# 6 Oct 2011

# To whom it may concern:

I would like to add a distance learning (DL) component to my annual Spring MGT 795 ADV TOPICS: SOCIAL NETWORK ANALYSIS course. Accordingly, I've attached (a) a form requesting that the DL component be added to the course; (b) a form specifying how the distance learning component will be carried out; and (c) a syllabus modified from the last time I taught the course. I am hoping to get approval in time to offer this course this Spring – AY2011-2012.

Thank you,

Stephen P. Borgatti
Paul Chellgren Endowed Chair and Professor of Management
Gatton College of Business and Economics
University of Kentucky
www.steveborgatti.com

# APPLICATION FOR COURSE CHANGE (MAJOR AND MINOR)

Complete 1a - 1f & 2a - 2c. Fill out the remainder of the form as applicable for items being changed.

1.	Gene	al Information.							
a.	a.   Submitted by the College of:   Business and Economics   Today's Date:   19 October 2011								
b.	Department/Division: Management								
c.	:. Is there a change in "ownership" of the course?							3	
	If YES, what college/department will offer the course instead?								
d.	What type of change is being proposed? Major In Minor (place cursor here for minor change definition)								Comment [OSC1]: Excerpt from SR 3.3.0.G.2
e.	Conta	ct Person Name: St	eve Borgatti	Email:	Sborgatti@	uky,edu	Phone:	859 257-225	Definition. A request may be considered a minor change if it meets one of the following criteria:
f.	Reque	sted Effective Date:	Semester Fo	ollowing Approval	OR 🛛 s	pecific Term	²: <u>Spri</u>	ng 2012	a. change in number within the same hundred series*;
2.	Design	nation and Description	of Proposed Co	urse.					b. editorial change in the course title or description which does not imply change in content or emphasis;
a.	Currer	nt Prefix and Number:	MGT 795	Proposed Prefix &	Number:	no change		***************************************	c. a change in prerequisite(s) which does not imply change in content or emphasis, or which is made
b.	Full Ti	tle: SPECIAL TOPI	CS MGT	Proposed Title:	no change				necessary by the elimination or significant alteration of the prerequisite(s); d. a cross-listing of a course
c.	Currer	nt Transcript Title (if fu	III title is more th	an 40 characters):	SP TOPS ANALYS	MGMT:AE	V SOC 1	<u>vetwk</u>	under conditions set forth in SR 3.3.0.E; e. correction of typographical errors.
c.	Propos	sed Transcript Title (if f	ull title is more ti	han 40 characters):	no chang	<u>e</u>			*for the specific purposes of the minor exception rule, the 600-799 courses are the same "hundred series," as long as the other minor change
d.	Currer	nt Cross-listing: 🔯 🛭	N/A OR	Currently <sup>3</sup> Cross-li	sted with (Pr	efix & Numl	er):		requirements are complied with. [RC 1/15/09]
	Propos	sed – 🔲 ADD³ Cross-li	sting (Prefix & N	umber):					
	Propos	sed – 🔲 REMOVE <sup>3, 4</sup> (	Cross-listing (Pref	ix & Number):					
e.	Course hours <sup>5</sup>	es must be described b	y <u>at least one</u> of tern type.	the meeting patte	rns below. li	nclude numi	er of act	ual contact	
Cur	rent:	X Lecture	Laboratory <sup>5</sup>	Recita	tion	Discuss	ion	Indep. Stu	dy
		Clinical	Colloquium	Practi	cum	Researe	h	Residency	Activa
		Seminar	Studio	Other – Plea	ise explain:	I		w.est1192.142	
Proposed: X Lecture Laboratory Recitation Discussion Indep. Study								ý.	
		Clinical	Colloquium	Practi	cum	Researc	h	Residency	
		Seminar	Studio	Other – Plea	se explain:		***************************************		
f.	Curren	t Grading System:	∠ Letter (A, B)	, C, etc.)	Pass/F	ail			
	Propos	ed Grading System:	🛭 Letter (A, B,	C, etc.)	Pass/F	ail			
g.	Curren	t number of credit ho	urs: <u>3</u>	Proposed nun	nber of credi	t hours: N	o change		

<sup>&</sup>lt;sup>1</sup> See comment description regarding minor course change. Minor changes are sent directly from dean's office to Senate Council Chair. If Chair deems the change as "not minor," the form will be sent to appropriate academic Council for normal processing and contact person is informed.

<sup>2</sup> Courses are typically made effective for the semester following approval. No course will be made effective until all approvals are received.

<sup>3</sup> Signature of the chair of the cross-listing department is required on the Signature Routing Log.

<sup>4</sup> Removing a cross-listing does not drop the other course – it merely unlinks the two courses.

<sup>5</sup> Generally, undergrad courses are developed such that one semester hr of credit represents 1 hr of classroom meeting per wk for a semester, exclusive of any lab meeting. Lab meeting generally represents at least two hrs per wk for a semester for 1 credit hour. (See SR 5.2.1.)

# APPLICATION FOR COURSE CHANGE (MAJOR AND MINOR)

h.	Currently, is this course repeatable for additional credit?			YES 🛚	NO 🗌			
	Proposed to be repeatable for additional credit?				NO □			
	If YES: Maximum number of credit hours:							
	If YES:	Will this course allow multiple regist	trations during the same semester?	YES 🔲	NO 🗆			
i.	Current	Course Description for Bulletin: a S	GT 795 Special Topics in Management (Sub Specialized Topic in Management. May be re Credits when taken under different subtitles					
	Proposed Course Description for Bulletin: <u>no change</u>							
j.	Current	Prerequisites, if any: Consent of	instructor		. 1.0 . 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1			
	Propose	d Prerequisites, if any: <u>no change</u>	**************************************					
k.	Current	Distance Learning(DL) Status:     N	/A	se Add <sup>6</sup>	Please Drop			
	*If alread box []) t	y approved for DL, the Distance Learning hat the proposed changes do not affect D	Form must also be submitted <u>unless</u> the departm L delivery.	nent affirms	(by checking this			
<b>1.</b>	Current :	Supplementary Teaching Component, i	fany: Community-Based Experience	Service Lea	rning 🔲 Both			
	Propose	d Supplementary Teaching Component	t: Community-Based Experience	Service Lea	arning Both			
3.	Current	ly, is this course taught off campus?		YES 🗌	NO 🛛			
	Propose	ed to be taught off campus?		YES 🗌	NO 🗌			
4.	Are sign	nificant changes in content/teaching o	objectives of the course being proposed?	YES 🗌	NO 🖾			
······································	If YES, e	xplain and offer brief rationale:						
	[							
5.	Course	Relationship to Program(s).						
a.	Are the	re other depts and/or pgms that coul	d be affected by the proposed change?	YES 🔲	NO 🛛			
	If YES, ic	dentify the depts. and/or pgms:						
b.	Will mo	difying this course result in a new requ	irement <sup>?</sup> for ANY program?	YES 🗌	NO 🖂			
	If YES <sup>7</sup> , I	ist the program(s) here:						
6.	Informa	tion to be Placed on Syllabus.						
а.	cha	differentiation between und	evel course you must send in a syllabus and you lergraduate and graduate students by: {i} requirir nd/or (ii) establishing different grading criteria in	ng additiona	al assignments			

<sup>&</sup>lt;sup>6</sup> You must *also* submit the Distance Learning Form in order for the course to be considered for DL delivery.
<sup>7</sup> In order to change a program, a program change form must also be submitted.

# APPLICATION FOR COURSE CHANGE (MAJOR AND MINOR)

Signature Routing Log

General	

Course Prefix and Number:

MGT 795

Proposal Contact Person Name:

Steve Borgatti

Phone: 257-2257

Email: Sborgatti@uky.edu

#### INSTRUCTIONS:

Identify the groups or individuals reviewing the proposal; note the date of approval; offer a contact person for each entry; and obtain signature of person authorized to report approval.

#### Internal College Approvals and Course Cross-listing Approvals:

Reviewing Group Date Approved		Contact Person (name/phone/email)	Signature	
Graduate Studies Committee	10/08/2011	Steve Skinner / 257-1593 / sskinner@uky.edu		
		/ /		
		1 1		
		/ /		
		1 1		

## External-to-College Approvals:

Council	Date Approved	Signature	Approval of Revision <sup>8</sup>
Undergraduate Council			
Graduate Council			
Health Care Colleges Council			
Senate Council Approval		University Senate Approval	

Comments:	
The change being requested is to add a DL option	the state of an armount of the first time and an armount of

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<sup>&</sup>lt;sup>8</sup> Councils use this space to indicate approval of revisions made subsequent to that council's approval, if deemed necessary by the revising council.

#### **SYLLABUS**

# MGT 795 001 Special Topics in Management: Advanced Social Network Analysis

Fridays 2-5pm, B&E 446

Course website: <a href="https://www.analytictech.com/mb780">www.analytictech.com/mb780</a>

# **Prof. Steve Borgatti**

Office: B&E 455Y

Email: sborgatti@uky.edu (preferred

way to reach me)
Office Tel: 257-2257
Skype: Steve.borgatti
Office hours: By appt. only

Virtual office hours: Thursdays 2-4pm, via Adobe

Connect or Skype

## **COURSE DESCRIPTION**

This is a PhD level course on social network analysis. The focus is both theoretical (e.g., what are the key concept of social network analysis) and methodological (e.g., how do we actually carry out research on social networks). What the course is **not** is a survey of social network research to date (we have a separate course for that taught by Prof. Dan Brass). The course begins with a definition of a social network and a review of key concepts from the underlying mathematical field of graph theory. We then move on to dyadic concepts in network analysis, such as the notion of graph-theoretic distance. Next we cover node-level concepts, such as centrality and ego-network structure. Next we cover whole-network level concepts, such as network density. The end of the course is devoted to issues of research design and methodology, including data collection and analysis techniques.

#### **GOALS AND OUTCOMES**

This is a hands-on PhD-level course with the objective of teaching a student how to do publishable quality

network research. The key deliverable for the course is a publishable research paper. *Learning Outcomes*. At the end of this course students should be able to:

- · design a social network analysis research project
- · collect and analyze social network data
- · write publishable quality social network results

#### **REQUIRED MATERIALS**

The textbook for this course is Wasserman and Faust, 1994 Social Network Analysis. Cambridge. This is an indispensable reference book, but difficult to read from front to back. Suggested readings from the book will be assigned, but there will be no required readings from it. All of the required readings are articles, chapters and handouts, which are given in the schedule. Links to all the readings can be found on the class website at <a href="https://www.analytictech.com/mgt780">www.analytictech.com/mgt780</a>.

In addition, we will be using the free UCINET network analysis software in this course. You can download this software from <a href="https://www.analytictech.com/ucinet">www.analytictech.com/ucinet</a>. At the moment, this software runs only on Windows machines (Win98 or later), although a Mac version should be available soon.

## **CONTENT OUTLINE**

- Week 1. Overview. Our first meeting provides an overview of the field as a whole. Readings consist of recent reviews of the field along with some classic papers on the nature of the field.
- Week 2. Mathematical Foundations. This week focuses on learning the terminology and fundamental concepts of graph theory and (elements of) matrix algebra, both of which are foundation fields for social networks.
- Week 3. Software and Visualization. In this week, you are introduced to the software, and learn how to visualize network data.
- Week 4. Whole networks. This module is about characterizing the shape and structure of whole networks.
- Week 5. Ego-network Analysis 1. An introduction to ego-network analysis, including both data collection and analysis. We also discuss the concept of individual-level social capital.
- Week 6. Ego-network Analysis II. Advanced ego-network techniques, including longitudinal analysis.
- Week 7. Centrality I. Introduction to the concepts and measurement of node centrality, including degree, closeness, betweenness and eigenvector centrality.
- Week 8. Centrality II. Advanced measures of centrality including walk-based measures of centrality, induced centralities and group centralities. Centrality is contrasted with power.
- Week 9. Cohesive Subgroups. Techniques for clustering networks to find communities and subgroups.
- Week 10. Equivalence. Concepts of structural, automorphic and regular equivalence are discussed, along with the general enterprise of finding structural roles.
- Week 11. Statistical Methods. An introduction to the special statistical methods used in network analysis to overcome autocorrelation and other challenges to classical statistical methods.
- Week 12. Network Dynamics. A series of techniques for analyzing changes in social networks over time.
- Week 13. Survey Data Collection. A discussion of the special issues involved in collecting network data.

## **ASSIGNMENTS AND GRADING**

Grading for this course is based on just two things: (1) a research paper (worth 75% of your grade), and (2) class participation (worth 25%). There are no exams in this course.

Research Paper (75%). For the paper, you must design and implement an empirical study of social networks. While you are not required to submit this paper to a journal for publication, it should be of publishable quality and written up in Academy of Management Journal format. Copies of past (successful) papers are available on the class website. The paper is due via email on the last day of class, April  $30_{th}$ , before 2pm.

Class Participation (25%). I expect active participation in the classroom. My hope is that you will want to participate because we will be discussing interesting ideas. The abilities to interact with your colleagues effectively, to contribute to a group discussion, and to advocate an informed position are essential skills that will prepare you for the transition to a professional career. Your participation grade is based on your preparedness for class (e.g., having read the assigned reading), demonstration of a firm grasp of material covered, a willingness to seek clarification as appropriate, and the ability to integrate concepts and multiple perspectives. I will grade your participation according to the following criteria:

- the frequency and quality of your contributions to classroom activities
- the frequency and quality of your answers to the case discussion questions
- the quality of your feedback to presentations of other students

- the assessment provided by your fellow team members of your contribution to team assignments and discussions - observing standard norms for classroom decorum, such as being respectful of other students (see also decorum section in course policies section of this syllabus) The correspondence between letter grades and numerical percentages is as follows:

Letter Percentage Range

A 90 - 100%

B80 - 89%

C70 - 79%

F0 - 69%

#### **SCHEDULE**

The final paper is due via email on the last day of class, April 30th, before 2pm.

Date Topic

15-Jan Introduction

22-Jan Mathematical Foundations

29-Jan Visualization

5-Feb Characterizing whole networks

12-Feb Ego Network Analysis I

19-Feb Ego Network Analysis II

26-Feb Centrality I

5-Mar Centrality 2

12-Mar Cohesive subgroups

19-Mar < spring break >

26-Mar Equivalence

MGT 780 Social Network Analysis COURSE SYLLABUS Prof. Steve Borgatti

2-Apr Statistical methods

9-Apr Network change

16-Apr Survey Data Collection

23-Apr Conclusion

30-Apr Presentations -- in class, 20 min each

# **COURSE POLICIES**

Attendance. As a PhD course, attendance is not strictly required, but it is expected (and necessary for a good participation grade). I would appreciate being notified ahead of time if you are not going to be attending any particular class.

Class Decorum. Students are expected to follow standard classroom behavior and decorum policies, which include (a) being respectful of other students and instructors, (b) showing up on time, (c) turning off cell-phones. I have no problems with people multitasking while in class, such as checking email, but only if you can do this and still follow the discussion.

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

Plagiarism and cheating are serious breaches of academic conduct and may result in permanent dismissal. Each student is advised to become familiar with the various forms of academic dishonesty as explained in the Code of Student Rights and Responsibilities. Complete information can be found at the following website: http://www.uky.edu/Ombud. A plea of ignorance is not acceptable as a defense

against the charge of academic dishonesty. It is important that you review this information as all ideas borrowed from others need to be properly credited.

Part II of Student Rights and Responsibilities (available online at

http://www.uky.edu/StudentAffairs/Code/part2.html) states that all academic work, written or otherwise, submitted by students to their instructors or other academic supervisors, is expected to be the result of their own thought, research, or self-expression. In cases where students feel unsure about the question of plagiarism involving their own work, they are obliged to consult their instructors on the matter before submission.

When students submit work purporting to be their own, but which in any way borrows ideas, organization, wording or anything else from another source without appropriate acknowledgement of the fact, the students are guilty of plagiarism. Plagiarism includes reproducing someone else's work, whether it be a published article, chapter of a book, a paper from a friend or some file, or something similar to this. Plagiarism also includes the practice of employing or allowing another person to alter or revise the work which a student submits as his/her own, whoever that other person may be.

Students may discuss assignments among themselves or with an instructor or tutor, but when the actual work is done, it must be done by the student, and the student alone. When a student's assignment involves research in outside sources of information, the student must carefully acknowledge exactly what, where and how he/she employed them. If the words of someone else are used, the student must put quotation marks around the passage in question and add an appropriate indication of its origin. Making simple changes leaving the organization, content and phraseology of the original text intact is plagiaristic. However, nothing in these Rules shall apply to those ideas which are so generally and freely circulated as to be a part of the public domain (Section 6.3.1).

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

*Disability*. If you have a documented disability that requires academic accommodations, please see me as soon as possible during scheduled office hours. In order to receive accommodations in this course, you must provide me with a Letter of Accommodation from the Disability Resource Center (Jake Karnes, director, room 2, Alumni Gym, 257-2754, email address jkarnes@email.uky.edu) for coordination of campus disability services available to students with disabilities.

## **CONTACT**

The preferred way to contact me is via email (sborgatti@uky.edu). You can also try my office phone (257-2257) or just drop by my office (B&E 455Y). I try to respond to all communications within 24 hours. For time-sensitive communication, please text my cell-phone at 978 394 2787.

Physical office hours are by appointment only, which you can arrange by email. Virtual office hours will be offered on Thursdays from 2-4pm, via Adobe Connect software.

For technical support with respect to the online portions of this course, please contact the Information Technology Customer Service Center (http://www.uky.edu/UKIT/) at 859-218-HELP, or Distance Learning Programs (http://www.uky.edu/DistanceLearning).

## **TECHNICAL REQUIREMENTS AND HELP**

Because this course incorporates and online component, it is important to know what technical requirements there may be to participate. All that is needed for the online component is an internet connection and a browser. An iPad or smartphone is fine. For more information, contact the Information Technology Customer Service Center (http://www.uky.edu/UKIT/) at 859-218-HELP, or Distance Learning Programs (http://www.uky.edu/DistanceLearning). Any issues regarding Adobe Connect and other online/distance learning features of the course should be directed there.

You may also wish to avail yourself of help from the distance learning librarian. Information on Distance

Learning Library Services (http://www.uky.edu/Libraries/DLLS)

o Carla Cantagallo, DL Librarian

o Local phone number: 859 257-0500, ext. 2171; long-distance phone number: (800) 828-0439 (option #6)

o Email: dllservice@email.uky.edu

o DL Interlibrary Loan Service: http://www.uky.edu/Libraries/libpage.php?lweb\_id=253&llib\_id=16 In addition, we will be using the free UCINET network analysis software in this course. At the moment, this software runs only on Windows machines (Win98 or later), although a Mac version should be available soon. Support for UCINET is provided by the instructor (sborgatti@uky.edu).

## **Distance Learning Form**

This form must accompany <u>every</u> submission of a new/change course form that requests distance learning delivery. This form may be required when changing a course already approved for DL delivery. **All fields are required!** 

Introduction/Definition: For the purposes of the Commission on Colleges Southern Association of Colleges and Schools accreditation review, distance learning is defined as a formal educational process in which the majority of the instruction (interaction between students and instructors and among students) in a course occurs when students and instructors are not in the same place. Instruction may be synchronous or asynchronous. A distance learning (DL) course may employ correspondence study, or audio, video, or computer technologies.

A number of specific requirements are listed for DL courses. The *department* proposing the change in delivery method is responsible for ensuring that the requirements below are satisfied at the individual course level. It is the responsibility of the instructor to have read and understood the university-level assurances regarding an equivalent experience for students utilizing DL (available at <a href="http://www.uky.edu/USC/New/forms.htm">http://www.uky.edu/USC/New/forms.htm</a>).

Γ	Course Number and Prefix: MGT 795: ADV SOC NET ANAL Date: 30 AUG 2011					
	Instructor Name: BORGATTI, STEPHEN Instructor Email: sborgatti@uky.edu					
	Check the method below that best reflects how the majority of course of the course content will be delivered.  Internet/Web-based Interactive Video Hybrid Hybrid					
	Curriculum and Instruction					
1.	How does this course provide for timely and appropriate interaction between students and faculty and among					
	students? Does the course syllabus conform to University Senate Syllabus Guidelines, specifically the Distance Learning Considerations?					
	1. As a hybrid course, the class would meet each week just like any other class. The students will have done the					
1	readings and watched the instructional videos (several videos each week of about 12 minutes each). Class					
	would then be devoted to discussing the online materials. So the expectation is that this course would actually					
	feature a little more interaction time than most courses.					
<u></u>	2. Yes, the course syllabus conforms to University Senate guidelines, including the Distance Learning section					
2.	How do you ensure that the experience for a DL student is comparable to that of a classroom-based student's experience? Aspects to explore: textbooks, course goals, assessment of student learning outcomes, etc.					
	This application is for the addition of a distance learning component to an existing PhD course. The textbook used in the past will continue to be used. The course goals remain the same: on completion of the course, the student should have a clear understanding of the main theoretical approaches in social network analysis, and be capable of designing and carrying out a social network research project. Assessment will also not change: it consists of term paper of publishable quality (again, this is a PhD level course).					
3.	How is the integrity of student work ensured? Please speak to aspects such as password-protected course portals, proctors for exams at interactive video sites; academic offense policy; etc.					
	The course will use a password-protected Google Site to house materials. There are no exams. UK's standard academic offense policy will be explained in the syllabus, along with links to the Ombud office site.					
4.	Will offering this course via DL result in at least 25% or at least 50%* (based on total credit hours required for					
	completion) of a degree program being offered via any form of DL, as defined above?					
	No.					
	If yes, which percentage, and which program(s)?					

Abbreviations: TASC = Teaching and Academic Support Center DL = distance learning DLP = Distance Learning Programs

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# Distance Learning Form

This form must accompany <u>every</u> submission of a new/change course form that requests distance learning delivery. This form may be required when changing a course already approved for DL delivery. **All fields are required!** 

	*As a general rule, if approval of a course for DL delivery results in 50% or more of a program being delivered through DL, the effective date of the course's DL delivery will be six months from the date of approval.					
5.	How are students taking the course via DL assured of equivalent access to student services, similar to that of a student taking the class in a traditional classroom setting?					
	Students taking the course will enroll as they do for any distance learning course. They will have access to library services (see Carla Cantagallo or visit http://www.uky.edu/DistanceLearning/online/library.php for information), as well as Adobe Connect Pro, which will be used for holding "live meetings".					
	Library and Learning Resources					
6.	How do course requirements ensure that students make appropriate use of learning resources?					
	The course requires students to read a number of journal articles. These are available electronically through our library.					
7.	Please explain specifically how access is provided to laboratories, facilities, and equipment appropriate to the					
	course or program.					
	This course does not require access to any laboratories, facilities or equipment.					
	Student Services					
8.	How are students informed of procedures for resolving technical complaints? Does the syllabus list the entities available to offer technical help with the delivery and/or receipt of the course, such as the the Information Technology Customer Service Center ( <a href="https://www.uky.edu/UKIT/">https://www.uky.edu/UKIT/</a> ?					
	The syllabus gives students contact information for the ITSC and the Distance Learning Programs folks					
9.	Will the course be delivered via services available through the Teaching and Academic Support Center?					
	Yes 🖂					
	No 🗌					
	If no, explain how students enrolled in DL courses are able to use the technology employed, as well as how students will be provided with assistance in using said technology.					

# **Distance Learning Form**

This form must accompany every submission of a new/change course form that requests distance learning delivery. This form may be required when changing a course already approved for DL delivery. All fields are required!

10.	Does t	he syllabus contain all the required components, below? 🔀 Yes
		Instructor's virtual office hours, if any.
		The technological requirements for the course.
		Contact information for the Information Technology Customer Service Center
		http://www.uky.edu/UKIT/); 859-218-HELP and Distance Learning Programs
		(http://www.uky.edu/DistanceLearning).
1		Procedure for resolving technical complaints.
		Preferred method for reaching instructor, e.g. email, phone, text message.
		Maximum timeframe for responding to student communications.
		Language pertaining academic accommodations:
		<ul> <li>"If you have a documented disability that requires academic accommodations in this course,</li> </ul>
İ		please make your request to the University Disability Resource Center. The Center will require
	1	current disability documentation. When accommodations are approved, the Center will provide
		me with a Letter of Accommodation which details the recommended accommodations. Contact
		the Disability Resource Center, Jake Karnes, Director at 859-257-2754 or <a href="mailto:ikarnes@email.uky.edu">ikarnes@email.uky.edu</a> ."
1		Information on Distance Learning Library Services (http://www.uky.edu/Libraries/DLLS)
1		o Carla Cantagallo, DL Librarian
	ļ	o Local phone number: 859 257-0500, ext. 2171; long-distance phone number: (800) 828-0439
	l	(option #6)
		o Email: dllservice@email.uky.edu
ĺ		o DL Interlibrary Loan Service: http://www.uky.edu/Libraries/libpage.php?lweb_id=253&llib_id=16
11.	I, the ir	nstructor of record, have read and understood all of the university-level statements regarding DL.
		(A · A 1)
	1	M. ICM.
	Instruc	tor Name: Steve Borgatti Instructor Signature: