



COURSE SYLLABUS

CJ 497-71W: Introduction to Emergency Management

Fall 2018

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COURSE INFORMATION

Materials – Textbooks, Readings, Supplementary Readings:

Textbook(s) Required:

Haddow, G. D., Bullock, J. A., & Coppola, D. P. (2014). *Introduction to emergency management*. Waltham, MA: Butterworth-Heinemann.
ISBN: 978-0-12-407784-3*

Required Reading(s):

No supplemental text required for this class.

Review and explore the FEMA web site: <http://www.fema.gov/>

*The ISBN: # was placed after the reference for the student's benefit. Note that ISBN: # is not part of the citation or reference.

Supplement Reading(s):

Bacevich, A. (2015). Soft thinking, hard problems: The Obama administration's new national security strategy. *Commonweal*, 3(6), 8-9.

Homeland Security Act of 2002

National Preparedness Goal

National Security Strategy

Nowicki, J. M. (2016). Emergency management. *GAO Reports*, 16(144), 1-57.

Pearce, T. (2016). Building public confidence in emergency management. *Journal of Business Continuity & Emergency Planning*, 9(3), 218-227.

Note: The aforementioned supplemental readings are subject to change as the term progresses. As the supplemental readings or alternative readings are needed or utilized, the instructor will provide links to the material. The links may be URL or pdf. file attachments, which is contingent on the source of the material.

Course Description

This course provides an overview of the principles and practices of emergency management at the local, state, national, and international level(s), provides an overview of the U.S. emergency management system (or programs), and presents the concepts of mitigation, preparedness, communications, response, and recovery. The purpose of this course is to introduce the student to the ways in which a government agency (i.e. local, state, federal, regional and/or tribal), industry, and other non-government organization(s) plan and prepare for, respond to and recover from a disaster, while also understanding the relationship among these organizations. As an introductory course, students can develop skills and capabilities important to future employers as they seek individuals in this rapidly expanding and multi-faceted professional arena.

Course Goals & Objectives

This course will provide you with a foundational knowledge of emergency management that can be applied academically, professionally, or as a basis for an individual volunteer experience/internship. The following student learning outcomes (SLOs) reflect

the objectives of this course, which are to provide the student with an understanding of the various components, facets, and relationships of emergency management.

Student Learning Outcomes

1. Develop an understanding of the historical content of emergency management.
2. Develop an understanding of the core principles of emergency management.
3. Develop an understanding of how lessons learned from past disasters have become general principles to guide future action.
4. Develop an understanding of the role of the Federal government in disaster recovery.
5. Develop an understanding of how developing nations are effected by disasters.
6. Develop an understanding of how terrorism has effected the focus of emergency management.

Note: The student learning outcomes (SLOs) will be reviewed and refined, as needed, to reflect the materials presented.

COURSE REQUIREMENTS

Instructional / Methods / Activities Assessments

This course will provide a variety of activities and assessments to assist you in achieving the outcomes and objectives for this course. Each week you will work toward achieving these outcomes through discussion boards, assignments, and exams.

A core competency of this course is critical thinking. There are numerous texts and articles that articulate and define critical thinking that students can locate and review to improve in this area. Critical thinking requires students to think through situations, facts, and issues with an open mind and in an objective way to analyze and evaluate information in an informed manner. Critical thinkers consider all points of view and carefully consider other's perspectives.

Student Responsibilities

This course is designed to enable you to work at your own pace but, as the class web site is our classroom, you should check in regularly. This includes checking the class announcements and email. It is recommended that you check your official university email daily. Please be sure to read and review the course outline/calendar for important due dates. As mentioned, the course is designed for you to work at your own pace; however, course deadlines are firm. No late work will be accepted without prior approval.

The course is designed so that each week will begin on Monday (12:00AM) and end on Sunday (11:59PM), with the exception of the last week of the course (Final Exam Week).

Students are expected to have properly formatted papers/assignments. The format standard for this course is the American Psychological Association (APA) style format. To aid in properly formatting written work for this course students can purchase:

American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed.). Washington, DC: American Psychological Association.
ISBN: 9781433805615*

...or students can review the online manual locate at:

<https://owl.english.purdue.edu/owl/resource/560/01/>

Discussion Forums

This class will have 10 discussion forums. Each discussion will be graded on a 100-point scale. The combined value of all 10 discussion forums is 50% of the overall course grade.

The discussion topic will be selected and a question will be formulated for you to answer. The question may consist of several parts. Be sure to read the question carefully. Be sure to answer the question entirely and post it to the discussion forum.

To receive full credit for the discussion, you are required to post your initial response (answer the question completely) by the end of the day (11:59PM) on Thursday, then you should reply to 2 other classmate's post by the end of the day (11:59PM) on Sunday. Think of this as a two part process:

- Part 1 – Initial response to the question
- Part 2 – Reply to 2 other classmate's posts

This should be a conversation among students. In other words, during part 2 of this process, you should begin to reply to classmate's post on Friday. The purpose of the reply is to engage in conversation. Your classmates will need time to formulate a response. That being said, if you wait until Sunday to post a reply, then your classmate will not have time to review and respond back. Please understand this process.

Your reply to your classmates must add to the discourse. As I said, this is a conversation. The simple reply, "I agree" or "That is a very interesting position" will not be sufficient. If you do not add to the conversation, then I will deduct points from your grade.

Note: Students have asked me in the past about replying to other student's post(s) prior their own initial post. You may respond to any post on any given day of that week (or before if applicable). For example, you are not restricted or required to wait until Friday

to reply. You are not restricted to submitting your initial post before you can reply to fellow classmates.

In addition to the 10 discussion forums, during Week 1, you are **required** to post to the introduction which introduces you to the class. This discussion is due on 8/30/18 by 11:59PM. A reply to other classmates is not required. If you have the time, I encourage you to come back to the introductions to “chat” and get to know fellow classmates. I encourage you to read other classmate’s post. You never know what you might have in common with others.

Assignments

Two assignments are required for this class. These assignments will be graded on a 100-point scale and weigh 10% of the overall course grade. See course outline for further details.

Exams

This course will have two exams. The mid-term will be graded on a 100-point scale and weigh 15% of the overall course grade. The final exam will be graded on a 100-point scale and weigh 25% of the overall course grade.

The mid-term exam will cover the material (assigned reading) from Weeks 1 through 7 in the course outline. The mid-term exam will be posted on Monday (October 15) and is due by Sunday (October 21) by the end of the day (11:59PM). You will need to complete the exam and upload it to the course web site in rich text format (i.e. .doc, .docx, etc.). The exam will be essay style questions and these questions may contain multiple parts. You will need to answer all of the question to receive full credit for your answer. Your answer should contain a minimum of 300 words and you will utilize the course standard APA format (6th ed.). You may use your notes that you have taken during your assigned reading. You may not copy information from your text. The purpose of the exam is to test your individual knowledge and understanding of the material. This is not a group assignment.

The final exam will cover the material (assigned reading) from Week 9 through 15 in the course outline. The final exam will be due by **Wednesday (December 12) by 11:59PM**. You will need to complete the exam and upload it to the course web site in rich text format (i.e. .doc, .docx, etc.) by the due date and time. The exam will be essay style questions and these questions may contain multiple parts. You will need to answer all of the question to receive full credit for your answer. Your answer should contain a minimum of 300 words and you will utilize the course standard APA format (6th ed.). You may use your notes that you have taken during your assigned reading. You may not copy information from your text. The purpose of the exam is to test your individual knowledge and understanding of the material. This is not a group assignment.

GRADING

Final grades in this course will be based on the following scale:

90%-100% = A
80%-89% = B
70%-79% = C
60%-69% = D
59% or Below = F

Assessments

10 discussion forums	50% of the overall grade
2 Assignments	10% of the overall grade
Mid-term	15% of the overall grade
Final	25% of the overall grade

Remember that the lack of participation will result in the deduction of points from your overall course grade.

TECHNOLOGY REQUIREMENTS

Browser support

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.
- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

Desktop Support

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet Explorer®	N/A	11
Mozilla® Firefox®	Latest, ESR	N/A
Google® Chrome™	Latest	N/A
Apple® Safari®	Latest	N/A

Tablet and Mobile Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS®	Safari, Chrome	<p>The current major version of iOS (the latest minor or point release of that major version) and the previous major version of iOS (the latest minor or point release of that major version). For example, as of June 7, 2017, D2L supports iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other version.</p> <p>Chrome: Latest version for the iOS browser.</p>

Device	Operating System	Browser	Supported Browser Version(s)
Windows	Windows 10	Edge, Chrome, Firefox	Latest of all browsers, and Firefox ESR.

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
 - 512 MB of RAM, 1 GB or more preferred
 - Broadband connection required courses are heavily video intensive
 - Video display capable of high-color 16-bit display 1024 x 768 or higher resolution
- You must have a:
 - Sound card, which is usually integrated into your desktop or laptop computer
 - Speakers or headphones.
 - *For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.
- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: [JAVA web site http://www.java.com/en/download/manual.jsp](http://www.java.com/en/download/manual.jsp)
- Current anti-virus software must be installed and kept up to date.

Running the browser check will ensure your internet browser is supported.

Pop-ups are allowed.

JavaScript is enabled.

Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
 - [Adobe Reader https://get.adobe.com/reader/](https://get.adobe.com/reader/)
 - [Adobe Flash Player \(version 17 or later\) https://get.adobe.com/flashplayer/](https://get.adobe.com/flashplayer/)
 - [Adobe Shockwave Player https://get.adobe.com/shockwave/](https://get.adobe.com/shockwave/)
 - [Apple Quick Time http://www.apple.com/quicktime/download/](http://www.apple.com/quicktime/download/)
- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is

the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

COMMUNICATION AND SUPPORT

Brightspace Support

Need Help?

Student Support

If you have any questions or are having difficulties with the course material, please contact your Instructor.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778 or click on the **Live Chat** or click on the words “[click here](#)” to submit an issue via email.



System Maintenance

Please note that on the 4th Sunday of each month there will be System Maintenance which means the system will not be available 12 pm-6 am CST.

Interaction with Instructor Statement

My primary form of communication with the class will be through announcements and email. Any changes in the syllabus or important information critical to this class will be

disseminated to students via your official university email address. It is your responsibility to check your university email on a regular basis. Students who email me outside of regular office hours can expect a reply within 24 hours Monday through Friday. Students who email me during holidays or over the weekend should expect a reply by the end of the next regularly scheduled business day.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Specific Procedures

Attendance/Lateness

As previously mentioned, this is an on-line course. Your actual presence in a classroom will not be required; however, your participation and contributions in class activities are required.

Late Work

As previously mentioned, no late work will be accepted without prior approval.

Missed Exams

Exams will have a start date and an end date. The exam must be taken during this period and submitted by the due dates. An exam cannot be made up; therefore, an effort to complete the exam during the assigned period must be made. If a problem still exists, then you should contact me immediately. Do not wait until the last minute to communicate an issue.

Quizzes

No quizzes will be given in this course.

Extra Credit

Extra credit may be provided at the instructor's discretion.

Academic Honesty

Students who violate university rules on scholastic dishonesty will be subject to disciplinary penalties, including (but not limited to) receiving a failing grade on the assignment, the possibility of receiving an "F" in the course, and dismissal from the university. Policies on scholastic dishonesty will be strictly enforced. Incidents of academic dishonesty will be reported to the Department Head. Students should be

aware that academic dishonesty includes (but is not limited to) cheating, plagiarism, and collusion. The mid-term and final exams are not considered group assignments.

Drop Course Policy

Your grades in this class will be an accurate reflection of your time, effort, and commitment to the subject matter. Everyone begins the class with an “A”. No curves will be assessed in the course. If you feel that you have dropped below an acceptable level in this course, it is your responsibility to contact your instructor for possible remedies, drop, or withdraw from the course.

Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced.

University Specific Procedures

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx).
<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: [Netiquette](http://www.albion.com/netiquette/corerules.html)
<http://www.albion.com/netiquette/corerules.html>

TAMUC Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedure 13.99.99.R0.01](#).

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

Academic Integrity

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

[Graduate Student Academic Dishonesty 13.99.99.R0.10](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf>

ADA Statement

Students with Disabilities

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services

Texas A&M University-Commerce

Gee Library- Room 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: studentdisabilityservices@tamuc.edu

Website: [Office of Student Disability Resources and Services](#)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

NONDISCRIMINATION NOTICE

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

CAMPUS CONCEALED CARRY STATEMENT

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal

Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

Navarro College Partnership

Please be aware of the new campus carry policy issued by Navarro College effective August 1, 2017. You are responsible for reading and knowing this information. Please see link below:

<http://navarrocollege.edu/boardpolicies/section-gj-1/>

COURSE OUTLINE / CALENDAR

Week 1 (August 27 – Sept. 2)

- Syllabus review.
 - Take time to review the syllabus for this course. If you have questions regarding the syllabus, then direct them to the instructor for clarification.
- Class introductions.
 - Introduce yourself to your classmates in the designated discussion forum. During your introduction:
 - Tell us about you (i.e. likes, dislikes, hobbies, etc.).
 - Give a brief description of your educational background.
 - Tell us why are you taking this course?
 - Tell us what you're hoping to learn in this particular course.
 - What are your aspirations upon completing your degree at TAMUC?
 - Due on 8/30/18 by 11:59PM

Week 2 (Sept. 3 – Sept. 9)

- 9/3/18 – University closed in observance of Labor Day
- Assigned Reading
 - Haddow, G. D., Bullock, J. A., & Coppola, D. P. (2014).
 - Chapter 1
- Discussion #1
 - Initial post due by 11:59PM on Thursday, Sept. 6
 - Begin replying to follow classmates
 - Discussion ends on Sept. 9 at 11:59PM
- Assignment #1
 - Locate 5 recent articles from the news (magazine, newspaper, internet, etc.) as it relates to current events or trends in emergency management.
 - Utilize APA format (12-point font, double spaced, etc.).
 - In no more than 5 pages, summarize the articles. Utilizing the concepts and terms found in the text, describe how these articles relate to emergency management and how they apply to the student learning outcomes (SLOs) described in your syllabus.
 - Due on **Sunday, October 14** by 11:59PM

Week 3 (Sept. 10 – Sept. 16)

- Assigned Reading
 - Haddow, G. D., Bullock, J. A., & Coppola, D. P. (2014).
 - Chapter 2

- Discussion #2
 - Initial post due by 11:59PM on Thursday, Sept. 13
 - Begin replying to follow classmates
 - Discussion ends on Sept. 16 at 11:59PM

Week 4 (Sept. 17 – Sept. 23)

- Assigned Readings
 - Haddow, G. D., Bullock, J. A., & Coppola, D. P. (2014).
 - Chapter 3
- Discussion #3
 - Initial post due by 11:59PM on Thursday, Sept. 20
 - Begin replying to follow classmates
 - Discussion ends on Sept. 23 at 11:59PM

Week 5 (Sept. 24 – Sept. 30)

- Assigned Reading
 - Haddow, G. D., Bullock, J. A., & Coppola, D. P. (2014).
 - Chapter 4
- Discussion #4
 - Initial post due by 11:59PM on Thursday, Sept. 27
 - Begin replying to follow classmates
 - Discussion ends on Sept. 30 at 11:59PM

Week 6 (Oct. 1 – Oct. 7)

- Assigned Reading
 - Haddow, G. D., Bullock, J. A., & Coppola, D. P. (2014).
 - Chapter 5
- Discussion #5
 - Initial post due by 11:59PM on Thursday, Oct. 4
 - Begin replying to follow classmates
 - Discussion ends on Oct. 7 at 11:59PM

Week 7 (Oct. 8 – Oct. 14)

- Assignment #1 is due by October 14 at 11:59PM

Week 8 (Oct. 15 – Oct. 21)

- Midterm
 - Due on Sunday, October 21 by 11:59PM

Week 9 (Oct. 22 – Oct. 28)

- Assigned Reading
 - Haddow, G. D., Bullock, J. A., & Coppola, D. P. (2014).
 - Chapter 6

- Discussion #6
 - Initial post due by 11:59PM on Thursday, October 25
 - Begin replying to follow classmates
 - Discussion ends on Oct. 28 at 11:59PM

- Assignment #2
 - Due Sunday, December 9 by 11:59PM
 - <http://www.fema.gov/>
 - Review FEMA web site
 - <https://training.fema.gov/is/>
 - Independent Study Exams now require a FEMA Student Identification (SID) Number. If you do not yet have a SID, register for one today: <https://cdp.dhs.gov/femasid>.
 - Under the independent study tab, after you acquire SID, complete lesson and exam for IS-230.d Fundamentals of Emergency Management.
 - Print a copy of the certificate for your records and print a pdf version (or scan it) and upload the pdf as an attachment.

Week 10 (Oct. 28 – Nov. 4)

- Assigned Reading
 - Haddow, G. D., Bullock, J. A., & Coppola, D. P. (2014).
 - Chapter 7

- Discussion #7
 - Initial post due by 11:59PM on Thursday, Nov. 1
 - Begin replying to follow classmates
 - Discussion ends on Nov. 4 at 11:59PM

Week 11 (Nov. 5 – Nov. 11)

- Assigned Reading
 - Haddow, G. D., Bullock, J. A., & Coppola, D. P. (2014).
 - Chapter 8

- Discussion #8
 - Initial post due by 11:59PM on Thursday, Nov. 8
 - Begin replying to follow classmates
 - Discussion ends on Nov. 11 at 11:59PM

Week 12 (Nov. 12 – Nov. 18)

- Assigned Reading
 - Haddow, G. D., Bullock, J. A., & Coppola, D. P. (2014).
 - Chapter 9
- Discussion #9
 - Initial post due by 11:59PM on Thursday, Nov. 15
 - Begin replying to follow classmates
 - Discussion ends on Nov. 18 at 11:59PM

Week 13 (Nov. 19 – Nov. 25)

- Continue the assigned readings and your work towards completing assignment #2

Week 14 (Nov. 26 – Dec. 2)

- Assigned Reading
 - Haddow, G. D., Bullock, J. A., & Coppola, D. P. (2014).
 - Chapter 10
- Discussion #10
 - Initial post due by 11:59PM on Thursday, Nov. 29
 - Begin replying to follow classmates
 - Discussion ends on Dec. 2 at 11:59PM

Week 15 (Dec. 3 – Dec. 9)

- Assignment #2 due by Dec. 9 by 11:59PM

Week 16

- Final Exam Week
 - Final Exam is due on **Wednesday, December 12 by 11:59PM.**