Instructor: Kelly D. Moore P.T., MBA, CWS, DPT
Email:  kelly.moore@angelo.edu
Phone: 325-486-6676
Office: AHHS 224 B
Office Hours: by appointment

Course Information
Course Description:  This is the second of the physical therapy administration and management sequenced courses, the following topics are covered: Entrepreneurship, autonomy, business framework, budgeting, cost, billing, cash flow, innovative services, mission statement, vision, marketing, promotion, advertising, documentation, insurance, reimbursement, Medicare, Medicaid, contracts, coding, values, philosophy, business planning, HIPPA, board licensure, equipment lease/buy. These topics are covered with the intent of each student in a group preparing a business plan to start a therapy clinic. This plan is a comprehensive report that will be presented during the last week of class.

Course Credits
3 credits (3-0-0)

Prerequisite and Co-requisite Courses
Per PT program curriculum

Prerequisite Skills
Access to power point and excel programs or the like

Program Outcomes
Upon completion of the program of study for the Doctor of Physical Therapy, the graduate will be prepared to:
## Student Learning Outcomes

<table>
<thead>
<tr>
<th>Student Learning Outcome</th>
<th>Assignment(s) or activity(ies) validating outcome achievement</th>
<th>Mapping to Program Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>By completing all course requirements, students will be able to:</td>
<td>Presentation includes this content, clearly and concisely with relevance to their subject and business</td>
<td></td>
</tr>
<tr>
<td>1. Complete a Mission/Vision statement and understand their importance. 7D7, 7D43</td>
<td></td>
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<tr>
<td>2. Demonstrate, through development of a budget, cash flow, balance sheet, and break-even point for a business. 7D28, 7D42, 7D43</td>
<td></td>
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</tr>
<tr>
<td>3. Determine the difference between company frameworks including sole proprietorship, partnerships, corporations including their pro’s and con’s. 7D1, 7D43</td>
<td></td>
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<tr>
<td>4. Understand the cost associated with real estate, leasing, purchasing and cost of build out if necessary. 7D43</td>
<td></td>
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</tr>
<tr>
<td>5. Build a business plan for a made up clinic, the clinic can be in a location of your choosing, but you must be able to defend its placement and market. 7D28, 7D43</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Demonstrate a basic understanding of marketing the therapy profession to build business by performing a market analysis for the market you have chosen for your clinic. 7D13, 7D15, 7D43</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Student Learning Outcome

By completing all course requirements, students will be able to:

<table>
<thead>
<tr>
<th>Assignment(s) or activity(ies) validating outcome achievement:</th>
<th>Mapping to Program Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Demonstrate understanding of pricing, reimbursement and the roles of insurance companies and Medicare/Medicaid. 7B, 7D3, 7D6, 7D41, 7D43</td>
<td>Presentation includes this content, clearly and concisely with relevance to their subject and business</td>
</tr>
<tr>
<td>8. Build a SWOT analysis on a business to determine its health and potential success. 7D28, 7D43</td>
<td>Presentation includes this content, clearly and concisely with relevance to their subject and business</td>
</tr>
<tr>
<td>9. Present a basic understanding of continuous improvement associated with quality of care. 7D37, 7D43</td>
<td>Presentation includes this content, clearly and concisely with relevance to their subject and business</td>
</tr>
<tr>
<td>10. Students will value pro bono and volunteering outside the clinical setting and the positive effect it will have on the profession and their business. 7D13</td>
<td>Presentation includes this content, clearly and concisely with relevance to their subject and business</td>
</tr>
</tbody>
</table>

### Course Delivery

This is a face-to-face course with learning resources and supplemental materials posted in Blackboard, using lecture, small groups, expert guest lecturers, research and on-line class materials

### Required Texts and Materials

None required

### Recommended Texts and Materials

Technology Requirements
To successfully complete this course, students need to access to an application for spreadsheets and application for presentation material.

To participate in one of ASU’s distance education programs, you need this technology:

- A computer capable of running Windows 7 or later, or Mac OSX 10.8 or later
- The latest version of one of these web browsers: internet Explorer, Firefox, or Safari
- Microsoft Office Suite or a compatible Open Office Suite
- Adobe Acrobat Reader
- High Speed Internet Access
- Ethernet adapter cable required (wireless connections can drop during tests and Collaborate sessions)
- Webcam

Refer to Angelo State University’s Distance Education website for further technology requirements: Angelo State University's Distance Education Website

Topic Outline
1. Billing review, content of business plan
2. MBTI and personality, who am I?
3. Mission, vision and goals
4. Marketing analysis
5. Owning your own clinic
6. Commercial real estate
7. Setting up your business, corporate structure
8. Finance and accounting
9. Corporate culture
10. Marketing your business

Communication
E-mail is the preferred communication tool if not discussed in class. Appointments can be made via e-mail. I will answer all correspondence in 24 hours of receiving, except weekends.
Likely will answer immediately or again within 24 hours. All announcements will be made through Blackboard Announcements so please check your e-mail regularly.

Grading

Evaluation and Grades
Course grades will be determined as indicated in the table below.

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Percent/Points of Total Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final written business plan</td>
<td>50</td>
</tr>
<tr>
<td>Final clinic business plan presentation</td>
<td>50</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

Grading System
Course grades will be dependent upon completing course requirements and meeting the student learning outcomes.

The following grading scale is in use for this course:
- A = 90.00-100 points
- B = 80.00-89.99 points
- F = 0-79.99 points

Teaching Strategies
Students are expected to be “active learners.” It is a basic assumption of the instructor that students will be involved (beyond the materials and lectures presented in the course) discovering, processing, and applying the course information using peer-review journal articles, researching additional information and examples on the Internet, and discussing course material and clinical experiences with their peers.

Assignment and Activity Descriptions
Each class will be a discussion on that day's topic as outlined in the schedule.
Assignment Submission
At the time of your final presentation you will have the written portion prepared in a folder and hand it to me as you begin your presentation. If you are unable to complete either portion you must e-mail me at kelly.moore@angelo.edu and let your professor know.

Late Work or Missed Assignments Policy
Please remember that it is extremely disruptive and unprofessional to be late for class, come to lab unprepared or be absent from class/lab, especially when group activities are scheduled.

1. Absences
   a. Students will abide by the absence policy delineated in each course instructor’s syllabus. b. In case of absence, the student is responsible for obtaining the skills and knowledge necessary to meet required mastery level. Faculty members are not obligated to remediate students in these circumstances. c. Absences without prior notification will not be tolerated during any field or clinical experience. This may result in immediate removal from the clinical experience. d. Student must notify their instructor(s) via email regarding their absence.

2. Tardiness
Tardiness is a disruption to the instructor and the students. A student is considered tardy when he/she arrives for class after the instructor has begun class activities. It reflects poor professional behavior and will not be tolerated. Students will abide by the tardiness policy delineated in each course instructor’s syllabus.

IV-5
Repeated tardiness or absences (>2 occurrences combined or mixed) will result in the initiation of a Disciplinary Tracking Form. Attendance and promptness to classes, meetings, and future work obligations are considered professional behaviors. As this department is preparing potential professionals in the area of physical therapy, it is part of our expectation that student presence and timeliness will be held in highest regard. Tardiness is a disruption to the instructor and fellow students. A student is considered tardy if he/she arrives for class after the instructor has begun class activities. Please see the following related to implications from excessive lateness or absences without a reasonable excuse: a. First offense- verbal warning b. Second offense- second verbal warning, initiation of Disciplinary Tracking Form c. Third offense- 1% off final course grade d. 1% off final course grade for each additional unexcused tardy or absence

Per the student handbook, 2 or more occurrences combined or mixed will result in the initiation of a Disciplinary Tracking Form. If a student has an unexcused absence during integrations it may lead to the removal of that student from that clinical environment. It is the responsibility of the student to contact the clinical site and give notice if they are ill, or have transportation
issues. If the student is unable to attend class, it is the student’s responsibility to email the course instructor(s) of the class directly. This notification should be made prior to commencement of said class. Continued issues with tardiness/attendance across all courses will result in disciplinary probation and will be referred to the PT faculty for consideration of options, including program dismissal. The PT faculty is not oblivious to doctor’s appointments and other potential hazards and emergencies in daily life. Simply taking responsibility to notify the office or the professor if issues arise is considered professional behavior. Please do not rely on a classmate or other form of notification, as these have proven unreliable in years past.

Cell Phones: Students must silence cell and place them out of sight during class. Permission may be granted, at the instructor's discretion, to have a cell phone out during class. Students seeking permission to have cell phones out during class must do so prior to the start of class. The first offense includes a verbal warning that will be documented in the behavioral tracking sheet. The second offense includes the initiation of a disciplinary tracking form. The third offense will result in the convening of a disciplinary committee to decide upon further disciplinary action.

POLICY ON LATE OR MISSED ASSIGNMENTS
Due dates and times for assignments are posted. Failure to submit your assignments on the assigned date will result in a five percent deduction for each day after the posted deadline. No papers or postings will be accepted more than one week past the assigned due date.

General Policies Related to This Course

Course Syllabus Statement on Required Use of Masks/Facial Coverings by Students in Class At Angelo State University
As a member of the Texas Tech University System, Angelo State University has adopted the mandatory Facial Covering Policy to ensure a safe and healthy classroom experience. Current research on the COVID-19 virus suggests there is a significant reduction in the potential for transmission of the virus from person to person by wearing a mask/facial covering that covers the nose and mouth areas. Therefore, in compliance with the university policy students in this class are required to wear a mask/facial covering before, during, and after class. Faculty members may also ask you to display your daily screening badge as a prerequisite to enter the classroom. You are also asked to maintain safe distancing practices to the best of your ability. For the safety of everyone, any student not appropriately wearing a mask/facial covering will be asked to leave the classroom immediately. The student will be responsible to make up any missed class content or work. Continued non-compliance with the Texas Tech University System Policy may result in disciplinary action through the Office of Student Conduct.

All students are required to follow the policies and procedures presented in these documents:

- [Angelo State University Student Handbook](#)
- [Angelo State University Catalog](#)
Student Responsibility and Attendance

Attendance and promptness to classes, meetings, and future work obligations are considered professional behaviors. As this department is preparing potential professionals in the area of physical therapy, it is part of our expectation that student presence and timeliness will be held in highest regard. Tardiness is a disruption to the instructor and fellow students. A student is considered tardy if he/she arrives for class after the instructor has begun class activities. Please see the following related to implications from excessive lateness or absences without a reasonable excuse:

a. First offense - verbal warning
b. Second offense - second verbal warning, initiation of Disciplinary Tracking Form.
c. Third offense - 1% off final course grade
d. 1% off final course grade for each additional unexcused tardy or absence

Per the student handbook, 2 or more occurrences combined or mixed will result in the initiation of a Disciplinary Tracking Form.

If a student has an unexcused absence during integrations it may lead to the removal of that student from that clinical environment. It is the responsibility of the student to contact the clinical site and give notice if they are ill, or have transportation issues.

If the student is unable to attend class, it is the student’s responsibility to either call the PT office at 942-2545 or the office of the professor of the class directly. This notification should be made prior to commencement of said class.

Continued issues with tardiness/attendance across all courses will result in disciplinary probation and will be referred to the PT faculty for consideration of options, including program dismissal.

The PT faculty is not oblivious to doctor’s appointments and other potential hazards and emergencies in daily life. Simply taking responsibility to notify the office or the professor if issues arise is considered professional behavior. Please do not rely on a classmate or other form of notification, as these have proven unreliable in years past.

ATTENDANCE AT ALL SCHEDULED EXAMINATIONS IS MANDATORY. Any unexcused absence from an examination will automatically result in a score of ZERO for that examination. Any student absent from examinations due to illness or injury must have a written justification from their physician. Absence from an examination for any other reason must be excused before the time of the scheduled examination or brought about by a very serious circumstance. For excused absences only, make-up examinations must be taken no later than one week after the student returns to class. Extended absences must be approved by the Program Director of Physical Therapy.

Academic Integrity

Students are expected to maintain complete honesty and integrity in all work. Any student found guilty of any form of dishonesty in academic work is subject of disciplinary action and possible expulsion from ASU.
The College of Health and Human Services adheres to the university’s Statement of Academic Integrity.³

**Doctorate Level of Professionalism** - It is expected that each student will act in accordance to the standards set forth by our profession, including ethical, comprehensive decision making relative to how they wish to be perceived as a Physical Therapist.

**Accommodations for Students with Disabilities**

ASU is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments of 2008 (ADAAA) and subsequent legislation.

Student Disability Services is located in the Office of Student Affairs, and is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability. It is the student’s responsibility to initiate such a request by contacting an employee of the Office of Student Affairs, in the Houston Harte University Center, Room 112, or contacting the department via email at ADA@angelo.edu. For more information about the application process and requirements, visit the Student Disability Services website.⁴ The employee charged with the responsibility of reviewing and authorizing accommodation requests is:

Dallas Swafford
Director of Student Disability Services
Office of Student Affairs
325-942-2047
dallas.swafford@angelo.edu
Houston Harte University Center, Room 112

**Incomplete Grade Policy**

It is policy that incomplete grades be reserved for student illness or personal misfortune. Please contact faculty if you have serious illness or a personal misfortune that would keep you from completing course work. Documentation may be required. See ASU Operating Policy 10.11 Grading Procedures⁵ for more information.
**Plagiarism**

Plagiarism is a serious topic covered in ASU’s Academic Integrity policy in the Student Handbook. Plagiarism is the action or practice of taking someone else’s work, idea, etc., and passing it off as one’s own. Plagiarism is literary theft.

In your discussions and/or your papers, it is unacceptable to copy word-for-word without quotation marks and the source of the quotation. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list.

Papers are subject to be evaluated for originality. Resources to help you understand this policy better are available at the ASU Writing Center.

**Student Absence for Observance of Religious Holy Days**

A student who intends to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. See ASU Operating Policy 10.19 Student Absence for Observance of Religious Holy Day for more information.

**Copyright Policy**

Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

**Syllabus Changes**

The faculty member reserves the option to make changes as necessary to this syllabus and the course content. If changes become necessary during this course, the faculty will notify students of such changes by email, course announcements and/or via a discussion board announcement. It is the student’s responsibility to look for such communications about the course on a daily basis.

**Title IX at Angelo State University**

Angelo State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. In accordance with Title VII, Title IX, the Violence Against Women Act (VAWA), the Campus Sexual Violence Elimination Act (SaVE), and other federal and state laws, the University prohibits discrimination based on sex, which includes pregnancy, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination and unwelcome behavior of a sexual nature. The
term includes sexual harassment, nonconsensual sexual contact, nonconsensual sexual intercourse, sexual assault, sexual exploitation, stalking, public indecency, interpersonal violence (domestic violence or dating violence), sexual violence, and any other misconduct based on sex.

You are encouraged to report any incidents involving sexual misconduct to the Office of Title IX Compliance and the Director of Title IX Compliance/Title IX Coordinator, Michelle Boone, J.D.

You may submit reports in the following manner:
Online: www.angelo.edu/incident-form
Face to face: Mayer Administration Building, Room 210
Phone: 325-942-2022   Email: michelle.boone@angelo.edu

Note, as a faculty member at Angelo State, I am a mandatory reporter and must report incidents involving sexual misconduct to the Title IX Coordinator. Should you wish to speak to someone in confidence about an issue, you may contact the University Counseling Center (325-942-2371), the 24-Hour Crisis Helpline (325-486-6345), or the University Health Clinic (325-942-2171).

For more information about resources related to sexual misconduct, Title IX, or Angelo State’s policy please visit: www.angelo.edu/title-ix.

**Course Schedule**

<table>
<thead>
<tr>
<th>Week/Date</th>
<th>Topic/Assignments/Assessments DUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday, August 25</td>
<td>Billing review, present business plan, MBTI passed out and to be completed by next class</td>
</tr>
<tr>
<td>Wednesday, September 1</td>
<td>Discuss MBTI, Entrepreneurial drive</td>
</tr>
<tr>
<td>Wednesday, September 8</td>
<td>Dr. Villers, Presenting on owning his own clinic</td>
</tr>
<tr>
<td>Wednesday, September 15</td>
<td>Dave Erickson, budget and accounting</td>
</tr>
<tr>
<td>Wednesday, September 22</td>
<td>Mission Vision and goals</td>
</tr>
<tr>
<td>Wednesday, September 29</td>
<td>Brandon Sanders, Commercial Real Estate, Lease or buy???</td>
</tr>
<tr>
<td>Wednesday, October 6</td>
<td>Sam Allen, Attorney at Law, Setting up your business structure</td>
</tr>
<tr>
<td>Week/Date</td>
<td>Topic/Assignments/Assessments DUE</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Wednesday, October 13</td>
<td>Market Analysis</td>
</tr>
<tr>
<td>Monday, October 18</td>
<td>Clinic Layout and expenses</td>
</tr>
<tr>
<td>Wednesday, October 25</td>
<td>SCI, no class</td>
</tr>
<tr>
<td>Wednesday, November 3</td>
<td>Understanding profit margin checks and balances</td>
</tr>
<tr>
<td>Wednesday, November 4</td>
<td>Resumes, objectives and cover letters</td>
</tr>
<tr>
<td>Monday, November 8-12</td>
<td>No class, NPTE and SCI practical and exam</td>
</tr>
<tr>
<td>Wednesday, November 17</td>
<td>Mock interview</td>
</tr>
<tr>
<td>Tuesday, November 23</td>
<td>Corporate culture</td>
</tr>
<tr>
<td>Wednesday, December 1</td>
<td>Final presentations of business plans</td>
</tr>
</tbody>
</table>

**Grading Rubrics**

**Rubric for Presentation PT 7337**

<table>
<thead>
<tr>
<th>Rater:</th>
<th>Students:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Clinic Name:</td>
</tr>
<tr>
<td></td>
<td>Scale: N/O= not observed; 1=unsatisfactory; 2=marginal; 3=meets requirements; 4=exceeds requirements; 5=exceptional</td>
</tr>
<tr>
<td>Process:</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Speaks clearly and succinctly</td>
<td></td>
</tr>
<tr>
<td>Participation of all group members</td>
<td></td>
</tr>
<tr>
<td>Rapport with audience</td>
<td></td>
</tr>
<tr>
<td>Pace and time utilization of delivery</td>
<td></td>
</tr>
</tbody>
</table>

**Content**

Objectives stated clearly
| Effect on business as a whole defined |  |  |  |  |
| Demonstrates critical thinking in business aspects discussed in class |  |  |  |  |
| Content and sequence (well organized, logical sequence, appropriate amount of content for allotted time) |  |  |  |  |
| Decision making (appropriate, supports content, reinforces information) |  |  |  |  |
| Summary (clearly stated; Overall content presented. |  |  |  |  |

**Active Strategies**

Consider any active participation from audience allowing them to take part in complete understanding of presentation.

Resources posted

Total: a passing grade will be considered a 50 or greater. /60

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**Student Evaluation of Faculty and Course**

Students in all programs are given the opportunity to evaluate their courses and the faculty who teach them. Evaluations are most helpful when they are honest, fair, constructive, and pertinent to the class, clinical experience, or course. Faculty value student evaluations, and use student suggestions in making modifications in courses, labs and clinical experiences.

Angelo State University uses the IDEA (Individual Development and Educational Assessment) system administered through Kansas State University for all course evaluations. The Office of Institutional Research and Assessment administers IDEA for the entire university, online and has established a policy whereby students can complete course evaluations free from coercion.

Select the SLO’s you use

1. Gaining a basic understanding of the subject (e.g., factual knowledge, methods, principles, generalizations, theories)
2. Developing knowledge and understanding of diverse perspectives, global awareness, or other cultures
3. Learning to apply course material (to improve thinking, problem solving, and decisions)
4. Developing specific skills, competencies, and points of view needed by professionals in the field most closely related to this course
5. Acquiring skills in working with others as a member of a team
6. Developing creative capacities (inventing, designing, writing, performing in art, music, drama, etc.)
7. Gaining a broader understanding and appreciation of intellectual/cultural activity (music, science, literature, etc.)
8. Developing skill in expressing oneself orally or in writing
9. Learning how to find, evaluate, and use resources to explore a topic in depth
10. Developing ethical reasoning and/or ethical decision making
11. Learning to analyze and critically evaluate ideas, arguments, and points of view
12. Learning to apply knowledge and skills to benefit others or serve the public good
13. Learning appropriate methods for collecting, analyzing, and interpreting numerical information

End of Syllabus

1 https://www.angelo.edu/student-handbook/
2 https://www.angelo.edu/catalogs/
3 https://www.angelo.edu/student-handbook/community-policies/academic-integrity.php
4 https://www.angelo.edu/services/disability-services/
5 https://www.angelo.edu/content/files/14197-op-1011-grading-procedures
6 https://www.angelo.edu/student-handbook/community-policies/academic-integrity.php
7 https://www.angelo.edu/dept/writing_center/academic_honesty.php
8 https://www.angelo.edu/content/files/14206-op-1019-student-absence-for-observance-of