



California State University, Sacramento
Department of Communication Sciences and Disorders
Doctor of Audiology (Au.D.)

Syllabus and Course Outline

Semester/Year: Spring/2025	Course: CSAD 681 Practice Management	Section: 01
Meeting Days: Mondays & Wednesdays	Meeting Times: 5-6 pm	Location: in-class AND Synchronous/Zoom
Instructor: Tracy Volkman, AuD Kenneth Wood, AuD	Email: t.volkman@csus.edu Kennethswood@csus.edu	Phone: Cell: 916-847-7413 Cell: 530-646-6539
Office Location: Zoom Meetings	Office Hours/Appointments: Monday and Wednesday 6-7 pm and by appointment. Via Zoom	

Catalogue Course Description:

Topics relating to business models, terminology, accounting, reimbursement, equipment needs, and office management. Focus on private practice and managed care.

Prerequisite(s): Admission to Doctor of Audiology program; CSAD611, CSAD612, CSAD613, CSAD614, CSAD621, CSAD622, CSAD622L, CSAD623, CSAD624, CSAD631, CSAD632, CSAD641, CSAD641L, CSAD642, CSAD643, CSAD651, CSAD652, CSAD653, CSAD661, CSAD662, CSAD671, CSAD672, CSAD673

Term typically offered: Spring only

Description: This course introduces students to the fundamentals of business practice as they relate to audiology. Topics covered include autonomy in audiology, business plans, and considerations for managing a private practice.

Why is this course important?

More than a quarter (28.6%) of audiologists are employed in private practice settings (<https://www.asha.org/Students/Employment-Settings-for-Audiologists/>). This course provides an overview of business practices geared towards audiology students in private practice rotations or those who are interested in pursuing private practice settings as an audiologist.

Sacramento State Graduate Learning Goals (GLG)

Sacramento State Graduate Learning Goals (GLG)	Addressed by this course (Y/N)
Disciplinary knowledge: <i>Master, integrate, and apply disciplinary knowledge and skills to current, practical, and important contexts and situations.</i>	Y
Communication: <i>Communicate key knowledge with clarity and purpose both within the discipline and in broader contexts.</i>	Y
Critical thinking/analysis: <i>Demonstrate the ability to be creative, analytical, and critical thinkers.</i>	Y
Information literacy: <i>Demonstrate the ability to obtain, assess, and analyze information from a myriad of sources.</i>	Y
Professionalism: <i>Demonstrate an understanding of professional integrity.</i>	Y
Intercultural/Global Perspectives: <i>Demonstrate relevant knowledge and application of intercultural and/or global perspectives.</i>	Y
Research: <i>Conduct independent research resulting in an original contribution to knowledge in the focused areas of their graduate program</i>	Y

Expected Learning Outcomes (ELO)

Mastery of each student-learning outcome listed below is indicated by a grade of B or better on each component of the corresponding measures listed in the table. Students are required to track their progress towards meeting each learning outcome and must make an appointment with the instructor for any grade equal to or less than a B. The instructor will suggest strategies to help you establish competence and knowledge in these areas.

You should track your progress towards meeting each learning outcome by listing your grades on the table below over the course of the semester.

CSAD 681 EXPECTED AND SPECIFIC STUDENT LEARNING OUTCOMES:

1. Define autonomy as it relates to audiology private practice
2. List the key sections of a business plan, including a description of each
3. Develop and present a mock business plan
4. Describe needs of private practices, such as hiring, software and equipment purchasing, human resources, and marketing
5. Explain the procedures for processing insurance, billing, and coding for private practices
6. Identify resources for establishing, managing, and dissolving practices.

Table 1: Course Learning Outcomes, Components, and Grades Received

Course Learning Outcome	Components Indicating Competence	Grades Received
1-6	Business Plan Part I and II	

Knowledge And Skills Acquisition (KASA) For Certification in Audiology

Standard II-A: Foundations of Practice for CSAD 681, Practice Management

- A5. Calibration and use of instrumentation according to manufacturers' specifications and accepted standards
 - A6. Standard safety precautions and cleaning/disinfection of equipment in accordance with facility-specific policies and manufacturers' instructions to control for infectious/contagious diseases
 - A12. Effective interaction and communication with clients/patients, families, professionals, and other individuals through written, spoken, and nonverbal communication
 - A18. The role, scope of practice, and responsibilities of audiologists and other related professionals
 - A19. Health care, private practice, and educational service delivery systems
 - A20. Management and business practices, including but not limited to cost analysis, budgeting, coding, billing and reimbursement, and patient management
 - A22. Legal and ethical practices, including standards for professional conduct, patient rights, confidentiality, credentialing, and legislative and regulatory mandates
 - A23. Principles and practices of effective supervision/mentoring of students, other professionals, and support personnel
- ASHA Knowledge And Skills Acquisition (KASA) tracking for courses and clinics in the AuD program can be found online in the student's CALIPSO account.
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Textbooks, Materials, and Online Resources:

Glaser, R., & Traynor, R.M. (2014). *Strategic practice management* (2nd ed.). Plural Publishing.

Schwab E. F. (2016). Surviving and Thriving Your First Year in Private Practice. *Seminars in hearing*, 37(4), 293–300. doi.org/10.1055/s-0036-1594001

https://www.audiology.org/wp-content/uploads/2021/06/BEST_PrivatePracticeChecklist.pdf

Accessing the CSUS Library is a requirement of this course. Please become familiar with library access and login information as quickly as possible. This will make your life much easier. Link the CSUS Library to any scholarly search engine you use as this will give you access to required readings of the journal articles. Do not pay for any articles. As a CSUS student, you should have free access to the library and its resources. The Department has access to the Health Sciences Librarian, Rachel Stark. She is available for assistance and questions on how to utilize the library effectively. <https://library.csus.edu/directory/rachel-stark>

Course Requirements/Components:

Access to CANVAS is a requirement of this course. Campus computers are available for student use in many locations. Laptops are available to loan out as needed. Please contact the Department for further information. This course is posted on CANVAS. All lecture material and required readings not in the textbook will be available only on CANVAS. I do not recommend printing the lectures until the day before class as the content could possibly change. Grades and statistics for the tests will be posted on CANVAS. Please forward interesting links to me as I will post them for the benefit of the entire class. Required readings will be posted in WORD or PDF

format on CANVAS. All submissions must be in WORD or PDF format. **Mac PAGES submissions will not be accepted.**

Microsoft Office Suite

- WORD
- EXCEL
- POWER POINT
- Adobe Reader

Course Format: Synchronous in person OR Zoom lecture.

Remediation: If you receive a midterm grade lower than a B, you are required to sign up for an office hour to discuss your exam. If you cannot come during office hours, I will set up a special appointment time with you. I will analyze your exam with you and identify areas where you have had difficulty with specific course learning outcomes/competencies. I will give you specific strategies and suggestions that will help you establish competence and knowledge in these areas.

Make-up Policy: There are no make-up quizzes or exams. Your attendance is required live at every class period to take these quizzes and exams. The syllabus clearly states necessary dates. Any absences will require a doctor's note. Being late for an exam or quiz will not entitle you to extra time. If you miss a short quiz because you are late for class or absent you will not be given another to make up you will lose those points.

Scholarly Writing and Publishing Principles and use of APA Format: The Department of Communication Sciences and Disorders requires the use of the APA format and style. All students are required to reference the APA manual (7th edition.) All assignments are to be composed using APA format and style unless otherwise noted.

Readings: The assigned readings are not optional, and you will be assessed on the material. The material will only be covered briefly in class. This course requires extensive reading. Be prepared and read all reading assignments prior to class.

Grading Policy:

Participation: Actively engage in class. Midterm and final reflections will be included in the participation grade.

Business Plan I: Create a business plan Excel template, research Marketing and Initial Costs and incorporate into the business plan.

Business Plan II: Final business plan including Mission Statement, Goals, Products & Services, Marketing Research & Analysis, and Timeline. Finish business plan using Excel, including Initial Costs, Marketing, Overhead, Summary, and P&L.

Travel policy: <https://www.csus.edu/college/health-human-services/communication-sciences-disorders/internal/documents/policy/csad-student-travel-policy.pdf>

If you are sick, stay home and do not attend class. Notify your instructor. Please self-diagnose if you are experiencing any COVID- like symptoms (fever, cough, sore throat, muscle aches, loss of smell or taste, nausea, diarrhea, or headache) or have had exposure to someone who has tested positive for COVID contact Student Health & Counseling Services (SHCS) at 916-278-6461 to receive guidance and/or medical care. The CDC provides a good source of information regarding COVID-19 and a way to self-check symptoms: <https://www.cdc.gov/coronavirus/2019-ncov/index.html>

Students must adhere to COVID-19 policies regarding mask wearing and vaccinations as described on the CSUS website. Please see <https://www.csus.edu/compliance/risk-management/coronavirus.html> and <https://www.csus.edu/return-to-campus/return-to-campus-faq.html> for more information and updates.

Table 2: Course Requirements and Grade Distribution

Source	Points	% of Grade
Business Plan I	100	33%
Business Plan II	100	33%
Class Participation	100	33%
Total	300	100%

Letter grades are assigned according to the following scores:

Table 3: Points, Percentages and Letter Grades

Letter	%
A	93-100%
A-	90-92.99%
B+	87-89.99%
B	83-86.99%
B-	80-82.99%
C+	77-79.99%
C	73-76.99%
C-	70-72.99%
D+	67-69.99%
D	63-66.99%
D-	60-62.99%
F	< 60%

Course Policies/Procedures:

Academic conduct

Students enrolled in the Au.D. program must adhere to the Department and University policies on academic misconduct. Please see the department's policy on academic misconduct ("Policy on Student Academic and Clinical Conduct"). The following are expectations for professional behavior in the classroom:

- Ethics: Students must uphold the ethical standards set forth by professional bodies in the field (see Appendices C and D).
- Respect: Students should demonstrate respect to their peers, instructors, and staff.
- Feedback: Students are expected to self-reflect and modify their work in response to feedback, while displaying non-defensive behavior to suggestions.

- Health: Students should maintain their personal wellness and health, attending to any needs in a timely fashion in order to support their academic and professional growth.
- Attire: Students should dress appropriately for class. Classes may be held in clinic space, so students are expected to observe the clinic dress code.
- Accountability: Students are expected to be accountable, honest, and professional for their activities and communications. The general principles of ethical behavior should be applied to their coursework, evaluations, and examinations.
- Language: Students should demonstrate professional oral and written communication, including emails. Discretion and professional language should be used in all modalities, emphasizing constructive rather than reactive use.
- Scholarship: Students should take an active role in their learning, recognizing their deficiencies and seeking to correct them, as part of their commitment to lifelong learning.
- Effort: Students should collaborate and work to complete tasks and assignments on time or by the set deadline. Students are expected to follow through on all activities while maintaining professionalism and intellectual curiosity.

Attendance Policy

Students are expected to arrive in class on time, prepared to participate and engage in classroom activities for both in-person and synchronous/virtual interactions. Students are responsible for class content, lecture materials, assignments, announcements, and must be aware of changes in the class schedule. Students are advised that instructional faculty may include an attendance policy in courses, which may require attendance as part of the student's course grade. These policies will be set in the syllabus.

Given the full-time, intensive nature this doctoral program, it is important that students contact instructors if they are absent or are anticipating absence, especially over an extended period of time. In the case of the latter, the Au.D. Program Director must also be notified. Attendance for clinical practica is outlined in the clinic handbook.

Email

Students in the Au.D. program are required to maintain an active CSUS email address, which is linked to the student ID number. Official emails will be sent through CSUS email. Students are expected to regularly check their CSUS emails.

TENTATIVE Course Schedule/Outline:

Date	Topics	Readings	Assignments
1/22	Class Overview & the Private Practice	Ch. 1	
1/27	Business Plan Overview and Rubric (talk about going above and beyond)	Ch. 2	
1/29	Business Plan Workshop		
2/3	Business Plan in Further Detail & Breakout Group		Breakout Groups
2/5	Business Plan Workshop		
2/10	Competition & Legal Considerations	Ch. 3 & 4	
2/12	Business Plan Workshop		
2/17	Marketing	Ch. 6	Breakout Groups
2/19	Business Plan Workshop		
2/24	Ethics and Pricing	Ch. 5 & 8	
2/26	Business Plan Workshop		
3/03	Itemizing Professional Hearing Care Services. Initial Costs – What does it cost to open a clinic?	Ch. 9 Schwab (2016)	Breakout Groups
3/05	Business Plan Workshop		
3/10	EHR. Billing and Compliance.	Ch. 10 & 13	Business Plan Part I Due
3/12	Business Plan Workshop		
3/17	Overhead Costs – Monthly Costs. Private Practice Checklist	Audiology.org	Breakout Groups
3/19	Business Plan Workshop		
3/24	Patient Satisfaction and Referral Source Management	Ch. 14 & 15	
3/26	Business Plan Workshop		
3/31-4/4	No School- Cesar Chaves Holiday & Spring Break		
4/7	Employee Handbook	Ch. 18	
4/09	Business Plan Workshop		
4/14	Accounting & How to Read a “P&L”	Ch. 11	
4/16	Business Plan Workshop		
4/21	Summary and P&L of Business Plan – the “Break Even Analysis”		Breakout Groups
4/23	Business Plan Workshop		
4/28	Start Up Exercise- Variable scenarios, problems, solutions		
4/30	Business Plan Workshop		
5/5	Dead Week		
5/12	Finals		Final Business Plan Due

Hornet Honor Code

<https://www.csus.edu/student-affairs/internal/documents/hornet-honor-code.pdf>

As proud members and representatives of the Sacramento State Hornet community, we commit ourselves to actively promoting honesty, integrity, respect, and care for every person, ensuring a welcoming campus environment, and striving to help every member of our Hornet family feel a strong sense of belonging.

As Hornets, we will:

- Promote an inclusive campus and community
 - Listen and respect each other's thoughts, interests, and views Value diversity and learn from one another
 - Engage daily with mutual trust, care, and integrity
 - Support a culture of honor and adhere to campus policies for honesty, ethics, and conduct
 - Be proud to be Sac State Hornets.
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 - Language: Students should demonstrate professional oral and written communication, including emails. Discretion and professional language should be used in all modalities, emphasizing constructive rather than reactive use.
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 - Effort: Students should collaborate and work to complete tasks and assignments on time or by the set deadline. Students are expected to follow through on all activities while maintaining professionalism and intellectual curiosity.
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Commitment to Integrity:

As a student in this course (and at this university) you are expected to maintain high degrees of professionalism, commitment to active learning and participation in this class and also integrity in your behavior in and out of the classroom.

Sac State's Academic Honesty Policy & Procedures:

“The principles of truth and honesty are recognized as fundamental to a community of scholars and teachers. California State University, Sacramento expects that both faculty and students will honor these principles, and in so doing, will protect the integrity of academic work and student grades.” Read more about Sac State's Academic Honesty Policy & Procedures at the following website: <https://www.csus.edu/umannual/student/stu-100.htm>

Definitions: At Sac State, “cheating is the act of obtaining or attempting to obtain credit for academic work through the use of any dishonest, deceptive, or fraudulent means.” **Plagiarism** is a form of cheating. At Sac State, “plagiarism is the use of distinctive ideas or works belonging to another person without providing adequate acknowledgement of that person's contribution.” Source: Sacramento State University Library Note: Any form of academic dishonesty, including cheating and plagiarism, shall be reported to the Office of Student Affairs.

Understand When You May Drop This Course:

It is the student's responsibility to understand when he/she need to consider disenrolling from a course. Refer to the Sac State Course Schedule for dates and deadlines for registration. After this period, a serious and compelling reason is required to drop from the course. Serious and compelling reasons include: (a) documented and significant change in work hours, leaving student unable to attend class, or (b) documented and severe physical/mental illness/injury to the student or student's family. Under emergency/special circumstances, students may petition for an incomplete grade. An incomplete will only be assigned if there is a compelling extenuating circumstance. All incomplete course assignments must be completed by the department's policy.

Inclusivity:

Students in this class are encouraged to be active participants in all aspects of the course, including but not limited to lectures, synchronous and asynchronous activities, discussion posts, etc. Each of us must show respect for each other, as our class represents a diversity of beliefs, backgrounds, and experiences. This enriches all of our learning experiences together. Our individual differences deepen our understanding of one another and the world around us, rather than divide us. In this class, people of all ethnicities, genders and gender identities, religions, ages, sexual orientations, disabilities, socioeconomic backgrounds, regions, and nationalities are strongly encouraged to share their rich array of perspectives and experiences. If you feel your differences may in some way isolate you from our classroom community, or if you have a specific need, please contact the instructor early in the semester. Your instructor will work with you to ensure that you become an active and engaged member of our class and community.

Equal Access

California State University-Sacramento, Department of Communication Sciences and Disorders, seeks to provide equal access to its programs, services, and activities for people with disabilities. If you have a documented disability and verification from the Disability Access Center (DAC), and wish to discuss academic accommodations, please contact your instructor as soon as possible. It is the student's responsibility to provide documentation of disability

to DAC and meet with a DAC counselor to request special accommodation before classes start. **Sacramento State Disability Access Center (DAC)** offers a wide range of support services and accommodations for students in order to ensure students with disabilities have equal access and opportunity to pursue their educational goals.

Working collaboratively with students, faculty, staff and administrators, DAC provides consultation and serves as the information resource on disability related issues to the campus community. DAC is located in Lassen Hall 1008 and can be contacted by phone at (916) 278-6955 (Voice) or (916) 278-7239 (TDD only) or via email at dac@csus.edu Additional information can be found on the DAC website: <https://www.csus.edu/student-affairs/centers-programs/disability-access-center/>

Crisis Assistance & Resource Education Support (CARES) Support

If you are experiencing challenges in the area of food and/or stable housing, help is just a click, email or phone call away! Sacramento State offers basic needs support for students who are experiencing challenges in these areas. Please visit our Crisis Assistance & Resource Education Support (CARES) website to learn more about your options and resources available. <https://www.csus.edu/student-affairs/crisis-assistance-resource-education-support/>

Title IX

The University requires faculty and staff to report any personal disclosures of sexual misconduct including rape, dating/domestic violence and stalking to the Title IX Coordinator. Students who do not wish to report their experience to me or the Title IX Coordinator may speak to someone confidentially by contacting Student Health and Counseling Services.

Sac State is committed to supporting students and fostering a campus environment free of sexual misconduct and gender-based discrimination. If a student chooses to disclose to a faculty or staff member an experience related to sexual misconduct which includes rape, relationship violence, or stalking, all faculty and staff are obligated to report this disclosure to the university's Title IX Coordinator. Sac State's Title IX Coordinator is Mary Lee Vance. Please email equalopportunity@csus.edu or (916) 278-5770. Upon receipt of the report, the Title IX Coordinator will contact you to inform you of your rights and options as a survivor and connect you with support resources, including resolution options for holding accountable the person who harmed you. Students who elect not to discuss their experience with the Title IX Coordinator can speak confidentially to the following confidential resources:

Student Health & Counseling Services at The WELL On Campus

Phone Number: 916-278-6461

Website: <https://www.csus.edu/student-life/health-counseling/counseling/>

Campus Confidential Advocate Email: weave@csus.edu

On Campus Phone Number: 916-278-5850 (during business hours)

WEAVE 24/7 Hotline: 916-920-2952

Other Resources:

- The Office of Student Affairs maintains a list of campus resources/centers: <https://www.csus.edu/center/>
- Testing Center: <https://www.csus.edu/student-affairs/centers-programs/testing-center/>
- Library: <https://library.csus.edu/> for consultation : Rachel Stark, MS, AHIP, stark@csus.edu

- Services to Students with Disabilities: <https://www.csus.edu/student-affairs/centers-programs/services-students-disabilities/>
- Student Health and Counseling Services at The WELL: <https://www.csus.edu/student-life/health-counseling/>
 - Student Health and Counseling Services: Your physical and mental health are important to your success as a college student. Student Health and Counseling Services (SHCS) in The WELL offers medical, counseling, and wellness services to help you get and stay healthy during your time at Sac State. SHCS offers: Primary Care medical services, including sexual and reproductive healthcare, transgender care, and immunizations; urgent care for acute illness, injuries, and urgent counseling needs; pharmacy for prescriptions and over-the-counter products; mental health counseling, including individual sessions, group counseling, support groups, mindfulness training, and peer counseling; athletic training for sports injury rehabilitation; wellness services, including nutrition counseling, peer led health education and wellness workshops, and free safer sex supplies; violence and sexual assault support services. Most services are covered by the Health Services fee and available at no additional cost.
- Student Academic Success and Education Equity Programs: <https://www.csus.edu/student-affairs/retention-academic-success/>
- Crisis Assistance and Resource Education Support (CARES): If you are experiencing challenges with food, housing, financial or other unique circumstances that are impacting your education, help is just a phone call or email away. The CARES office provides case management support for any enrolled student. <https://www.csus.edu/student-affairs/crisis-assistance-resource-education-support/>
- CHHS Student Success Center: <https://www.csus.edu/college/health-human-services/student-success/>
- Reading & Writing Center: <https://www.csus.edu/undergraduate-studies/writing-program/reading-writing-center.html>
- Peer & Academic Resource Center: <https://www.csus.edu/student-affairs/centers-programs/peer-academic-resource/>
- SMART Thinking (tutoring resource): <https://www.csus.edu/student-affairs/centers-programs/degrees-project/internal/documents/smarthinking.pdf>