

**MARK 7368 SPRING 2024 INTEGRATED MARKETING COMMUNICATIONS**  
**UNIVERSITY OF HOUSTON**

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**INSTRUCTOR:** Philip A. Morabito, Adjunct Professor

**MEETING TIME:** **Wednesday @ 6:00-9:00 p.m. on Zoom**

**SPRING 2023:** January 17 – May 1, 2024

**CONTACT:** Pierpont Communications – (713) 627-2223 (call or e-mail any time)  
E-mail - [pmorabito@piercom.com](mailto:pmorabito@piercom.com) or [igray@piercom.com](mailto:igray@piercom.com)

**COURSE OVERVIEW:** This course will not be your traditional graduate course. Rather, this course is made up of the “Living Textbook” of industry professionals. I will bring in a series of specialists, among the best in our marketplace, currently practicing in various sectors of the industry. It is my hope that this panel will provide you with a unique learning experience in addition to the textbook. This course provides a graduate level look at all communications tools as part of a total marketing strategy. It takes an overview approach to combining the elements of complete, effective communications in meeting marketing objectives.

**\*Each week there will be a guest speaker—It is dependent on you to preview their biographies and prepare questions in order to get the most out of the class time with them.**

**REQUIRED TEXT:** Please purchase your textbook using the link below. Should you have any questions please email me at [igray@piercom.com](mailto:igray@piercom.com).

Integrated Marketing in a Modern World – ISBN 979-8-8233-4819-5

<https://store.cognella.com/83472-1B-NI-001>

**GRADING:** 35% **Group Campaign Project**  
30% **Final Project**  
25% **Professional Report**  
10% **Class & Group Participation**

**\*NOTE:** Credit for Class & Group Participation will NOT be given merely for attendance. You must be in attendance, with your camera on, and engaged in class to receive credit. If you do not ask questions, offer discussion, or participate in the group portion throughout the semester you will not be given full credit for your participation. Always feel free to use the chat feature on zoom.

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**GROUP CAMPAIGN PROJECT:** Students will work in groups to prepare an in-depth integrated marketing communications campaign. **The campaign must be approved by the instructor in advance.** Details and requirement breakdown will be given in class. Reports will not be returned after grading.

**PROFESSIONAL REPORT:** Each student will analyze a professional (preferably a senior individual) who works in marketing. The report must be 10 pages minimum (10th page MUST be a full page, a half page does not count for credit), 15 pages maximum. Pages should be typed, double spaced, MLA format, an appendix can be added on.

Grading will be based on insight (how well you demonstrate that you understand how this professional works and contributes to the marketing effort at their company).

**STUDENTS SHOULD COVER THE FOLLOWING:**

- **Overall summary of job:** What are their duties, responsibilities, goals?
- **Specialty:** What specific area of marketing are they focused?
- **Structure:** What does their department look like? Who reports to who? How are things delegated?
- **Case studies:** Give examples of their work. Successes, failures, and lessons learned.
- **Business philosophy:** What is their personal mission, vision, and values? How do they approach their work? Do they hold themselves to certain ethical standards?

Reports must be approved by instructor in advance. Further details and requirement breakdown will be provided in class. **Q & A ESSAYS NOT ALLOWED.**

**FINAL PROJECT:** Write a three-page Marketing Plan for a small business. This will encompass objectives, strategy, marketing tactics, budget, and evaluation. More details will be given in class closer to the assignment date.

**COURSE OBJECTIVES:** The C.T. Bauer College of Business sets the following learning goals for all MBA level classes:

- **Communication:** Students will demonstrate effective written and oral communication skills through class discussion and assignment submissions
- **Cross Disciplinary Competence:** Students will demonstrate ability to integrate different functional areas in solving business problems using concepts and tools from previous marketing and management courses in the simulation.
- **Critical Thinking:** Students will demonstrate ability to analyze business situations and recommend appropriate actions in the online simulation.
- **Ethical Reasoning:** Students will demonstrate ability to identify ethical dilemmas and be able to recognize and evaluate alternative courses of action by demonstrating this ability in class discussions.

**Syllabus Changes:** Please note that the instructor may need to make modifications to the course syllabus and may do so at any time. Notice of such changes will be announced as quickly as possible through email.

## COURSE OUTLINE

JANUARY	CLASS OBJECTIVES	GUEST SPEAKER
<p>Jan. 17</p> <p>Messaging</p>	<ul style="list-style-type: none"> <li>• Class introduction, format, objectives.</li> <li>• How messaging is important in developing your marketing plan.</li> <li>• Fundamentals of a successful marketing campaign</li> </ul> <p style="text-align: center;"><b>Read Chapter 1 &amp; 2</b></p>	<p><b>Meghan Gross</b>, Vice President, Pierpont Communications</p> <p><b>Dori Alhora</b>, VP of Client Services, Unlock Health</p>
<p>Jan. 24</p> <p>Marketing Pricing</p>	<ul style="list-style-type: none"> <li>• How pricing is determined by marketing professionals</li> <li>• My Life as a CMO</li> </ul> <p style="text-align: center;"><b>Read Chapter 3</b></p>	<p><b>Pradeep Anand</b>, President, Seeta Resources</p> <p><b>Tad Druart</b>, VP of Client Services</p>
<p>Jan. 31</p> <p>Digital Night</p>	<ul style="list-style-type: none"> <li>• A current view on websites, SEO, social media, and content strategies</li> </ul> <p style="text-align: center;"><b>Read Chapter 6</b></p>	<p><b>Chris Ferris</b>, VP of Digital Strategy, Pierpont Communications</p>
FEBRUARY		
<p>Feb. 7</p> <p>Trade Shows</p>	<ul style="list-style-type: none"> <li>• Comprehensive look at the exhibit business by the leader of the largest trade show firm in Houston.</li> </ul> <p style="text-align: center;"><b>Field trip to Skyline Displays</b> 7885 Northcourt Rd #100 Houston, TX 77040</p>	<p><b>Craig Koopersmith</b>, CEO Skyline Displays</p>
<p>Feb. 14</p> <p>Crisis Communications</p>	<ul style="list-style-type: none"> <li>• Influencer Marketing</li> <li>• How do you handle a crisis at your company?</li> </ul>	<p><b>Morgan Moritz</b>, Account Supervisor, Pierpont Communications</p> <p><b>Terry Hemeyer</b>, Senior Counsel, Pierpont Communications</p>

	<ul style="list-style-type: none"> <li>• <b>Complete Survey Monkey poll on class direction</b></li> </ul>	
Feb. 21 Advertising	<ul style="list-style-type: none"> <li>• A behind-the-scenes view of the out-of-home advertising industry.</li> <li>• The history of the advertising industry and current practices.</li> </ul>	<p><b>Lee Vela</b>, VP of Public Affairs Houston Division, Clear Channel Outdoor</p> <p><b>Mark Hayden</b>, CEO Breakfast at 12</p>
Feb. 28 Graphic Designer	<ul style="list-style-type: none"> <li>• Understanding the intersection of Graphic Design and Marketing</li> </ul>	<b>Tracy Price</b> , Art Director, Pierpont Communications
Event Planning	<ul style="list-style-type: none"> <li>• Using Events as a strategic marketing tool. The importance of touching your target audience.</li> </ul>	<b>David Skalsky</b> , Vice President Programming and Production, Hart Energy
<b>MARCH</b>		
March 6  Media Relations, Community Engagement	<ul style="list-style-type: none"> <li>• Telling your company story using effective media relations and community engagement strategies</li> </ul>	<p><b>Victoria Cook</b>, Senior Account Supervisor, Pierpont Communications</p> <p><b>Bradlee Borgfeldt</b>, Senior Account Executive, Pierpont Communications</p>
Brands	<ul style="list-style-type: none"> <li>• An expert view of properly branding a company.</li> </ul> <p style="text-align: center;"><b>Read Chapter 7</b></p>	<b>David Greely</b> , Manager Brand and Marketing Communications, LyondellBasell
<b>SPRING BREAK MARCH 11-15</b>		
March 20 Real Life Night	<ul style="list-style-type: none"> <li>• A full night discussion of careers, jobs, and professional opportunities.</li> </ul> <p><b>Field Trip to Pierpont office</b></p>	<b>Ken Jones</b> , Vistage Chair, CEO Coach, Entrepreneur, KJ Partners

	<p><b>1233 West Loop South, Suite 1300 Houston, TX 77027</b></p> <ul style="list-style-type: none"> <li>Effective Networking</li> </ul> <p><b>PROFESSIONAL REPORTS DUE via email by 11:59pm.</b></p>	<p><b>Cindi Boudreaux,</b> Executive Search Partner, Mogul</p> <p><b>Dave Stump, Sr. VP of Revenue Operations &amp; Business Development</b></p>
March 27 Sales	<ul style="list-style-type: none"> <li>What are the current effective tools used in sales? How can you sell your ideas within your organization?</li> </ul> <p><b>Read Chapter 8</b></p>	<b>Jack Warkenthien,</b> CEO Nextstep Solutions
<b>APRIL</b>		
April 3 Direct Mail	<ul style="list-style-type: none"> <li>An extensive discussion of the direct mail industry by the CEO of one of the top firms in the country.</li> </ul> <p><b>Field Trip to Absolute Color Mailplex 11101 Ella Blvd Houston, TX 77067</b></p>	<b>Norm Pegram, CEO Absolute Color Mailplex</b>
April 10	<p>Campaign Presentations</p> <p><b>WRITTEN PORTIONS OF CAMPAIGNS DUE via email by class time (6:00pm).</b></p>	
April 17	Campaign Presentations	
April 24	Campaign Presentations (If necessary)	
<b>MAY</b>		
May 1	<b>FINAL PROJECT DUE</b>	

### LIVING TEXTBOOK INTRODUCTIONS

#### **Meghan Gross, Vice President, Pierpont Communications**

With more than 25 years of reputation management experience, Meghan helps organizations articulate their value, get closer to stakeholders, and maximize visibility opportunities with internal and external audiences. She has worked on major internal and external communications initiatives for companies in the energy and industrial, manufacturing, and legal and professional services industries and supports clients with message development and executive positioning, top-tier business and trade media relations, and internal/change communications. Meghan has also worked with clients on crisis planning and active crisis communication and response.

**Dori Alhora, Vice President of Client Services, Unlock Health**

Unlock Health, the largest healthcare-focused agency in the US. Dori has devoted her career to marketing, advertising, strategic brand building and communication. Dori is originally from NJ, right outside NYC, and lives in Houston now with her husband and two children. Fun fact - she worked at Pierpont Communications when she first moved to Houston in 2017 as the Marketing Director, where she helped build their digital marketing program.

**Pradeep Anand, President, Seeta Resources**

Pradeep is an experienced business advisor who has helped CEOs, executives, and their teams, in industrial and technology industries, accelerate their revenue and margin growth, especially in disrupted environments. Since 1994, he has helped more than 70 industrial and technology companies (in North America and Europe) in developing strategies and tactics to accelerate revenue and margin growth. A key component is his workshops on Pricing for B2B Firms. He has taught “Marketing in the Energy Industry” (a course on commercializing technologies in the oil industry), as an adjunct faculty member at Rice University's Jones Graduate School of Business' MBA Program. He actively shares his knowledge and insights to help students, entrepreneurs, and executives. Pradeep is an engineer, with an undergraduate degree from the Indian Institute of Technology, Bombay (IIT Bombay), India. He received his MBA from the University of Houston. IIT Bombay recognized him as a Distinguished Alumnus in 2001.

**Tad Druart, Vice President Client Services, Pierpont Communications**

As Chief Marketing and Revenue Officer for several private equity-backed companies, he has provided the vision and strategy to lead and guide organizations to heightened levels of awareness, market share, revenue growth, and customer retention. In addition to marketing and communications duties, he has also led investor relations through two initial public offerings and multiple mergers and acquisitions. His industry analyst relations work with enterprise software and hardware providers has helped them establish themselves as key vendors to global corporations.

**Chris Ferris, Senior Vice President of Digital Strategy, Pierpont Communications**

Chris Ferris, PhD, is an innovative communication leader passionate about digital marketing and customer-focused technologies. He has worked in public relations and marketing for some of the top hospitals in Texas and has a proven track record of moving organizations to embrace new digital technologies to meet evolving customer expectations. Chris has advanced degrees in Communication (M.A.) and Health Policy (Ph.D.) and has driven successful marketing and customer engagement activities, including branding, lead generation, public relations, digital marketing, and social media. Chris is married with two children.

**Craig Koopersmith, CEO, Skyline Designs**

Craig has traveled a long and winding road from his beginnings as a Petrophysical Engineer with Shell Oil to CEO/President of Skyline Displays of Houston. Koopersmith has over 25 years of experience in Technical Sales and Management in the oilfield, from frontier exploration to recycling of hazardous refinery waste. He holds BS, MS and MBA degrees, and two patents for recycling of hazardous refinery wastes. Since the purchase of Skyline Displays of Houston in 2000, he has assembled a talented team of professionals supporting the marketing needs of thousands of Houston based clients, from sole proprietors to Fortune 100 companies, resulting in a #2 ranking among more than 100 Skyline Dealers worldwide.

**Morgan Moritz, Account Supervisor, Pierpont Communications**

Morgan specializes in integrated marketing, public relations, and content writing. Morgan's experience includes working with clients across the consumer, travel & tourism, energy, education, and technology sectors. Some of Morgan's noteworthy clients include Pioneer Brands, Williams Seasonings, Cibolo Creek Ranch, Texas A&M University and Boston Consulting Group. Morgan also leads Pierpont's internal marketing efforts. She graduated from Texas State University with a Bachelor of Science degree in public relations and a minor in business administration.

**Terry Hemeyer, Executive Counsel, Pierpont Communications**

As Pierpont's Executive Counsel, Terry guides clients through the delicate world of reputation management while advising them on best communication practices. With over 40 years of branding and communications experience in nearly every industry, he has successfully managed projects concerning branding, advertising, litigation, crisis management, media relations and government communications. Before joining Pierpont, Terry honed his skills by serving in top management for various high-profile companies. He has also personally advised two U.S. presidents on communication strategies. His career has spanned the globe and led him to work in 16 different countries. As a result, he has developed a unique understanding of intercultural communications. Terry also serves as a professor teaching public relations and communications at the University of Texas at Austin, where he serves on the Advisory Council of the Moody College of Communication. He also teaches crisis management to the Rice University Business School MBA program. Terry earned a Bachelor of Science degree in education from Ohio State University and a Master of Arts degree in communication from the University of Denver. He also completed the Stanford University Graduate Business School Executive Program.

**Lee Vela, Vice President Public Affairs, Clear Channel Outdoor**

Lee specializes in the areas of media relations, marketing communications and strategic planning as the Vice President of Public Affairs for Clear Channel Outdoor. Vela has over 20 years of experience and produces information and resources to benefit clients on a variety of projects.

**Mark Hayden, Partner and Chief Marketing Officer, OAK Interactive**

Mark oversees the creative and daily operations at OAK. Prior to OAK, he founded Breakfast at 12, a full-service agency that was frequently mistaken for a restaurant. Prior to that, he held various leadership positions with both agencies and clients including Sysco, eRealty.com and Farouk Systems. Mark currently serves as program chair on the board of Houston chapter of the American Advertising Federation and the National Professional Advisory Board of the College of Media and Communications at Texas Tech University.

**Tracy Price, Art Director, Pierpont Communications**

For more than 20 years, Tracy has been building brands and creating integrated communications designs across traditional and digital platforms. She has a consummate understanding of the critical role that design plays in engaging audiences, telling a brand's story and driving an organization's success. Her unique talents can be seen in everything from brand identity assignments and marketing communications to advertising and website design for clients. Her expertise includes annual reports, corporate identities, publications, packaging, print collateral, digital and illustration.

**David Skalsky, Vice President Programming and Production, Hart Energy**

David joined Hart Energy in April of 2022 with the acquisition of Gotham Image Works, the premier Houston-based creative production company he founded and led as president for 23 years. At the helm of Gotham, Dave built an international client base in oil and gas along with Fortune 100, 200 and 500 companies in a wide range of other industries. Partial list of his clients includes BP, HEB, Ernst & Young, Boy Scouts of America, University of Houston, Next Level Urgent Care, LightFair International and Pierpont Communications. At Hart, Dave leads Gotham’s creative team in support of our strategic media growth while continuing to deliver award-winning video, corporate and association meetings, conferences, and special events for long-time client partners.

Prior to founding Gotham, Dave was Director of Creative Services for AVW (a Freeman Company) that recruited him away from his hometown, NYC, where he worked in numerous production roles with advertising agencies and creative firms. Dave is a graduate of the School of Visual Arts where he earned a bachelor’s degree in film & Video.

**Victoria Cook, Senior Account Supervisor, Pierpont Communications**

Hailing from Shiner, Texas (known as the “Cleanest Little City in Texas,” and of course, the home of Shiner beer), Victoria Cook knows a thing or two about small-town pride. But don’t let her politeness and broad Texas smile fool you, she is a whip-smart public relations professional with nearly a decade of agency experience. Victoria, or “Tory” as she’s often called, is a key player in helping clients with market entry and grand openings. She’s also a member of Pierpont’s crisis communications team and provides media training and strategic counsel to clients across consumer, real estate, retail, healthcare, financial, nonprofit and energy sectors. She earned a bachelor’s degree in public relations with honors from The University of Texas at Austin and completed the Texas Business Foundations Program at the McComb’s School of Business.

**Bradlee Borgfeldt, Senior Account Executive, Pierpont Communications**

Bradlee has worked alongside team members to drive results for clients like Walmart, Reliant, Wan Bridge, and Pioneer among others. She has helped strengthen clients’ brand awareness through thoughtful content creation and graphic design. She also plays a significant role in Pierpont’s marketing team, providing insights and support on website analytics, content, and design. Bradlee joined Pierpont as an intern in January 2019 after earning a Bachelor of Arts degree in public relations and Spanish from the University of Oklahoma.

**David Greely, Manager, Brand and Marketing Communications, LyondellBasell**



David is a strategic marketing communications professional who has been managing and growing brands for over 30 years. David joined LyondellBasell in 2018 and oversees marketing communications and the company's brand strategy. Prior to LyondellBasell David managed the brand strategy for NRG, Halliburton, Hewlett Packard, and Compaq. David started his career on the advertising agency side at Ogilvy & Mather, Fogarty Klein & Partners among others working on national brands in gasoline, banking, home improvement retail, consumer electronics, furniture and automotive. David is a native of Michigan, graduate of Michigan State University, husband, and father of two daughters.

**Ken Jones, KJ Partners**

Ken Jones has more than 25 years of experience in financial management, sales management and strategic marketing. Throughout his career, he has had success in the areas of entrepreneurial development, turnaround management consulting, software development and implementation and e-business creation. Jones has an interest in entrepreneurship and is the current Director of the Entrepreneur & Venture Development Center at The University of Houston.

**Cindi Boudreaux, Commercial Partner Global North America, HelloKindred**

Cindi is a senior consultant in marketing and creative services with experience in executive retained search, direct hire, staffing, and project services solutions within the oil & gas, energy, renewable energy, and utilities industries. She has conducted retained and direct hire searches at the management, executive and C-Suite levels for clients such as Neste, SunShare, Sunnova, Weatherford, COMM Engineering, Merrick (P2E), Vopak, and the OFS Portal.

**Dave Stump, Senior VP of Revenue Operations & Business Development, Pierpont Communications**

Dave Stump is the Senior Vice President of Business Development for Pierpont Communications. Stump has over 25 years of experience and specializes in many areas including executive strategy, corporate guerilla marketing and leadership development. He helps organizations of all sizes to develop their brand and foster growth. Stump has served at the Greater Houston Partnership as the Chairman of the Business Development committee, and later as the Chair of the CEO Roundtables.

**Jack Warkenthien – CEO, NextStep Solutions**

Jack is the CEO and founder of NextStep Solutions. NextStep Solutions is known, worldwide, for increasing client sales, through a customerized approach to strategy, training, coaching, and consulting services. Jack is the author of the best-selling book, "Life's A Sales Call: How to Succeed in The World's Oldest Profession".

**Norm Pegram, CEO, Premier IMS**

Norm Pegram is the CEO of PremierIMS, a company that specializes in direct marketing manufacturing services. For over 35 years, Pegram has played an essential role in numerous direct marketing campaigns. Pegram currently works at the University of Houston to teach students about mail, print and multi-channel marketing.

### **COVID-19 Information**

Students are encouraged to visit the University's [COVID-19](#) website for important information including diagnosis and symptom protocols, testing, vaccine information, and post-exposure guidance. Please check the website throughout the semester for updates. Consult the (select: [Undergraduate Excused Absence Policy](#) or [Graduate Excused Absence Policy](#)) for information regarding excused absences due to medical reasons.

### **Reasonable Academic Adjustments/Auxiliary Aids**

The University of Houston complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, pertaining to the provision of reasonable academic adjustments/auxiliary aids for disabled students. In accordance with Section 504 and ADA guidelines, UH strives to provide reasonable academic adjustments/auxiliary aids to students who request and require them. If you believe that you have a disability requiring an academic adjustments/auxiliary aid, please contact [the Justin Dart Jr. Student Accessibility Center](#) (formerly the Justin Dart, Jr. Center for Students with DisABILITIES).

### **Excused Absence Policy**

Regular class attendance, participation, and engagement in coursework are important contributors to student success. Absences may be excused as provided in the University of Houston [Undergraduate Excused Absence Policy](#) and [Graduate Excused Absence Policy](#) for reasons including: medical illness of student or close relative, death of a close family member, legal or government proceeding that a student is obligated to attend, recognized professional and educational activities where the student is presenting, and University-sponsored activity or athletic competition. Under these policies, students with excused absences will be provided with an opportunity to make up any quiz, exam or other work that contributes to the course grade or a satisfactory alternative. Please read the full policy for details regarding reasons for excused absences, the approval process, and extended absences. Additional policies address absences related to [military service](#), [religious holy days](#), [pregnancy and related conditions](#), and [disability](#).

### **Recording of Class**

Students may not record all or part of class, livestream all or part of class, or make/distribute screen captures, without advanced written consent of the instructor. If you have or think you may have a disability such that you need to record class-related activities, please contact the [Justin Dart, Jr. Student Accessibility Center](#). If you have an accommodation to record class-related activities, those recordings may not be

shared with any other student, whether in this course or not, or with any other person or on any other platform. Classes may be recorded by the instructor. Students may use instructor's recordings for their own studying and notetaking. Instructor's recordings are not authorized to be shared with *anyone* without the prior written approval of the instructor. Failure to comply with requirements regarding recordings will result in a disciplinary referral to the Dean of Students Office and may result in disciplinary action.

### **Resources for Online Learning**

The University of Houston is committed to student success, and provides information to optimize the online learning experience through our [Power-On](#) website. Please visit this website for a comprehensive set of resources, tools, and tips including: obtaining access to the internet, AccessUH, Blackboard, and Canvas; using your smartphone as a webcam; and downloading Microsoft Office 365 at no cost. For questions or assistance contact [UHOnline@uh.edu](mailto:UHOnline@uh.edu).

### **UH Email**

Please check and use your CougarNet email for communications related to this course. To access this email, [login](#) to your Microsoft 365 account with your CougarNet credentials.

### **Webcams**

Access to a webcam is required for students participating remotely in this course. Webcams must be turned on (*state when webcams are required to be on and the academic basis for requiring them to be on*). (Example: Webcams must be turned on during exams to ensure the academic integrity of exam administration.)

### **Academic Honesty Policy**

High ethical standards are critical to the integrity of any institution, and bear directly on the ultimate value of conferred degrees. All UH community members are expected to contribute to an atmosphere of the highest possible ethical standards. Maintaining such an atmosphere requires that any instances of academic dishonesty be recognized and addressed. The [UH Academic Honesty Policy](#) is designed to handle those instances with fairness to all parties involved: the students, the instructors, and the University itself. All students and faculty of the University of Houston are responsible for being familiar with this policy.

### **Title IX/Sexual Misconduct**

Per the UHS Sexual Misconduct Policy, your instructor is a “responsible employee” for reporting purposes under Title IX regulations and state law and must report incidents of sexual misconduct (sexual harassment, non-consensual sexual contact, sexual assault, sexual exploitation, sexual intimidation, intimate partner violence, or stalking) about which they become aware to the Title IX office. Please know there are places on campus where you can make a report in confidence. You can find more information about resources on the Title IX website at <https://uh.edu/equal-opportunity/title-ix-sexual-misconduct/resources/>.

### **Security Escorts and Cougar Ride**

UHPD continually works with the University community to make the campus a safe place to learn, work, and live. Our Security escort service is designed for the community members who have safety concerns and would like to have a Security Officer walk with them, for their safety, as they make their way across campus. Based on availability either a UHPD Security Officer or Police Officer will escort students,

faculty, and staff to locations beginning and ending on campus. If you feel that you need a Security Officer to walk with you for your safety please call [713-743-3333](tel:713-743-3333). Arrangements may be made for special needs.

Parking and Transportation Services also offers a late-night, on-demand shuttle service called Cougar Ride that provides rides to and from all on-campus shuttle stops, as well as the MD Anderson Library, Cougar Village/Moody Towers and the UH Technology Bridge. Rides can be requested through the UH Go app. Days and hours of operation can be found at <https://uh.edu/af-university-services/parking/cougar-ride/>.

### **Syllabus Changes**

Please note that the instructor may need to make modifications to the course syllabus. Notice of such changes will be announced as quickly as possible through (*specify how students will be notified of changes*).

### **Helpful Information**

**Coogs Care:** <https://uh.edu/dsa/coogscare/>

**Student Health Center:** <https://www.uh.edu/healthcenter/>