a></p> <p>Eva, N. and E. Shea (2015). "Taking Stock of Your Institution's Marketing Efforts." <i>Reference &amp; User Services Quarterly</i> 54(3).</p> <p>Martin, E. J. (2016). "Content Marketing Metrics That Matter." <i>Econtent</i> 39(3).</p> <p><b>Branding</b></p> <p>Circle, A. and K. Bierman (2009). "The House Brand." <i>Library Journal</i> 134(11).</p> <p>Hafner, A. W. and S. G. Akers (2011). "Building the Library's Brand Using Taglines or Logos." <i>Public Libraries</i> 50(1).</p> <p>Trendler, A. (2016). "Branding the Branch: A Case Study in Marketing the Architecture Library at Ball State University." <i>Art Documentation: Journal of the Art Libraries Society of North America</i> 35(1): 130-143.</p>
10/17-10/23	No readings – work on marketing plans.
10/24-10/30	<p><b>Marketing</b></p> <p>Allen, C. W. and B. H. Allen (2007). "Outreach Marketing in a Community Health Library." <i>Journal of Hospital Librarianship</i> 7(2): 17-29.</p> <p>Booker, L. and S. Bandyopadhyay (2013). "How Academic Libraries Can Leverage Social Networking to Popularize Their Services." <i>Journal of the Indiana Academy of the Social Sciences</i> 16(2).</p> <p>Eva, N. and E. Shea (2014). "Marketing Comes to Reference and User Services." <i>Reference &amp; User Services Quarterly</i> 54(2): 41-42.</p> <p>Fagan, J. C. (2009). "Marketing the Virtual Library." <i>Computers in Libraries</i> 29(7).</p> <p>Mlis, H. and N. E. MIs (2008). "Marketing the Academic Library." <i>College &amp; Undergraduate Libraries</i> 12(1-2): 19-33.</p> <p>Verostek, J. M. (2008). "Affordable, Effective, and Realistic Marketing." <i>College &amp; Undergraduate Libraries</i> 12(1-2): 119-138.</p>

10/31-  
11/6

**Social media and libraries:**

<http://lj.libraryjournal.com/2013/05/marketing/social-media-libraries-are-posting-but-is-anyone-listening/> (Links to an external site.)

<http://oedb.org/ilibrarian/10-social-media-marketing-tips-for-libraries/> (Links to an external site.)

<https://americanlibrariesmagazine.org/2013/07/16/how-libraries-are-using-social-media/> (Links to an external site.)

[https://prezi.com/7hpjhhrq\\_rrr/best-practices-academic-libraries-social-media/#](https://prezi.com/7hpjhhrq_rrr/best-practices-academic-libraries-social-media/#) (Links to an external site.)

<https://www.youtube.com/watch?v=uWI5qchghFc&feature=youtu.be>

**Work on supporting materials, review resources page**

**Brochure design:**

<http://www.creativebloq.com/graphic-design-tips/how-to-design-a-brochure-123267> (Links to an external site.)

<https://designschool.canva.com/blog/brochure-design/> (Links to an external site.)

**Font basics:**

<http://www.noupe.com/essentials/icons-fonts/a-crash-course-in-typography-the-basics-of-type.html> (Links to an external site.)

<https://www.fontsquirrel.com/> (Links to an external site.)

More: <http://fontbasics.com/> (Links to an external site.)

**Email campaigns:**

<http://www.verticalresponse.com/blog/back-basics-5-email-marketing-fundamentals-revisit/> (Links to an external site.)

<https://blog.kissmetrics.com/beginners-guide-email-marketing/> (Links to an external site.)

<https://mailchimp.com/resources/guides/email-marketing-field-guide/> (Links to an external site.)

	<p><b>Basics of social media marketing</b></p> <p><a href="https://www.entrepreneur.com/article/240401">https://www.entrepreneur.com/article/240401</a> (Links to an external site.) <a href="https://moz.com/beginners-guide-to-social-media-">https://moz.com/beginners-guide-to-social-media-</a> (Links to an external site.) for review</p>
11/7-11/13	<p><b>LinkedIn Profile Building:</b></p> <p><a href="https://www.linkedin.com/pulse/how-create-killer-linkedin-profile-get-you-noticed-bernard-marr">https://www.linkedin.com/pulse/how-create-killer-linkedin-profile-get-you-noticed-bernard-marr</a> (Links to an external site.)</p> <p><a href="https://university.linkedin.com/content/dam/university/global/en_US/site/pdf/TipSheet_BuildingaGreatProfile.pdf">https://university.linkedin.com/content/dam/university/global/en_US/site/pdf/TipSheet_BuildingaGreatProfile.pdf</a></p> <p><a href="http://www.forbes.com/sites/laurashin/2014/10/20/how-to-create-the-ideal-linkedin-profile/#75ffb881259e">http://www.forbes.com/sites/laurashin/2014/10/20/how-to-create-the-ideal-linkedin-profile/#75ffb881259e</a> (Links to an external site.)</p> <p><b>Marketing Yourself:</b></p> <p><a href="http://www.michaelpage.ae/career-centre/job-search-advice/six-great-ways-market-yourself">http://www.michaelpage.ae/career-centre/job-search-advice/six-great-ways-market-yourself</a> (Links to an external site.)</p> <p><a href="http://www.salary.com/sell-yourself-14-steps-to-creating-a-powerful-personal-brand/">http://www.salary.com/sell-yourself-14-steps-to-creating-a-powerful-personal-brand/</a></p>
11/14-11/20	<p>Barber, P. (2014). "Contagious Marketing." <i>American Libraries</i> 45(1/2).</p> <p>Douglas, V. and A. Becker (2015). "Encouraging Better Graphic Design in Libraries: a Creative Commons Crowdsourcing Approach." <i>Journal of Library Administration</i> 55(6): 459-472.</p> <p>Keller, J. (2011). "Targeted Marketing: Utilizing and Engaging Library Staff." <i>Public Libraries</i> 50(1).</p> <p>Nunn, B. and E. Ruane (2012). "Marketing Gets Personal: Promoting Reference Staff to Reach Users." <i>Journal of Library Administration</i> 52(6-7): 571-580.</p> <p>Polger, M. A., &amp; Okamoto, K. (2013). Who's spinning the library? Responsibilities of academic librarians who promote. <i>Library Management</i>, 34(3), 236-253.</p>

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	Young, S. and D. Rossman (2015). "Building Library Community Through Social Media." <i>Information Technology &amp; Libraries</i> 34(1).
11/21-11/27	<b>Thanksgiving Week</b> - Catchup, Office Hours, Assistance with Assignments
11/28-12/4	<p><b>Advocacy</b></p> <p>Ewbank, A. a. (2015). Library Advocacy Through Twitter: A Social Media Analysis of #savelibraries and #getESEArigh. <i>School Libraries Worldwide</i>, 21(2), 26-38.</p> <p>Besara, R. r. (2012). Using Mobile Tools for Advocacy. <i>Reference Librarian</i>, 53(3), 297-303.</p> <p><b>Misc</b></p> <p>McClelland, T. (2014). "What Exactly Do You Do Here? Marketing-Related Jobs in Public and Academic Libraries." <i>Journal of Library Administration</i> 54(5): 347-367.</p> <p>Schuerlein, G. and T. Strobel (2011). "Survey Says ... Getting the Most ROI from Customer Surveys." <i>Public Libraries</i> 50(1).</p>
12/4-12/9	No readings.



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### **Supplementary materials:**

#### **Marketing Plan:**

<http://www.fundraising123.org/files/training/7%20Steps%20to%20Creating%20Your%20Best%20Nonprofit%20Marketing%20Plan%20Ever.pdf> (Links to an external site.)

<http://gettingattention.org/articles/69/planning-budgets/nonprofit-marketing-plan-template.html> (Links to an external site.)

<https://knowhownonprofit.org/how-to/how-to-create-a-marketing-plan> (Links to an external site.)

#### **More on budgets:**

<http://gettingattention.org/articles/195/planning-budgets/nonprofit-marketing-budget.html> (Links to an external site.)

<http://www.royalladv.com/blog/non-profit-marketing-budget/>

<http://smallbusiness.chron.com/develop-marketing-plan-budget-39809.html> (Links to an external site.)

<https://www.entrepreneur.com/article/243790> (Links to an external site.)

<http://www.forbes.com/sites/davelavinsky/2013/06/07/three-steps-to-a-solid-marketing-budget/#37530b811785> (Links to an external site.)

#### **Library as Place:**

<http://www.clir.org/pubs/reports/pub129/pub129.pdf> (Links to an external site.)

<http://acrlog.org/tag/library-as-place/> (Links to an external site.)

Agosto, DE, Bell J, Bernier A, Kuhlmann M. (2015). "This is Our Library and It's a Pretty Cool Place: A User-Centered Study of Public Library YA Spaces." *Public Library Quarterly* 34(1): 23.

Houston, A. M. (2015). Revisiting Library as Place. *Reference & User Services Quarterly*, 55(2), 84-86.

#### **Advocacy:**

Block, M. (2001). The Secret of Library Marketing: Make Yourself Indispensable. (Cover story). *American Libraries*, 32(8), 48.

Gruenthal, H. (2012). A School Library Advocacy Alphabet. *Young Adult Library Services*, 11(1), 13-18.

Moreillon, J. j., & Hall, R. r. (2014). Digital Advocacy Stories: A Pedagogical Tool for Communicating and Strengthening Library Values. *Journal Of Education For Library & Information Science*, 55(2), 100-111.

Singh, R. r. (2014). Engaging Your Library Community through Effective Brand Advocacy: STEPPS to Success. *Feliciter*, 60(3), 27-29.

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**Assessment:**

Phillips, A. (2014). "Systematic Marketing Facilitates Optimal Customer Service: The Marketing Audit of a Rural Public Library System." *Public Library Quarterly* 33(3): 219-235.

**Miscellaneous:**

Clark, S. (2009). MARKETING THE LIBRARY? WHY LIBRARIANS SHOULD FOCUS ON STEWARDSHIP AND ADVOCACY. *Progressive Librarian*, (33), 93-100.

Dugan, M. (2011). "'Database of the Week': Successfully Promoting Business Databases to Faculty." *Journal of Business & Finance Librarianship* 16(2): 159-170.

Sriram, V. (2016). "Social Media and Library Marketing: Experiences of KN Raj Library." *DESIDOC Journal of Library & Information Technology* 36(3).

Slatter, Diane, and Zaana Howard. 2013. A place to make, hack, and learn: Makerspaces in Australian public libraries. *Australian Library Journal* 62, (4) (11): 272-284

Stover, J. S. (2007). "Making Marketing Work for Your Library Blog." *Internet Reference Services Quarterly* 11(4): 155-167.

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## Assignments Summary:

<b>Date</b>	<b>Details</b>
Wed Aug 24, 2016	<a href="#">First day of classes</a>
Mon Sep 5, 2016	<a href="#">Academic holiday</a>
Fri Sep 9, 2016	<a href="#">Assignment 1: Identify organization and issue or opportunity</a> <a href="#">Assignment 2: Web site</a>
Wed Sep 14, 2016	<a href="#">Last day to drop &amp; not appear on transcript</a>
Mon Oct 17, 2016	<a href="#">Midterm of semester</a>
Mon Oct 24, 2016	<a href="#">Assignment 3: Draft marketing plan</a>
Fri Nov 4, 2016	<a href="#">Last day to withdraw from a course</a>
Tue Nov 8, 2016	<a href="#">Academic holiday</a>
Mon Nov 14, 2016	<a href="#">Assignment 4: Draft supporting materials</a>
Sun Nov 20, 2016	<a href="#">Assignment 6: Marketing presentation peer review</a>
Thu Nov 24, 2016	<a href="#">Academic holiday</a>
Fri Nov 25, 2016	<a href="#">Academic Holiday</a>
Sun Dec 4, 2016	<a href="#">Assignment 5: LinkedIn</a>

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**Date**

**Details**

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Fri Dec 9, 2016

[Last day of classes](#)

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[Assignment 7: Marketing presentation](#)

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Fri Dec 16, 2016

[End of fall semester](#)

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### **Attendance Policy**

As this is an online course, there is no formal attendance policy. It is good practice to stay in touch with the course (either via updates or logging into the shell) repeatedly through the week. Late work is discouraged.

### **Excused Absences**

Students need to notify the professor of absences prior to class when possible. *Senate Rules 5.2.4.2* defines the following as acceptable reasons for excused absences: (a) serious illness, (b) illness or death of family member, (c) University-related trips, (d) major religious holidays, and (e) other circumstances found to fit “reasonable cause for nonattendance” by the professor.

Students anticipating an absence for a major religious holiday are responsible for notifying the instructor in writing of anticipated absences due to their observance of such holidays no later than the last day in the semester to add a class. Two weeks prior to the absence is reasonable, but should not be given any later. Information regarding major religious holidays may be obtained through the Ombud (859-257-3737, [http://www.uky.edu/Ombud/ForStudents\\_ExcusedAbsences.php](http://www.uky.edu/Ombud/ForStudents_ExcusedAbsences.php) (Links to an external site.)).

Per *Senate Rule 5.2.4.2*, students missing any graded work due to an excused absence are responsible: for informing the Instructor of Record about their excused absence within one week following the period of the excused absence (except where prior notification is required); and for making up the missed work. The professor must give the student an opportunity to make up the work and/or the exams missed due to an excused absence, and shall do so, if feasible, during the semester in which the absence occurred.

### **Verification of Absences**

Students may be asked to verify their absences in order for them to be considered excused. *Senate Rule 5.2.4.2* states that faculty have the right to request “appropriate verification” when students claim an excused absence because of illness, or death in the family. Appropriate notification of absences due to University-related trips is required prior to the absence when feasible and in no case more than one week after the absence.

### **Academic Integrity**

Per University policy, students shall not plagiarize, cheat, or falsify or misuse academic records. Students are expected to adhere to University policy on cheating and plagiarism in all courses. The minimum penalty for a first offense is a zero on the assignment on which the offense occurred. If the offense is considered severe or the student has other academic offenses on their record, more serious penalties, up to suspension from the University may be imposed.

Plagiarism and cheating are serious breaches of academic conduct. Each student is advised to become familiar with the various forms of academic dishonesty as explained in the Code of Student

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Rights and Responsibilities. Complete information can be found at the following website: <http://www.uky.edu/Ombud> (Links to an external site.). A plea of ignorance is not acceptable as a defense against the charge of academic dishonesty. It is important that you review this information as all ideas borrowed from others need to be properly credited.

*Senate Rules 6.3.1* (see <http://www.uky.edu/Faculty/Senate/> (Links to an external site.) for the current set of *Senate Rules*) states that all academic work, written or otherwise, submitted by students to their instructors or other academic supervisors, is expected to be the result of their own thought, research, or self-expression. In cases where students feel unsure about a question of plagiarism involving their work, they are obliged to consult their instructors on the matter before submission.

When students submit work purporting to be their own, but which in any way borrows ideas, organization, wording, or content from another source without appropriate acknowledgment of the fact, the students are guilty of plagiarism.

Plagiarism includes reproducing someone else's work (including, but not limited to a published article, a book, a website, computer code, or a paper from a friend) without clear attribution. Plagiarism also includes the practice of employing or allowing another person to alter or revise the work, which a student submits as his/her own, whoever that other person may be. Students may discuss assignments among themselves or with an instructor or tutor, but when the actual work is done, it must be done by the student, and the student alone.

When a student's assignment involves research in outside sources or information, the student must carefully acknowledge exactly what, where and how he/she has employed them. If the words of someone else are used, the student must put quotation marks around the passage in question and add an appropriate indication of its origin. Making simple changes while leaving the organization, content, and phraseology intact is plagiaristic. However, nothing in these Rules shall apply to those ideas, which are so generally and freely circulated as to be a part of the public domain.

Please note: Any assignment you turn in may be submitted to an electronic database to check for plagiarism.

### **Accommodations due to disability**

If you have a documented disability that requires academic accommodations, please see me as soon as possible during scheduled office hours. In order to receive accommodations in this course, you must provide me with a Letter of Accommodation from the Disability Resource Center (DRC). The DRC coordinates campus disability services available to students with disabilities. It is located on the corner of Rose Street and Huguelet Drive in the Multidisciplinary Science Building, Suite 407. You can reach them via phone at (859) 257-2754 and via email at [drc@uky.edu](mailto:drc@uky.edu). Their web address is <http://www.uky.edu/StudentAffairs/DisabilityResourceCenter/> (Links to an external site.). Policies concerning academic integrity, excused absences and academic accommodations due to disability are available online at: <https://ci.uky.edu/sis/sites/default/files/policies.pdf> (Links to an external site.)

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## **TECHNOLOGY INFORMATION & RESOURCES**

Distance Learning Students are expected to have a minimum level of technological acumen and the availability of technological resources. Students must have regular access a computer with a reliable Internet connection and audio capabilities. Internet Explorer 7 (IE) or Firefox 2.x are the recommended browsers for those using a Windows-based PC. Those using Firefox 3.x may encounter problems with assignment uploads. Those using an Apple computer with MAC OS X (10.5.x) may use Firefox 3.x or Safari 3.x.

Please be certain that your computer and/or browser allow you to view Adobe Reader documents (.pdf). Microsoft Office and other software products are free for students: <http://download.uky.edu/> (Links to an external site.).

As your instructor, I am your first go-to person for technology problems. If you need more immediate assistance, please contact UKIT.

### **Information Technology Customer Service Center (UKIT)**

<http://www.uky.edu/UKIT/>; 859-218-4357

### **Library Services & Distance Learning Services**

<http://www.uky.edu/Libraries/DLLS> (Links to an external site.)

- Carla Cantagallo, DL Librarian
- Local phone number: (859) 257-0500, ext. 2171; long-distance phone #: (800) 828-0439 (option #6)
- Email: [dllservice@email.uky.edu](mailto:dllservice@email.uky.edu)
- DL Interlibrary Loan  
Service: [http://www.uky.edu/Libraries/libpage.php?lweb\\_id=253&llib\\_id=16](http://www.uky.edu/Libraries/libpage.php?lweb_id=253&llib_id=16) (Links to an external site.)

For more resources about online classes and student resources, visit <http://www.uky.edu/ukonline/> (Links to an external site.)

The School of Information Science has a page with a comprehensive list of technology resources here: <http://ci.uky.edu/sis/students/techtips> (Links to an external site.)

### **Military Members and Veterans**

We recognize the complexities of being a member of the military community and also a student. If you are a member of the military or a military veteran or dependent, please inform your instructor if you are in need of special accommodations. Drill schedules, calls to active duty, mandatory training exercises, complications with GI Bill disbursement, and other unforeseen military and veteran related developments can complicate your academic life. If you are aware of a complication, we will work with you and put you in contact with university staff members who are trained to assist you. Please

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contact the Coordinator of the University of Kentucky Veterans Resource Center at (859) 257-1148 for additional assistance. Visit <http://www.uky.edu/veterans> (Links to an external site.) for more available resources.