

Managing Organizations in Sport

SPM4154 (Residential/FLG 210)

Class # 22999 (section SM13)

3 Credits | Spring 2023

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Course Information

INSTRUCTOR

Dr. Cynthia Willming

Office: FLG 310

Office Phone: 352-294-1662

Preferred Method of Contact: willming@hhp.ufl.edu

Expect a response within 24 hours M – F, 48 hours after 4pm Fri, and 48 hours on Sat or Sun.

OFFICE HOURS

Mondays & Wednesdays – (11:30 am - 12:30 pm & by appointment)

MEETING

Access course through Canvas on UF e-Learning (<https://elearning.ufl.edu/>) &

TIME/LOCATION

the Canvas mobile app by Instructure.

COURSE DESCRIPTION

- Managerial principles and techniques are discussed applicable to a multitude of sport organizations. It addresses the four functions of management, strategy, organizational structure, resource management, and leadership theories.

PREREQUISITE KNOWLEDGE AND SKILLS

- MAN 3025 and SPM 2000 with minimum grades of C.

REQUIRED AND RECOMMENDED MATERIALS

- **Required Textbook:** Lussier, R. and Kimball, D. (2020). 3rd Edition. Applied Sport Management Skills. Champaign, Illinois: Human Kinetics. ISBN:978-1-4925-7015-8
- This course will be participating in the **UF All Access** program this semester. Students will have two options to gain access to the required textbook when classes begin. Students will have a choice to “Opt-In” to access the textbook through a link provided in CANVAS for a reduced price and pay for the textbook through their student account. Students who do not choose this option will be able to purchase a standalone code through the UF Bookstore. Both options provide access to the same online materials.

MATERIALS AND SUPPLY FEES

There are no supply or material fees for this course.

COURSE FORMAT

- **Instructional Methods:** This course consists of synchronous lectures, readings, and in-class discussions to provide students with a variety of learning methods. You are responsible for observing all posted due dates and are encouraged to be self-directed and take responsibility for your learning.

- **Minimum Technology Requirements:** The University of Florida expects students to acquire computer hardware and software appropriate to his or her degree program. Most computers are capable of meeting the following general requirements. A student’s computer configuration should include Broadband connection to the Internet and related equipment (Cable/DSL modem) and Microsoft Office Suite installed (provided by the university).
- **Minimum Technical Skills:** To complete your tasks in this course, you will need a basic understanding of how to operate a computer, and how to use word processing software.
- **Zoom:** Zoom is an easy-to-use video conferencing service available to all UF students, faculty, and staff that allows for meetings of up to 100 participants. You can find resources and help using Zoom at <https://ufl.zoom.us>.

COURSE LEARNING OBJECTIVES:

By the end of this course, students should be able to:

- Describe the role managers play in the proper functioning of sport organizations.
- Explain the four functions of management in sport organizations.
- Apply management skills to practical sport settings.
- Evaluate current issues facing managers in sport organizations.
- Develop real-world strategies for planning, organizing, leading, and controlling sport organizations.

Grading

The table below provides an outline of the assessments for this course.

Evaluation Components	Points Per Component	% of Total Grade
Syllabus Quiz (1)	5 pts each = 5 pts	5/454 = 1%
Midcourse and End of Course Survey (2)	10 pts each = 20 pts	20/454 = 4%
Quizzes (2)	100 pts each = 200 pts	200/454 = 44%
Module Assignments	229 pts each = 229 pts	229/454 = 51%
	454 points possible	100%

Assignments: The assessments for this course consist of a syllabus quiz, midcourse survey, end of the course survey, and module assignments in CANVAS. These assignments are due on specified dates. The assignments are from the textbook consisting of multiple choice, true/false, fill-in-the-blank, and matching questions. The assignments are not meant to be a primary study tool for preparing for quizzes. The function of the assignments is to get students familiar with the textbook, and to ease students into answering management questions about sport. It is not prudent to complete assignments at the last minute. **LATE ASSIGNMENTS ARE NOT ACCEPTED** unless in accordance with UF’s Attendance Policy. Submit assignments using Word and name the file as follows: Last name, first initial, and name of the assignment (e.g., Willming C Motivation.doc or pdf).

Quizzes I and II – Each quiz will consist of 50 questions, 2 points per question, totaling 100 points. Questions will be multiple choice, true/false, fill-in-the-blank, and short answer. Students are not permitted access to any kind of materials, notes, or persons during the quizzes. The course instructor generates quiz questions. The majority of your preparation for the quiz should be given to the lecture notes and the textbook but also focus on supplemental materials. Quizzes will be taken in the classroom and students will have 50 minutes to complete the quiz. **LATE ASSIGNMENTS ARE NOT ACCEPTED** unless in accordance with UF’s Attendance Policy.

GRADING SCALE

- Grades will be posted in the CANVAS gradebook. Grades are dependent on the student's performance measured by assignments, discussion boards, and quizzes. Final grades are based on the accumulation of points the student earns throughout the semester. Total points are converted to letter grades using the grading scale below. **Grades ending in .5 will be rounded up.** The grading scale is strictly enforced and unchangeable. **The instructor will NOT change grades** because the student is unhappy with their academic performance. Asking the instructor for extra credit or special exceptions to these grading policies will be interpreted as an Honor Code violation (i.e., asking for preferential treatment) and will be handled accordingly. More detailed information regarding current UF grading policies can be found here: <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>.

Letter Grade	Points Needed to Earn Each Letter Grade	Percent of Total Points Associated with Each Letter Grade	GPA Impact of Each Letter Grade
A	407-454	89.50-100%	4.0
A-			3.67
B+	393-406	86.45-89.44%	3.33
B	380-392	83.45-86.44%	3.0
B-	361-379	79.45-83.44%	2.67
C+	348-360	76.45-79.44%	2.33
C	334-347	73.45-76.44%	2.0
C-	316-333	69.45-73.44%	1.67
D+	302-315	66.45-69.44%	1.33
D	289-301	63.45-66.44%	1.0
D-	270-288	59.45-63.44	0.67
E	0-269	0-59.44%	0

GRADING RUBRIC

- A & A- Outstanding:** The work far surpasses the assignment requirements, it is well organized, analytical rather than descriptive, and includes excellent grammar.
- B+, B, & B- Very Good:** The work exceeds the minimal requirements of the assignment, it is organized, descriptive rather than analytical, and includes good grammar.
- C+, C, & C- Average:** The work may not meet all criteria of the assignment, organization is below average, the work is far too descriptive, and includes poor grammar.
- D+, D, & D- Below Average:** The work barely meets minimum criteria.
- E Fail:** The work does not meet the minimum criteria.

Course & University Policies

ATTENDANCE POLICY

The attendance policy is in accordance with the University of Florida's Attendance Policy:

<https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>. For all planned absences, a student in a situation that allows an excused absence from a class, or any required class activity must inform the instructor as early as possible prior to the class. For all unplanned absences because of accidents or emergency situations, students should contact their instructor as soon as conditions permit. The university recognizes the right of the instructor to make attendance mandatory and require **documentation for absences** (except for religious holidays), missed work, or inability to fully engage in class. After due warning, an instructor can prohibit further attendance and subsequently assign a failing grade for excessive absences.

PERSONAL CONDUCT POLICY

Professional behavior is expected from all students. This includes respect and consideration for the ideas and beliefs expressed by all students. It is important for students to practice civil discourse as uncomfortable or challenging topics might unfold in the classroom.

- ***Adherence to the UF Student Honor Code***
 - Students are expected to exhibit behaviors that reflect highly upon themselves and the University of Florida.
 - UF students are bound by The Honor Pledge, which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.” The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions.
 - Furthermore, you are obliged to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult the instructor.
 - The instructor will determine sanctions for first-time violators.
 - **The Dean of Students Office will receive alleged violations of the Honor Code regardless of the severity.**

Please use respectful language in person and through email correspondence.

- ***Email should include:***
 - To: willming@hhp.ufl.edu
 - From: name@ufl.edu
 - Subject: First and last name, course prefix and number, and course section and number.
Example: Sally Gator, SPM 4154, section XXXX, and class number XXXXX
 - Dear Dr. Willming,
My name is Sally Gator, and I am a student in your SPM 4154 course. I have read the syllabus, referred to the CANVAS website, reviewed class notes, and asked another student about _____, but I am unable to find the information. My question is...
Thank you,
Sally Gator

ASSIGNMENTS

- Assignments must be typed, double-spaced, use 12-point font, Times New Roman, and 1-inch margins.
- Upload only **WORD documents** to CANVAS following APA guidelines: (https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html).
- Points are deducted for inappropriate grammar, spelling, punctuation, sentence structure, and lack of citations.
- Technology problems are not acceptable excuses for late assignments or missed exams.
- **LATE ASSIGNMENTS ARE NOT ACCEPTED** unless in accordance with UF’s Attendance Policy.
- Refer to the Course Schedule in the syllabus or Canvas for assignment due dates.

MAKE-UP POLICY

- A student experiencing an illness should visit the UF Student Health Care Center or their preferred healthcare provider to seek medical advice and obtain documentation for the student’s absence in class.

If you have an illness, family emergency or death, please contact the Dean of Students Office (www.dso.ufl.edu) and follow the DSO Care Team procedures for documentation and submission of a request for make-up assignment (<https://care.dso.ufl.edu/instructor-notifications/>). The DSO will contact the instructor. Alternatively, in the case of illness and family emergency other forms of documentation such as a medical appointment notice or funeral notice are acceptable. For UF related excused absences such as athletics, conference attendances emails, and letters from team officials and other academic supervisors are acceptable.

- **LATE ASSIGNMENTS ARE NOT ACCEPTED** unless in accordance with UF's Attendance Policies: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.
- Acceptable reasons for an absence or failure to engage in class include:
 - Documented illness, Title IX-related situations, serious accidents or emergencies affecting the student, their roommates, or their family, special curricular requirements (e.g., judging trips, field trips, professional conferences), military obligation, severe weather conditions that prevent class participation, religious holidays, participation in official university activities (e.g., music performances, athletic competition, debate), and court-imposed legal obligations (e.g., jury duty or subpoena). Other reasons (e.g., job interview or club activity) might be deemed acceptable if approved by the instructor.
 - For all planned absences, a student in a situation that allows an excused absence from a class, or any required class activity must inform the instructor as early as possible prior to the class.
 - For all unplanned absences because of accidents or emergencies, students should contact their instructor as soon as conditions permit.
 - **The university recognizes the right of the instructor to make attendance mandatory and require documentation for absences (except for religious holidays), missed work, or inability to fully engage in class.** After due warning, an instructor can prohibit further attendance and subsequently assign a failing grade for excessive absences.

TECHNOLOGY PROBLEMS

- Technology is not an acceptable excuse for late work including assignments and quizzes.
- Reminder: **LATE WORK IS NOT ACCEPTED IN THIS COURSE** unless in accordance with UF's Attendance Policies.
- Students needing technical assistance should contact the Help Desk at 352-392-HELP (4357).
- After contacting the Help Desk, ensure you receive a ticket number with the time, date, and explanation of the problem for your records.

ACCOMMODATING STUDENTS WITH DISABILITIES

- Accommodating students with disabilities is very important to me. If you are aware of your disability or might be concerned you have a disability, please register with the Disability Resource Center by visiting their Get Started page at <https://disability.ufl.edu/students/get-started/>, call them at 352-392-8565, online <https://accessibility.ufl.edu/>, or visit the Dean of Students Office. Once registered, please contact me via email or in person during the first two weeks of class to provide me with a copy of your accommodation letter to ensure I fully understand your needs. It is my goal to provide you with the tools necessary to ensure you are successful in this course.

ZOOM

- Zoom is an easy-to-use video conferencing service available to all UF students, faculty, and staff that allows for meetings of up to 100 participants. You can find resources and help using Zoom at <https://ufl.zoom.us>.

COURSE EVALUATIONS

- Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens and can complete evaluations through the email they receive from GatorEvals in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

CHANGING NAME DISPLAY IN CANAVAS

- It is important to the learning environment that you feel welcome and safe in this class and that you are comfortable participating in class discussions and communicating with me on any issues related to the class. If your preferred name is not the name listed on the official UF roll, please let me know as soon as possible by e-mail or otherwise. I would like to acknowledge your preferred name, and pronouns that reflect your identity. Please let me know how you would like to be addressed in class, if your name and pronouns are not reflected by your UF-rostered name. I welcome you to the class and look forward to a rewarding learning adventure together.
- You may also change your “Display Name” in Canvas. Canvas uses the "Display Name" as set in myUFL. The Display Name is what you want people to see in the UF Directory, such as "Ally" instead of "Allison." To update your display name, go to one.ufl.edu, click on the dropdown at the top right, and select "Directory Profile." Click "Edit" on the right of the name panel, uncheck "Use my legal name" under "Display Name," update how you wish your name to be displayed, and click "Submit" at the bottom. This change may take up to 24 hours to appear in Canvas. This does not change your legal name for official UF records.

INCLUSION, DIVERSITY, EQUITY, AND ACCESSIBILITY (IDEA) RESOURCES

- It is my intent that students from all diverse backgrounds and perspectives be equitably served by this course, that students' learning needs be addressed, and that the diversity that students bring to this class are viewed as inclusive as a resource, strength, and benefit. It is my intent to present materials and activities that are respectful of diversity: gender identity, sexuality, disability, age, socioeconomic status, ethnicity, race, nationality, religion, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally, for other students, or student groups.
- For suggestions or concerns related to IDEA, please reach out to any of the following:
 - Dr. Christine Wegner, SPM IDEA Liaison, christinewegner@ufl.edu
 - Dr. Cyntrice Thomas, SPM Graduate Coordinator, cthomas10@ufl.edu
 - Dr. Cynthia Willming, SPM Undergraduate Coordinator, willming@hhp.ufl.edu

IN-CLASS RECORDINGS

- Students are allowed to record video or audio of class lectures but NOT other students in the course. Recordings are strictly controlled and must be (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited.
- Students may NOT publish recorded lectures without the written consent of the instructor.
- A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course.
- A class lecture does not include lab sessions, student presentations, and clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests,

and exams), field trips, and private conversations between students in the class or between a student and the faculty or lecturer during a class session.

- **Publication without permission of the instructor is prohibited.** To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third-party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code.”

COVID-19

- If you are not vaccinated, the University recommends you get vaccinated. Vaccines are readily available and have been demonstrated to be safe and effective against the COVID-19 virus.
 - If you are sick, stay home, and self-quarantine. Please call your primary care provider if you are ill and need immediate care or the UF Student Health Care Center at 352-392-1161.

Getting Help

STUDENT SUPPORT

- **U Matter, We Care:** If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575.
- **Counseling and Wellness Center:** <https://counseling.ufl.edu/>, 352-392-1575.
- **Sexual Assault Recovery Services (SARS):** Student Health Care Center, 392-1161.
- **University Police Department:** 392-1111 (or 911 for emergencies) <http://www.police.ufl.edu/> .
- **Student Health Care Center:** Call 352-392-1161 for 24/7 information to help you find the care you need or visit shcc.ufl.edu.
- **UF Health Shands Emergency Room/Trauma Center:** For immediate medical care in Gainesville, call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; ufhealth.org/emergency-room-trauma-center.

ACADEMIC SUPPORT

- **E-learning Technical Support:** UF HELP Desk - 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. <https://lss.at.ufl.edu/help.shtml>
- **Career Connections Center, Reitz Union:** 392-1601. Career assistance and counseling. <https://career.ufl.edu/>
- **Library Support:** <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.
- **Teaching Center, Broward Hall:** 392-2010 or 392-6420. General study skills and tutoring. <http://teachingcenter.ufl.edu/>
- **Writing Studio, 302 Tigert Hall:** 846-1138. Help with brainstorming, formatting, and writing papers. <http://writing.ufl.edu/writing-studio/>
- **Student Complaints On-Campus:** <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>
- **On-Line Students Complaints:** <http://distance.ufl.edu/student-complaint-process/>

Tips For Success

- Schedule "class times" for yourself. It is important to do the coursework on time each week.
- Read ALL of the material contained on the CANVAS site. There is a lot of helpful information that can save you time and help you meet the objectives of the course.
- Print the Course Schedule located in the Course Syllabus and check off things as you go.

- Ask for help or clarification of the material if you need it.
- Do not wait to ask questions because this might cause you to miss a due date.
- Do your work well before the due dates. Sometimes things happen. If your computer goes down when you are trying to submit an assignment, you will need time to troubleshoot the problem.
- To be extra safe, back up your work to an external hard drive, thumb drive, or through a cloud service.

Weekly Tentative Course Schedule

This course schedule below is tentative and might change based on the pace of the lectures and student needs; however, changes will be announced through CANVAS. The instructor bears no responsibility for announcing the changes to each individual student. All times are in Eastern Standard Time (EST).

CRITICAL DATES & UF OBSERVED HOLIDAYS

- January 16th: Martin Luther King, Jr. Day (Monday)
- March 13th-17th: Spring Break (Monday, Wednesday, & Friday)

Week	Dates	Readings	Assignments & Discussion Boards
		MODULE 1	
#1	1-9 to 1-13	Course Introduction & Ch. 1: Managing Sports	Due: Fri, Jan 13 at 11:59 pm <ul style="list-style-type: none"> • Self-assessment 1.1 What are Your Management Traits? • Management Skills • Management Functions • Differences Between Management Levels
		MODULE 2	
#2	1-16 to 1-20	Ch. 2: The Sport Industry Environment: Globalization, Ethics, and Social Responsibility	Due: Fri, Jan 20 at 11:59 pm <ul style="list-style-type: none"> • Internal Environment • External Environment • Self-Assessment 2.1 Sport Ethics • Ethical Approach • Social Responsibility Due: Fri, Jan 20 at 11:59 pm <ul style="list-style-type: none"> • Course Orientation Quiz
		MODULE 3	
#3	1-23 to 1-27	Ch. 3: Creative Problem Solving and Decision Making	Due: Fri, Jan 27 at 11:59 pm <ul style="list-style-type: none"> • Making Decisions • Self-Assessment 3.1 What is your Decision-Making Style? • Classify the Problem • Using Groups to Generate Alternatives • Selecting a Quantitative Technique
		MODULE 4	
#4	1-30 to 2-3	Ch. 4: Strategic and Operational Planning	Due: Fri, Feb 3 at 11:59 pm <ul style="list-style-type: none"> • Self-Assessment 4.1 Are You an Effective Planner? • Corporate Growth Strategies • Self-Assessment 4.2 Do you Have Entrepreneurial Traits? • Adaptive Strategies

			<ul style="list-style-type: none"> Product Life Cycle Functional Strategies
		MODULE 5	
#5	2-6 to 2-10	Ch. 5: Organizing and Delegating Work	Due: Fri, Feb 10 at 11:59 pm <ul style="list-style-type: none"> The Organizing Function Self-Assessment 5.1 What are your Personal Priorities? Mid-Course Survey Quiz
		MODULE 6	
#6	2-13 to 2-17	Ch. 6: Sport Culture, Innovation, and Diversity	Due: Fri, Feb 17 at 11:59 pm <ul style="list-style-type: none"> Variables of Change Self-Assessment 6.1 Attitudes About Women in the Workplace Sexual Harassment in the Workplace
		MODULE 7	
#7	2-20 to 2-24	Ch. 7: Human Resources Management	Due: Fri, Feb 24 at 11:59 pm <ul style="list-style-type: none"> Legal or Illegal Questions Self-Assessment 7.1 Are you Ready for a Sport Management Position?
		QUIZ I	
#8	2-27 to 3-3	Review for Quiz I Quiz I Chapters 1-7	Due: Fri, Mar 3 (8:00 am to 11:59 pm) One 50-minute sitting
		MODULE 8	
#9	3-6 to 3-10	Ch. 8. Behavior in Organizations: Power, Politics, Conflict, and Stress	Due: Fri, Mar 10 at 11:59 pm <ul style="list-style-type: none"> Self-Assessment 8.1 Your Big Five Personality Profile Activity: Using Power Self-Assessment 8.3 How Political Are You? Activity: Political Behavior Activity: Selecting Conflict Management Styles Self-Assessment 8.4 What is Your Stress Personality Type Activity: Stress Management Techniques
#10	3-13 to 3-17	SPRING BREAK	SPRING BREAK
		MODULE 9	
#11	3-20 to 3-24	Ch. 9. Team Development	Due: Fri, Mar 24 at 11:59 pm <ul style="list-style-type: none"> Self-Assessment 9.1 Are you an Individual or Team Player? Activity: Is it a Group or Team? Activity: Roles Activity: Group Process Activity: People Who Sabotage Meetings
		MODULE 10	

#12	3-27 to 3-31	Ch. 10. Communicating for Results	Due: Fri, Mar 31 at 11:59 pm <ul style="list-style-type: none"> • Activity: Communication Flow • Activity: Choosing Channels • Self-Assessment 10.1 Are You a Good Listener? • Activity: Identifying Response Styles
		MODULE 11	
#13	4-3 to 4-7	Ch. 11. Motivating to Win	Due: Fri, Apr 7 at 11:59 pm <ul style="list-style-type: none"> • Activity: Performance Equation • Self-Assessment 11.1 What Motivates You? • Self-Assessment 11.2 Which Acquired Needs Drives You? • Activity: Motivation Theories
		MODULE 12	
#14	4-10 to 4-14	Ch. 12: Leading to Victory	Due: Fri, Apr 14 at 11:59 pm <ul style="list-style-type: none"> • Self-Assessment 12.1 Are You a Theory X or Y Leader? • Activity: Grid Leaders • Activity: Contingency Leaders • Activity: Continuum Leaders
		MODULE 13	
#15	4-17 to 4-21	Ch. 13 Controlling	Due: Fri, Apr 21 at 11:59 pm <ul style="list-style-type: none"> • End of Course Survey
		QUIZ II	
#16	4-24 to 4-26	Review for Quiz II Chapters 8-13 Quiz II Chapters 8-13	Due: Wed, Apr 26 (8:00 am to 11:59 pm) One 50-minute sitting <ul style="list-style-type: none"> • Quiz II
		END	

This course schedule is tentative and might change based on the pace of the lectures and student needs. Changes to the syllabus will be announced through Canvas. The instructor bears no responsibility of announcing the changes to each individual student.

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