SI 627: Leading and Managing the IT Organization
University of Michigan, School of Information
Thursday, 6:00 - 9:00pm, via Zoom
Winter 2021

PROFESSOR

Edward Happ, Executive Fellow, Office: N/A
Email: ehapp@umich.edu
Skype: eghapp
LinkedIn: https://www.linkedin.com/in/edward-g-happ/

OFFICE HOURS

Wednesdays 3:00 – 5:00pm, Fridays 11:00 - 1:00pm via Zoom meeting appointment

OVERVIEW

Warren Bennis famously said that "Management is doing things right; leadership is doing the right things." Managing IT is about both sides of this quote, whether it is running the IT enterprise as CIO or leading an IT project. In this course, students will develop skills and techniques in the areas of strategic planning, budgeting and finance, human resources administration, vendor relationships, and leadership. Students will also explore the 4 C’s of global work as applied to IT, incorporating critical thinking, communication, collaboration, and creativity. The course also explores alignment of IT initiatives with business objectives, simultaneous management of operational and development environments, and the impact of virtual organizations on IT infrastructure and services. This course is designed to be cross-disciplinary, with examples and activities drawn from information services, manufacturing, health care, public administration, higher education, non-profits, and other areas. A variety of instructional methods are used to engage students.

Credit Hours: 3

Advisory prerequisites: SI-501, or equivalent study or experience, or permission of the instructor.

OBJECTIVES

At the conclusion of this course, you will be able to:

1. Define and discuss the role of IT in today’s organizations
2. Apply strategic planning principles to real-world business and organizational issues
3. Assess emerging technologies and their potential to impact the organization

1 Note that any corrections or updates made after the course begins will be highlighted in red.
4. Apply human resources management principles to specific IT organization and staffing issues
5. Discuss characteristics of IT leadership and apply these characteristics to specific scenarios
6. Identify and use available information resources to research specific topics related to IT
7. Work with technology-related leaders who will be mentors on project teams
8. Present a proposal to a Senior Management Team

COURSE MATERIALS

The readings assigned each week illustrate important concepts in the management of IT, as well as organizational processes and leadership. Readings are based on evidence from empirical studies of various practices and strategies of management. The readings are assigned to provide context for discussion and lens through which the material presented in the case studies may be interpreted. You should ask yourself the following questions about each reading:

1. What is the central problem the author(s) is trying to solve?
2. What primary mechanisms are posited?
3. What is the evidence to support the argument(s)? How convincing is that evidence?
4. What are the basic assumptions behind the analysis?
5. How do the concepts described in the reading and the insights generated by the analysis explain phenomena you’ve seen in your organization?

You will then go one step further and summarize the reading based on the 3x3 method:
- What are your top 3 takeaways
- What are the top 3 critical questions you would ask the author(s)

Readings will be assigned from the following course materials:
- Martha Heller, Be the Business, Bibliomotion, 2016.
- Michael Lopp, Being Geek: The software developer's career handbook, 1st edition, O'Reilly, 2010

Additional articles and case studies will be made available and posted in Canvas under Modules.

COURSE REQUIREMENTS

Additional assignment details, rubrics and submissions will be provided in Canvas. Final grades will be based on total points accumulated throughout the term.

Grading
We will use a point-based grading system, based on the work Professors Barry Fishman and Erin Krupka have introduced, with no curving. It is your responsibility to accumulate points based on completing the assignments, where needed\(^2\). This means you can earn an A if you accumulate **4,200 points** or more during the semester. This also means that failure is possible—a disaster we want to plan to avoid. It’s your choice.

The points-structure is divided into two sections: required (group 1) and elective (group 2). Items are scored from 0 to the maximum points based on the quality, completeness and viability of the assignments. Note that assignment points are based on accumulating items in each rubric, and not by points deducted.

### Overview of point structure

<table>
<thead>
<tr>
<th>Required Items (group 1: all must be done)</th>
<th>Resubmit Option?</th>
<th>Max Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly 3x3 readings critiques / 100 points each week (max 3, one set per month, your pick). <strong>One due each month</strong> (Jan.-Mar.)</td>
<td>No</td>
<td>300</td>
</tr>
<tr>
<td>Short papers (there are 2 total, 400 points each)</td>
<td>Yes</td>
<td>800</td>
</tr>
<tr>
<td>Take-home assignments (there are 5)(40 points each; e.g. the SWOT exercise)</td>
<td>Yes</td>
<td>200</td>
</tr>
<tr>
<td>Career Portfolio &amp; Role Play</td>
<td>No</td>
<td>400</td>
</tr>
<tr>
<td>Interview a CIO for their IT strategy and write-up key takeaways</td>
<td>No</td>
<td>200</td>
</tr>
<tr>
<td>Project team SMT presentation, POAs and supporting report [1]</td>
<td>Yes</td>
<td>800</td>
</tr>
<tr>
<td>Class attendance, 50 points each, 11 classes (includes max 2 bye weeks for emergencies) [3]</td>
<td>N/A</td>
<td>550</td>
</tr>
<tr>
<td>Class participation, 25 points each, 6 classes</td>
<td>N/A</td>
<td>150</td>
</tr>
<tr>
<td>Final exam (take-home)</td>
<td>No</td>
<td>800</td>
</tr>
<tr>
<td><strong>Total Maximum Points</strong></td>
<td></td>
<td><strong>4200</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Selected Items (group 2: choose 3) (All are due by Apr. 18 preferably earlier) [2]</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Find a video clip for each class (20 points per class; max 100 points)</td>
<td>N/A</td>
</tr>
</tbody>
</table>

\(^2\) Note that group 2 assignments assume all required items in group 1 are done, and may not substitute for these.
<table>
<thead>
<tr>
<th></th>
<th>Summarize readings and present in class 3x3 (3 takeaways and 3 questions) (100 points). Due each week, as volunteered</th>
<th>N/A</th>
<th>100</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Interview an HR manager for their advice on people management and write-up key takeaways</td>
<td>N/A</td>
<td>200</td>
</tr>
<tr>
<td>4</td>
<td>Interview an IT recruiter for what they look for in IT Management candidates and write-up key takeaways</td>
<td>N/A</td>
<td>200</td>
</tr>
<tr>
<td>5</td>
<td>Interview a CIO for their IT Dept. Disaster Recovery Plan (DRP) and write-up key takeaways</td>
<td>N/A</td>
<td>200</td>
</tr>
<tr>
<td>6</td>
<td>Interview a hospital, clinic or EMT leader for their Communications Backup plans and write up key takeaways</td>
<td>N/A</td>
<td>200</td>
</tr>
<tr>
<td>7</td>
<td>Interview an IT Leader on how their operation and strategy were impacted by the pandemic</td>
<td>N/A</td>
<td>200</td>
</tr>
<tr>
<td>8</td>
<td>Update the NetHope Case studies (from Tuck/Dartmouth, and the Stair/Reynolds text)</td>
<td>N/A</td>
<td>300</td>
</tr>
<tr>
<td>9</td>
<td>Pros/Cons of introducing a new end-user technology in an organization during the pandemic</td>
<td>N/A</td>
<td>200</td>
</tr>
<tr>
<td>10</td>
<td>Recommend 5 guest speakers with a greater degree of diversity, including local organizations</td>
<td>N/A</td>
<td>100</td>
</tr>
<tr>
<td>11</td>
<td>Miscellaneous Elective Assignments (TBA)</td>
<td>N/A</td>
<td>100</td>
</tr>
<tr>
<td>12</td>
<td>Independent Study (TBA)</td>
<td>N/A</td>
<td>400</td>
</tr>
<tr>
<td><strong>Total Maximum Elective Points</strong></td>
<td><strong>2300</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Maximum Grade</strong></td>
<td><strong>6500</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Grading Table**

<table>
<thead>
<tr>
<th>Min</th>
<th>Max</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>4361</td>
<td>6500</td>
<td>A+</td>
</tr>
<tr>
<td>4200</td>
<td>4360</td>
<td>A</td>
</tr>
<tr>
<td>4039</td>
<td>4199</td>
<td>A-</td>
</tr>
<tr>
<td>3878</td>
<td>4038</td>
<td>B+</td>
</tr>
<tr>
<td>3717</td>
<td>3877</td>
<td>B</td>
</tr>
<tr>
<td>3556</td>
<td>3716</td>
<td>B-</td>
</tr>
<tr>
<td>3395</td>
<td>3555</td>
<td>C+</td>
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<tr>
<td>3234</td>
<td>3394</td>
<td>C</td>
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<tr>
<td>3073</td>
<td>3233</td>
<td>C-</td>
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<tr>
<td>2912</td>
<td>3072</td>
<td>D+</td>
</tr>
<tr>
<td>2751</td>
<td>2911</td>
<td>D</td>
</tr>
<tr>
<td>0</td>
<td>2750</td>
<td>F</td>
</tr>
</tbody>
</table>

Grading Footnotes:
1. Only the total points of all graded assignments in Canvas are relevant for your class grade; please ignore the percentage figures.
2. Due dates may be adjusted based on the demand of the remote semester, with the following exceptions:
   a. no due dates can be after the end of semester (Apr. 29) less 2 days for grading (Apr. 27)
   b. the take-home final stays the same, due to exam week and end of semester
   c. the SMT presentations stay the same due to senior manager panel commitments
   d. team effort ratings are due 7 days after the SMT presentations (Apr. 15 +7)
3. SMT practice presentations can be scheduled at a mutually convenient time during Monday, Apr. 5 - Monday, Apr. 12
4. "Index card" surveys on class and guest speaker effectiveness, plus attendance, will be via a weekly online form
5. Class participation is based on contributing to class discussions, presentations and raising questions for guest speakers.

Class Participation

Class participation and attendance are important. If a reading is listed for discussion, then you should be prepared to contribute to the class discussion of that reading. There are also opportunities to contribute to discussions outside of class by sharing information with your classmates via the discussion page on Canvas, via Slack or connecting with the professor via email (ehapp@umich.edu) or Skype (eghapp). You are welcome to share interesting articles, videos or other information that relates to the course (see elective items, above). A good grade will be difficult to achieve without regular class attendance because the lectures cover material that is not in the readings. It is expected that you will have read the weekly material. Please come to class prepared to contribute.

Individual Papers

You are required to submit two short papers (each worth 400 points). For each paper you will respond to a prompt available on Canvas designated for that particular
assignment. You should incorporate theories and concepts discussed in class and the readings, as well as any insights from your work experience.

**Career Portfolio**

One of the sections in this class is to help you think through your career planning. As we learn about management issues relevant to IT, you should think through what type of organization and role you would like to have upon completing your degree. To help you think through the next chapter in your career, you will update your career portfolio that showcases your education, skills and highlights from recent projects. Role plays are assigned for both candidate and hiring manager. Ideally, this assignment will support your career planning beyond just this course.

**Group Project**

Since organizational work involves working and communicating with others, you will be asked to participate in a group project. Based on the class dynamics, you will be assigned to work in groups of three or four. The aim of the group project is three-fold:

1) the project allows you to directly experience the social processes we discuss in our course,
2) the project gives you an opportunity to use all of the elements of the course - strategy, structure, and staffing - to build a compelling case for developing a new, strategic IT organization.
3) The project provides an opportunity to present to a senior management team to sell your proposal and gain approval and commitments to proceed (something you will do frequently in your career).

A note on group effort: While we hope that all group members would strive to equally contribute to the group project, we realize that this is not always the case. Therefore, the grade you receive on the group assignment will depend on your contribution to the project, which will be determined by your fellow team members. This policy exists to discourage slackers or free-riders. Specifically, each group member will individually and anonymously evaluate his or her team members’ contributions to the project (see the team evaluation form). This is done by having each team member anonymously rate group members on a 1-5 scale. Ratings are then averaged and the following applied to the project presentation scores:

- Average peer rating of 4-5, inclusive = 100%
- Average peer rating of 3-4 = 75%
- Average peer rating of 2-3 = 50%
- Average peer rating of 1.3-2 = 25%
- Average peer rating < 1.3 = 0%

All ratings must include a brief 1-2 sentence explanation of the rating assigned.

**COURSE SCHEDULE**

Assignments are due **the day of class by 5:00PM EST** via Canvas (unless otherwise noted). Readings are listed on the date we will discuss them in class. Here is the schedule of topics.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Class Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>21-Jan</td>
<td>Course introduction; Strategy, Leadership &amp; Challenges for the IT organization</td>
</tr>
<tr>
<td>2</td>
<td>28-Jan</td>
<td>Strategy 1 - Figuring out where to go</td>
</tr>
<tr>
<td>3</td>
<td>4-Feb</td>
<td>Strategy 2 - Figuring out how to get there</td>
</tr>
<tr>
<td>4</td>
<td>11-Feb</td>
<td>Strategy 3 - Selling your vision and plan</td>
</tr>
<tr>
<td>5</td>
<td>18-Feb</td>
<td>Structure/Operations 1 - Understanding governance and establishing operational control</td>
</tr>
<tr>
<td>6</td>
<td>25-Feb</td>
<td>Structure/Operations 2 - Techniques for structured problem solving and understanding the process and project landscape</td>
</tr>
<tr>
<td>7</td>
<td>4-Mar</td>
<td>Structure/Operations 3 - Controlling through governance and metrics; understanding politics</td>
</tr>
<tr>
<td>8</td>
<td>11-Mar</td>
<td>Mid-course correction; Structure/Operations 4 - Understanding finance, risk and security in context</td>
</tr>
<tr>
<td>9</td>
<td>18-Mar</td>
<td>Staffing/People 1 - Building your team; discover &amp; harvest</td>
</tr>
<tr>
<td>10</td>
<td>25-Mar</td>
<td>Staffing/People 2 - Managing Performance &amp; Conflict</td>
</tr>
<tr>
<td>11</td>
<td>1-Apr</td>
<td>Staffing/People 3 - Engagement, Performance and Collaboration</td>
</tr>
<tr>
<td>12</td>
<td>8-Apr</td>
<td>Staffing/People 4 - IT Leadership and Lessons from Crisis Response</td>
</tr>
<tr>
<td></td>
<td>13a</td>
<td>Video Lecture: Leadership &amp; Managing Yourself</td>
</tr>
<tr>
<td>13b</td>
<td>15-Apr</td>
<td>Final presentations &amp; SMT Panel</td>
</tr>
<tr>
<td></td>
<td>20-Apr</td>
<td>Last Day of Classes</td>
</tr>
<tr>
<td></td>
<td>22-Apr</td>
<td>Final, Take-home Exam (TBA, per exam week)</td>
</tr>
</tbody>
</table>

**Course Schedule Notes:**
1. See the Class Plan Grading tab for effort estimates for other items, including group 2 choices
   a. IMPORTANT: Group 2 assignments assume all Group 1 assignments are done, and may not substitute for these (penalties may result)
2. Note that the average expectation is 2-3 hours of homework per 1 hour of class time, see https://bit.ly/2D0JDht
3. Presentations cannot be redone per se, but the slide deck and backup report can be resubmitted based on SMT feedback
4. Notes on resubmissions:
   a. Resubmissions may not earn full points depending on the assignment (i.e., some assignments, like the POA may be refined as part of the assignment.)
   b. Resubmissions can be turned in on Canvas within 5 calendar days of the assignment grades being posted, or Apr. 16, whichever is sooner
   c. Resubmissions must be done with track-changes or suggestions mode for any revised narratives (docs) so your changes are apparent;
   d. For sheets, please create a column for comments on you changes for each row
   e. In order to meet the grading deadline for the course, there will be no extensions or resubmissions for the final exam
   f. No resubmissions of Group 2 electives unless approved in advance
5. "Weekly" assignments are labeled A1-A5
6. For all assignments, these are due by 5:00pm on the date of the corresponding class
7. Late assignments will be penalized at the rate of 5% per day, for a max of 20 days
8. Stories are from my "Letter to a young manager" book project; the link is
   a. http://www.hpmd.com/hpmd/personal/LTYMstories.nsf/links/nnn where nnn = the story number as 3 digits, e.g., 046
9. Please note per the syllabus that the team projects are weighted based on peer evaluations of contribution/effort
10. The syllabus is linked from Canvas and is on the shared Google Drive folder
11. The academic calendar for Winter 2021 is here:

For details on lectures, readings and assignments, please consult the Class Plan in the shared Google Drive. Note that this plan may be amended as the course progresses, based on collective needs, feedback, current events and guest speaker schedules.

The top 3 takeaways for this course are:

1. Strategy is transformational, from now to the destination
2. Operations is transactional, increasing quality and efficiency
3. Engaged people make things happen; expect them to do well

Drilling down a level, a dozen plus things I want to get across are:
1. IT Strategy is about destination, discovery, and a vision that is aligned with the organization’s mission
2. IT Strategy is about transformational leadership as opposed to operations which is more about transactional leadership.
3. The portfolio of projects is the way things get done
4. There are 4 types of projects; prioritization is done within and among these
5. People management is more important than technology management; people get the technology things done
6. Your systems are only as good as your weakest link
7. Disasters will happen; resiliency is as much about improvisation as it is about planning
8. Decisions must be made with incomplete data
9. Expect your people to do well and succeed
10. Collaboration gets you to a new level of performance, and this is first about valuing people
11. Off the shelf beats custom code for most applications
12. If you can't bottom-line your message, you have no message
13. To be a good manager, you need to work through others
14. To be a good manager you need to take pride in others doing
15. Know thyself and thy context: strengths, weaknesses, opportunities and threats
16. The power of the AND is greater than the power of the OR
17. Discover and harvest that which is already working

**TOPIC READINGS AND ASSIGNMENT DUE**

See the Modules in Canvas.

**POLICIES AND EXPECTATIONS**

**Written Work**

Written work will be submitted to Canvas in a format that allows in-line comments (e.g., Word, Google Apps). For all your written work, please take time to organize your thoughts, spell check, and proofread your work. Please use 1-inch margins (top, bottom, left, and right), Times New Roman font size 12. Paragraphs should be single-spaced with double space in between. Include a header for your document that includes the course, the title of the assignment, your name and the date. The header should appear on every page in the upper left-hand corner. Use section headings and page numbers for easy reference. Page numbers should appear in the lower right hand corner.

For submissions via slide decks, please include a title slide with the same header information and likewise number your slides. Each content slide should have main text no smaller than font size 20.
Attendance

You are expected to arrive on time and attend all classes. Missing multiple classes will not enable you to pass the class, and you should withdraw from the class if you anticipate multiple absences. Understandably, unexpected life events happen that may prevent you from attending class. If that is the case, please speak with the professor to clear any absences. Each student will be granted two “bye” weeks of absence of your choosing for handling emergencies and unforeseen events. Documented medical and religious observation absences are exempt. Missed classes can be made up by watching the recorded video and completing a 3x3 summary of the class.

Late policy

Late assignments will be penalized at the rate of 5% per day, including weekends. After 19 days, assignments will be valued at zero and not be accepted. April 20 is the last class and the last date to submit any assignments.

Note that many assignments have resubmission options, as noted in the Class Plan. This mirrors the working world where assignments are iterative; it also provides an opportunity for further learning and adjustment. Resubmissions may not earn full points depending on the assignment (e.g., some assignments, like the POAs, may be refined as part of the assignment.)

Cell Phones and Laptops

Cell phones should be turned off when you enter the classroom. You are encouraged to bring a laptop to class for use during class activities. Please refrain from personal web/social media browsing and email reading during class unless directly related to class activities. When guest speakers are present, please close all laptops. Obviously, this requires adjustment for online classes (see below).

Effort

Note that the average expectation is 3-2 hours of homework per 1 hour of class time for graduate level classes (see https://bit.ly/2D0JDht ). Therefore, the work for this course will be targeted at up to 9 hours per week. Please plan accordingly.

Evaluation

At the midpoint and end of the semester, you will be invited to participate in an evaluation of this course supported by the University. Your feedback is important to the University, to the School of Information, and to me as an instructor, and I encourage you to participate in the evaluation process.
What you can expect from me

1. I will come to class prepared and ready to discuss the topics of the day and related matters.
2. I will be available to you for face-to-face and virtual office hours as listed in the syllabus.
3. I will be available to you via e-mail and Slack and will promptly return your e-mail messages.
4. I will maintain the Canvas web site with current materials and announcements, and will resolve any content-related problems promptly as they are reported to me.
5. I will return all assignments to you as soon as possible, and will include individualized comments and suggestions with each larger assignment on Canvas.
6. I will hold our written or verbal communications in confidence unless reviewed by you. I will not share or post your assignments without notifying everyone in advance of my plans to post them.
7. I will treat all class members fairly and flexibly, and will do my best to accommodate individual learning styles and special needs.
8. I will provide connections to my network.

Pandemic Zoom Participation Policy
The following Zoom pointers are courtesy of Professors Christian Sandvig and Barry Fishman.

I am joining the live sessions from home (just like you, most likely!) If my network connection drops or my video freezes, please don’t give up on the meeting! Hang out for at least 5 minutes while the instructor reboots or switches to his cell phone for Internet connectivity. Thanks!

General rules for Zoom use in this class:
1. You must always use your UMich credentials/account to access this course. If you have another Zoom account, it will not work!
2. Here is information on how to log into your U-M Zoom account (Links to an external site.)
3. If you have already used your UM email to create a non-UM Zoom account, please see this page for information on how to migrate your account (Links to an external site.) (Note that this can take several hours, so please do it well before the first class meeting.)
4. Please only connect using a Zoom client, preferably on your laptop/desktop (better than phone or tablet). NEVER on a web browser. It does not work as well.
5. Please keep your Zoom client updated to get the newest features.
6. Be sure your display name is your full and real name. You can set this in Zoom and in Wolverine Access. Contact ITS for help.
7. Please set up a real profile photo for your account (for when your camera is off). No Avatars or other images please.
8. Have your camera on as much as possible during class meetings (but mute your microphone as much as possible, too). I strongly encourage you to keep your camera on for community-building purposes (but will not require it). Check out your background when you are on camera. Remove or cover items you don’t want others to see.
9. Virtual background images are fine provided they are not (a) distracting and (b) animated.
10. Young children and pets are welcome (on occasion!)
11. Test your audio and video -- use headphones and a microphone are probably the best thing.
12. Please mute when not talking. However, it is OK to make mistakes! We will forgive each other for barking dogs, crying children, sudden doorbells, etc.

**What to do if you are on a low-bandwidth connection?**

1. Leave video off when you don’t need it
2. Turn off HD video (in the Zoom app video settings)
3. When you screen share, only do so for as long as necessary
4. If possible, use collaborative (e.g., Google) documents rather than screen sharing
5. Mute your audio when not speaking (do this anyway!)
6. To improve your overall Zoom performance, consider asking others at your location to limit their high-bandwidth activities while you need to be online for a course or required meeting.
7. Avoid running other data-intensive programs during Zoom meetings, such as streaming video or music or other web sites with dynamic content. (Why are you watching streaming video during class?)

(These tips come from Cornell.)

**Pandemic Data Retention Policy**

In case of a personal emergency or a network disruption, we will be recording our online seminar meetings via Zoom. These recordings are edited and made available shortly after the course meeting concludes and they remain available until the end of the semester. They are then inaccessible. Please keep in mind that we adhere to the UM "Guidelines for Dialogue" (see Example 1 from the CRLT GSI Guidebook). This states that it is our course policy to maintain confidentiality within the class. These recordings are for personal review only.

**Academic Integrity**

Unless otherwise specified in an assignment all submitted work must be your own, original work. Any excerpts, statements, or phrases from the work of others must be clearly identified as a quotation, and a proper citation provided. Any violation of the School’s policy on Academic and Professional Integrity (stated in the Master’s and Doctoral Student Handbooks) will result in serious penalties, which might range from
failing an assignment, to failing a course, to being expelled from the program. Violations of academic and professional integrity will be reported to UMSI Student Affairs. Consequences impacting assignment or course grades are determined by the faculty instructor; additional sanctions may be imposed by the assistant dean for academic and student affairs.

**Accommodations for Students with Disabilities**

If you think you need an accommodation for a disability, please let me know at your earliest convenience. Some aspects of this course, the assignments, the in-class activities, and the way we teach may be modified to facilitate your participation and progress. As soon as you make me aware of your needs, we can work with the Office of Services for Students with Disabilities (SSD) to help us determine appropriate accommodations. SSD (734-763-3000; ssd.umich.edu/) typically recommends accommodations through a Verified Individualized Services and Accommodations (VISA) form. I will treat any information that you provide in as confidential a manner as possible.

**Student Mental Health and Wellbeing**

The University of Michigan is committed to advancing the mental health and wellbeing of its students. If you or someone you know is feeling overwhelmed, depressed, and/or in need of support, services are available. For help, contact Counseling and Psychological Services (CAPS) at (734) 764-8312 and [https://caps.umich.edu/](https://caps.umich.edu/) during and after hours, on weekends and holidays, or through its counselors physically located in schools on both North and Central Campus. You may also consult University Health Service (UHS) at (734) 764-8320 and [https://www.uhs.umich.edu/mentalhealthsvcs](https://www.uhs.umich.edu/mentalhealthsvcs), or for alcohol or drug concerns, see [www.uhs.umich.edu/aodresources](http://www.uhs.umich.edu/aodresources).

For a listing of other mental health resources available on and off campus, visit: [http://umich.edu/~mhealth/](http://umich.edu/~mhealth/)

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