



Course Syllabus

Project Management

CGS 1103 / 84701 / Fall 2026

Credit Hours: 3

Pre-requisites/Co-requisites: None

Contact Information

Instructor

Kim Allan
Professor, Business & Technology
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(850) 769-1551

Charles Hilton Center, Room 203
Response within 24-48 hrs Monday through Thursday

Office Hours	
Monday	9:00 a.m. - 9:30 a.m.
Tuesday	9:30 a.m. - 12:00 p.m. // 2:00 p.m. - 4:00 p.m.
Wednesday	9:00 a.m. - 9:30 a.m. // 1:30 p.m. - 4:00 p.m.
Thursday	9:30 a.m. - 11:30 a.m.

Division Chair

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Course Information

Catalog Description:

This course will allow the student to understand how to plan, organize, create presentation material, and manage projects using various software tools. Students will utilize software applications to plan a project; track tasks and organize the overall project; analyze cost, time, and resource effectiveness; and explore options for customizing project design material and effective implementation using software tools.

Student Learning Outcomes:

Upon successful completion of this course, you will be able to:

- **CLO1.** Define and analyze core project management concepts such as scope, objectives, stakeholder expectations, and the role of project management in ensuring project success.
 - All Chapter 1 and Chapter 2 MLOs.
- **CLO2.** Analyze and apply the five project management process groups, methodologies, and practices to evaluate their impact on project outcomes and success.
 - All Chapter 3 MLOs.
- **CLO3.** Analyze and apply project integration management processes, including project selection, charter development, and scope management, to assess and support project alignment with business strategy and project success.
 - All Chapter 4 MLOs.
- **CLO4.** Develop and apply project scope management principles, including creating a project scope statement and work breakdown structure (WBS), to define and effectively manage project deliverables.
 - All Chapter 5 MLOs.
- **CLO5.** Analyze and apply project schedule management techniques, including activity definition, sequencing, resource estimation, and milestone development, to create and optimize project schedules.
 - All Chapter 6 MLOs.
- **CLO6.** Develop and apply cost estimates, baselines, and cost control methods to effectively monitor and manage project financial performance.
 - All Chapter 7 MLOs.
- **CLO7.** Manage project quality by defining quality standards, establishing performance metrics, and applying quality control tools to ensure alignment with stakeholder expectations and project success.
 - All Chapter 8 MLOs.

- **CLO8** Develop and implement strategies for effective resource and communication management to enhance collaboration, address stakeholder needs, and ensure project success throughout the lifecycle.
 - All Chapter 9 and Chapter 10 MLOs.
- **CLO9** Develop and implement risk management strategies for identifying, assessing, and addressing both negative and positive risks throughout the project lifecycle.
 - All Chapter 11 MLOs.

Course Materials & Resources:

Textbook: Information Technology Project Management, 9th Edition

Author: Kathy Schwalbe

Publisher: Cengage

Copyright: 2019

ISBN: Four Options

Course Materials: Cengage Purchase Options

Cengage Unlimited

ISBN: 978-0-357-70000-6

- Select this option if you have multiple classes using a Cengage textbook and an online component (such as MindTap or Owl).
- This option gives you access to the entire library of eTextbooks, all online learning platforms, plus at least four free printed textbook rentals (you just pay the S&H per textbook) for one flat price.
 - 1 term (4 months) subscription @ \$169.99
 - 2 terms (12 months) subscription @ \$244.99
 - if purchase directly through [Cengage](#).

Cengage Unlimited eTextbooks

ISBN: 978-0-357-69333-9 -- Cengage Unlimited eTextbook

- Select this option if you have more than one class using a Cengage textbook without the use of an accompanying online product (such as MindTap or Owl).
- This option gives you unlimited access to all eTextbooks (only) published by Cengage.
- Cost is \$79.99 directly through [Cengage](#).
 - Note this choice includes the option to obtain up to four free rental printed textbooks and you only pay the S&H fee for each one.

Access to only this Cengage eTextbook

ISBN: 978-0-357-68746-8

- Select this option if you have no other classes utilizing a Cengage textbook or online component. (Note this course does not use the associated online component).
- This gives you eTextbook access to this single Cengage textbook only.
- Cost is \$71.99 directly through [Cengage](#).
 - Note that this choice does not include the option to obtain a printed rental textbook.

Printed textbook only

ISBN: 978-1-337-10135-6

- This is a printed textbook only (no eText).
- Can be purchased used or new.
- Can be purchased through GCSC Bookstore, Cengage website, or other options.

Course Materials: Where to Purchase Your Textbook

The eTextbook may be purchased from the [GCSC Bookstore](#), or directly from [Cengage](#)

Course Materials: How to Use Your Cengage eTextbook

[Using Your Cengage eTextbook](#)

Delivery Method:

This course meets face to face once a week, and attendance is part of your participation grade. Course material, assignments, and announcements are offered via CANVAS. Please make sure that you have access to a computer with a webcam and internet service, in the event a change in course delivery is needed.

Communication & Feedback

In this course, communication and feedback will occur through various channels, including GCSC email, Canvas Inbox, Canvas Announcements, Canvas Discussions, Microsoft Teams or Zoom, assignment feedback, and instructor office hours. Review the statements below so that you understand the expectations for communication.

Student Expectations

As a student at Gulf Coast State College, you are expected to:

- **Adhere to Course Guidelines:** Follow the guidelines detailed in the course syllabus, along with any additional instructions provided by the instructor. This includes understanding and complying with the course objectives, grading criteria, and academic policies.

- **Maintain Regular Contact:** Keep in touch with your instructor and classmates via your GCSC email or other designated communication channels. Regular contact helps clarify doubts, share ideas, and foster a collaborative learning environment.
- **Active Participation:** Engage actively in class discussions and submit assignments on time. Your active participation is crucial for your academic success and contributes to a vibrant learning community.
- **Student Exchange:** On the course Home page, you will find an Open Discussion forum (Student Exchange) for peer-to-peer communication. This space allows you to post questions to classmates, share insights from your experience, and contribute helpful information related to course content. Active participation is encouraged to support collaborative learning.

Instructor's Communication Plan

As your instructor, my commitment to you is to:

- **Provide Timely Feedback:** I will review and provide feedback on your assignments and submissions within one week of the assignment due date. My goal is to help you understand your strengths and areas for improvement, which is crucial for your academic growth.
- **Respond Via Canvas Inbox:** I will respond to your emails or messages within 24-48 hours (Monday through Thursday), unless otherwise noted. I understand the importance of clear and timely communication in addressing your questions and concerns. Please email through the Canvas Class email.
- **Post Regular Announcements:** To keep you updated and help you manage your time effectively; I will send out reminders via announcements. These reminders will include important dates, upcoming assignments, and any changes to the course schedule.
- **Maintain Weekly Office Hours:** I will maintain regular weekly office hours, but I can also be available by appointment. This is to ensure I'm available for any questions or concerns that may come up during the week. As an alternative, I also provide weekly online office hours and am available to meet via Zoom sessions as needed.
- **Ask the Instructor:** On the course Home page, you will find an Open Discussion forum (Ask the Instructor) that is visible to all students. This space is intended for posting course-related questions directly to the instructor. It serves as an additional communication channel to support your understanding of course content and provide clarification on assignments, expectations, or procedures. Students are encouraged to review posted questions and responses as a shared learning resource.

Assessment Feedback

Detailed feedback on each assignment will be provided (normally) within one week of assignment due date. For quizzes since they can be taken multiple times, feedback will be

provided one day after the assigned due date. For exams, feedback will be provided one day after the assignment due date and be available for seven days. For discussion topics, research, activities, and group projects, annotations will be provided directly on the written submission. You will also see, for activities that you complete within Canvas, that feedback for each question is provided in the question details. Each assignment also includes a grading rubric. Lastly, additional comments may be added to the comments section of individual assignments.

Use of AI Tools

Artificial Intelligence

See the student handbook for further information. Students with questions about acceptable use should consult their instructor.

Generative AI Use with Permission and Disclosure: Students may use basic assistive technologies for spelling, grammar, and formatting (e.g., PaperRater or SpellCheckPlus). Generative AI tools (e.g., ChatGPT, Copilot, Grammarly's AI function, etc.) **may also be used for classes and/or assignments where instructors have given explicit permission. Students must clearly disclose and properly cite any AI-generated content used in their work**, following course guidelines. Students are permitted to use AI only in the manner and means described by the instructor. Unacknowledged or unauthorized AI use will be treated as a violation of academic integrity and may result in penalties, including a zero on the assignment and additional disciplinary actions as outlined in the college's academic integrity policy.

[How to Cite AI Generated Content Using APA Format.](#)

AI tools can provide excellent study options on topics within the course.

While AI tools may be used to refine grammar and mechanics, they **should not be used to generate content for assignments**. Misuse of AI may be considered academic dishonesty.

Use of AI on any exam is strictly prohibited (as noted in the exam instructions).



Course Schedule

Module	DATES	ASSIGNMENT	TOPIC
Module 1	08/17 - 08/23	Class Intro	Read all information under Start Here module in Canvas
		JOIN A GROUP	Join a Group no later than Wednesday, August 19th by NOON
		Reading	CH01 - Introduction to Project Management
		Discussion Topic	CH01 GROUP Discussion Topics
		Quiz	CH01 Quiz (Individual)
		Research	GROUP Research: PMP and CAPM certifications
		Intro Video	Introduction Video (online section only) (Individual)
		Participation	CH01 - Peer Review (Individual)
Module 2	08/24 - 08/30	Reading	CH02 - The Project Management and Information Technology Co
		Reading	Read Chaos Report
		Reading	Read PMI Brief
		Discussion Topic	CH02 GROUP Discussion Topics
		Quiz	CH02 Quiz (Individual)
		Research	GROUP Highlights: CHAOS Manifesto
		Research	GROUP Research: Failed IT Projects
		Participation	CH02 - Peer Review (Individual)
Module 3	08/31 - 09/06	Reading	CH09 - Project Human Resource Management
		Discussion Board	CH09 GROUP Discussion Topics
		Quiz	CH09 Quiz (Individual)
		Project	GROUP Project CH09: MBTI test
		Participation	CH09 - Peer Review (Individual)
Module 4	09/07 - 09/13 Labor Day Monday, 09/07	No Monday, 09/07, Face-to-Face class -- COLLEGE CLOSED	
		Reading	CH03 - The Project Management Process Groups: A Case Study
		Discussion Board	CH03 GROUP Discussion Board on PM Process Groups
		Quiz	CH03 Quiz (Individual)
		Project	GROUP Project CH03: Exercises #5 pg 147
		Participation	CH03 - Peer Review (Individual)
Module 5	09/14 - 09/20	Reading	CH04 - Project Integration Management
		Discussion Board	CH04 GROUP Discussion Topics

		Activity	PM Concept Spotlight (Individual)
		Quiz	CH04 Quiz (Individual)
		Project	GROUP Project CH04: Running Case, Tasks 1 - 4
		Participation	CH04 - Peer Review (Individual)
Module 6	09/21 - 09/27	Reading	CH05 - Project Scope Management
		Discussion Board	CH05 GROUP Discussion Topics
		Quiz	CH05 Quiz (Individual)
		Project	GROUP Project CH05: Running Case, Tasks 1 - 4
		Participation	CH05 - Peer Review (Individual)
Module 7	09/28 - 10/04	REVIEW	Review for Exam #1 ♦ Anyone needing to take the exam at the Testing Center need schedule the exam time through RegisterBlast this week.
Module 8	10/05 - 10/11 Fall Break, 10/08-09	Exam	Exam #1 ♦ Face-to-Face students take in class on 10/05
Module 9	10/12 - 10/18	Reading	CH06 - Project Schedule Management
		Discussion Board	CH06 GROUP Discussion Board on WBS
		Quiz	CH06 Quiz (Individual)
		Project	GROUP Project CH06: Running Case, Tasks 1 - 3
		Participation	CH06 - Peer Review (Individual)
Module 10	10/19 - 10/25	Reading	CH07 - Project Cost Management
		Discussion Board	CH07 GROUP Discussion Topics
		Quiz	CH07 Quiz (Individual)
		Quiz	CH07 Earned Value Management Quiz (Individual)
		Project	GROUP Project CH07: Running Case, Tasks 1 - 3
		Participation	CH07 - Peer Review (Individual)
Module 11	10/26 - 11/01	Reading	CH08 - Project Quality Management
		Discussion Board	CH08 GROUP Discussion Topics
		Quiz	CH08 Quiz (Individual)
		Project	GROUP Project CHs 8 & 9: CH08 Running Case, Tasks 1 - 3 AND CH09 Running Case, Tasks 1
		Participation	CH08 - Peer Review (Individual)
Module 12	11/02 - 11/08	Reading	CH10 - Project Communications Management
		Activity	Taking Action Activity (Individual)
		Quiz	CH10 Quiz (Individual)
		Project	Project CH10: Running Case, Tasks 1 - 3
		Participation	CH10 - Peer Review (Individual)

Module 13	11/09 - 11/15 Veteran's Day, Wednesday, 11/11	Reading	CH11 - Project Risk Management
		Discussion Board	CH11 GROUP Discussion Topics
		Quiz	CH11 Quiz (Individual)
		Project	GROUP Project CH11: Running Case, Tasks 1 - 3
		Participation	CH11 - Peer Review (Individual)
Module 14	11/16 - 11/22	Review	Review for Final Exam
		Activity	Letter to Future Students (Individual)
		Quiz	Quiz_Applying Project Management Concepts (Individual)
		♦ Anyone needing to take the exam at the Testing Center needs to schedule the exam through RegisterBlast this week.	
	11/23 - 11/29	No assignments	!! THANKSGIVING
Module 15	11/30 - 12/06	Exam	Exam #2 ♦ Face-to-Face students take in class on 11/30

Grading

GCSC Grading Scale

GRADING SCALE	
90 - 100	A
80 - 89	B
70 - 79	C
60 - 69	D
0 - 59	F

Calculation of Grades

CATEGORY	% OF GRADE
Homework: Discussion Topics, Research, Activities	25%
Group Projects	25%
Quizzes	20%
Exams & Participation	30%

Assessment Instruments

Class assignments are due by the assigned date and time. **Late assignments will NOT be accepted** and deadlines will **NOT** be extended. Canvas indicates dates and times to submit assignments as well as the Course Schedule.

Complete all activities with diligence as extra credit is not an option.

This is an interactive course and classroom attendance (for face-to-face hybrid sections) and participation are required, including collaboration and presentation of projects throughout the semester. It is expected that students prepare for each weekly class by reading the textbook (or outside material provided) **prior to class or group meetings** in order to be prepared for class discussions and activities. With presentations and projects, all members within the group must actively participate in some form.

NOTE: Each team member is required to actively contribute to every group project or activity to receive credit. Failure to participate in any part of a group project will result in no credit for that specific project or activity, regardless of the team's overall completion.

Homework

Percent of Grade: 25%

Grade Policy: The two lowest grades will be dropped.

Homework activities include discussion topics, research, participation, or more that aids in gaining understanding of the course learning objectives.

Group Video Presentation Discussion Topics

The Group Discussion Topic is a weekly collaborative activity where teams of 3 to 5 students enhance their understanding of course material by analyzing key concepts and creating a video presentation. Each group demonstrates depth of knowledge, critical thinking, and a cohesive approach to the assigned topic.

Grading focuses on the quality and accuracy of content, effective collaboration, professionalism in presentation, and integration of course material. This activity encourages active engagement with the subject matter while building essential skills in communication, creativity, and applying theoretical concepts to practical scenarios.

Group Projects

Percent of Grade: 25%

Grade Policy: The lowest grade will be dropped.

The group projects, centered on the Running Case Study, provide an opportunity to apply the concepts and strategies learned in this course to real-world scenarios. Teams of 3 to 6 members will collaborate to complete assignments that require thorough preparation and active participation from every member.

Key Expectations:

- Collaboration and Preparation: Each group member must actively engage in discussions, research, and development of project materials and ensure high quality work is presented.
- Proficiency and Accountability: All group members must demonstrate a solid understanding of the project's content and objectives achieved by reviewing material presented by all other group members. Each individual should be able to explain and link their contributions to the overall project work.
- Templates and Resources: Templates for each project are provided within the assignment instructions (and can also be accessed through the Files folder in Canvas). These templates are intended to guide your work and ensure consistency across deliverables.
- Participation Requirement: **Each team member must meaningfully participate in every group assignment to receive credit.** Failure to contribute to each individual group activity will result in no credit for that particular project.
- Project Leader: Each week a Project Leader is assigned to manage and delegate tasks, as well as participate in the completion of activities. **This role is to rotate on a weekly basis. All students must participate as the Project Leader otherwise a loss of 3 points from the overall grade is deducted at the end of the semester.** (I.E. If your final grade is a 92% and you don't serve as the Project Leader, your final grade will be dropped to 89%).

Quizzes

Percent of Grade: 20%

Grade Policy: The lowest grade will be dropped.

Quizzes are individual, timed assessments designed to reinforce your understanding of course material. Each quiz consists of a combination of true/false, multiple-choice, and fill-in-the-blank questions and is accessible through Canvas.

Multiple Attempts: You may take each quiz multiple times, with your highest score recorded. Use this opportunity to review the material and improve your understanding.

Exams

Percent of Grade: 30%

You have a total of three timed exams in the course used to evaluate your individual understanding of course materials. All exams are located in Canvas.

Use of AI on any exam is strictly prohibited (as noted in the exam instructions).

Exam #1

- This is a timed exam comprised of 12 short-answer, essay questions.
- The expectation is that you will provide thorough, well-organized responses that effectively incorporate course concepts and demonstrate your understanding.
 - You may use your textbook; however, it is essential to express concepts in your own words to demonstrate your understanding rather than simply repeating the textbook's content.

Project Management Assessment

- This is a timed exam comprised of 10 multiple choice questions.
 - You may use your textbook.

Exam #2

- This is a timed exam comprised of 14 short-answer, essay questions.
- The expectation is that you will provide thorough, well-organized responses that effectively incorporate course concepts and demonstrate your understanding.
 - You may use your textbook; however, it is essential to express concepts in your own words to demonstrate your understanding rather than simply repeating the textbook's content.

Participation

Participation grades are manually added in at the end of the semester. This will be based off of criteria such as engagement with your fellow group members, timeliness, quality of contributions, and class attendance.

- Face-to-face sections: class attendance and engagement in class discussions.
- Online sections: regular Canvas logins and consistent engagement with course materials and your group.

Course Policies

Accessibility Statement

Gulf Coast State College supports an inclusive learning environment for all students. If there are aspects of the instruction or design of this course that hinder your full participation, reasonable accommodations can be arranged. Prior to receiving accommodations, you must register with Student Accessibility Resources. Appropriate academic accommodations will be determined based on the documented needs of the

student. Please visit [GCSC's Student Accessibility Resource \(SAR\) webpage](#) to learn more. For information regarding the registration process, email sar@gulfcoast.edu or call 850-747-3243.

Attendance Policy

Regular class attendance and participation are significant factors that help to promote success in college. Students are expected to attend all class meetings of all courses for which they are registered.

You are expected to know the instructor's specific attendance policy, as stated in the syllabus for each course. In the event of absence, you should contact your instructor as soon as possible to indicate the reason and to inquire whether make-up work is possible. (Make-up work is offered solely at the discretion of your professor.)

If your absences in a class become excessive, as stated in the course syllabus, your professor may contact you, indicating that further absence may result in your withdrawal from the course. Your professor can withdraw you from a course for excessive absences without your permission.

Instructors will monitor attendance at the beginning of each semester. If you are not in attendance during this period, you may be withdrawn from the course. You will be financially responsible for the course and a "W or NS" will appear on your transcript. Withdrawal from a course may also have implications for financial aid.

Withdrawal Policy

Two withdrawals are permitted per credit course. After that, a grade will be assigned. Please be concerned about withdrawals. When admitting students into certain programs, universities may calculate withdrawals as grades. It is your responsibility to verify the effects of enrollment and/or withdrawal upon your financial assistance (financial aid, scholarships, grants, etc.). There are two kinds of withdrawals---student and administrative.

- *Student Withdrawal (W1)* - Students wishing to withdraw must complete the online Student Withdrawal Form before the scheduled withdrawal deadline as published in the College catalog. Student withdrawals initiated prior to the scheduled withdrawal deadline will be recorded as a grade of "W." The withdrawal deadline for an off-term or condensed term is one week after midterm.
- *Administrative Withdrawal (W2)* - A faculty member may withdraw a student up to the published withdrawal deadline for violation of the class attendance policy in which case the student will receive a grade of "W." The withdrawal deadline for an off-term or condensed term is one week after midterm.

Students cannot withdraw from developmental studies courses (college-preparatory classes) after the drop/add period without written permission from their instructor and/or their academic advisor.

Academic Integrity

Honest participation in academic endeavors fosters an environment in which optimal learning can take place and is consistent with the college's mission. Academic misconduct, including cheating or plagiarism, is destructive to the spirit of an educational environment. GCSC professors report every instance of student academic misconduct to the college for inclusion on the student's records.

Most course syllabi include an academic honesty policy and the consequences for violating this policy. Familiarize yourself with course policies regarding authorized or unauthorized use of AI to avoid the pitfalls of academic dishonesty.

The following definitions will apply:

"Cheating"

includes but is not limited to use of any unauthorized assistance in taking quizzes, tests, or examinations; dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; the acquisition without permission of tests or other academic materials belonging to a member of the College's faculty.

"Plagiarism"

includes, but is not limited to, the use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment as well as the purchase of papers or projects. It can also include overuse of an editing program like Grammarly or submitting work written by an Artificial Intelligence (AI) generator like ChatGPT. Make certain to consult your course syllabi for your instructor's guidelines of AI material.

"Self-plagiarism"

occurs when a student submits the same or considerably similar document to fulfill requirements in different classes. For example, if a student submits a term paper in Religion they originally wrote for an English class, this is self-plagiarism. Once a paper receives a grade in one class, it cannot be submitted again for another class.

"Generative Artificial Intelligence (AI)"

is technology that uses machine learning to create new content, such as text, images or code, based on user input. These systems are trained on vast amounts of data, including large language models and image or code generators. Common examples include ChatGPT, GitHub, Copilot, Google Gemini, Perplexity, and the Grammarly AI function.

Sanctions for incidences of academic misconduct, depending on the severity of the incidence and/or its repetition, may range from receiving an F grade (or O) for the test, assignment, or activity, to failure of the course, to suspension or dismissal from the college.

Classroom Recording

In accordance with federal and state privacy laws, students may record class lectures for their own personal educational use, in connection with a complaint to the college, or as evidence in internal or external legal proceedings. Students may not publish or upload the recordings or any components thereof without the knowledge and written permission of the faculty member. Failure to obtain permission to publish could lead to the students' having to pay damages, attorney fees, and court costs. For more information about what can be recorded, please see the guidelines in the GCSC Student Handbook.

Anti-Discrimination Policy

Gulf Coast State College does not discriminate against any person in its programs, activities, policies or procedures on the basis of race, ethnicity, color, national origin, marital status, religion, age, gender, sex, pregnancy, sexual orientation, gender identity, genetic information, disability, or veteran status. All questions or inquiries regarding compliance with laws relating to non-discrimination and all complaints regarding sexual misconduct or discrimination may be directed to Amanda Reed, Executive Director of Human Resources/Title II/504/Title IX Coordinator and Employment Equity Officer, Gulf Coast State College, 5230 W. US Highway 98, Panama City, FL 32401; 850-769-1551, ext. 3516. Rules, policies, fees, and courses described in this catalog are subject to change without notice.

Syllabus Policy

For any syllabus posted prior to the beginning of the term, the instructor reserves the right to make minor changes prior to or during the term. The instructor will notify students via e-mail or Canvas announcement when changes are made in the requirements and/or grading of the course.

Student Support Resources

Gulf Coast State College is committed to providing you with the resources you need for success as a student and beyond. View all the academic and student support resources provided at GCSC on the [Student Services web page](#).

Course Technology & Support

To successfully participate in this online course, students must have basic computer and digital information literacy skills and meet the following technology requirements:

- **Computer:** Up-to-date web browser that supports the Canvas learning management system; please refer to the system requirements for compatibility and information on using the Canvas app on mobile devices.
- **Internet Speed:** Minimum bandwidth of 8 Mbps upload/download speed to effectively engage in online activities and access multimedia.
- **Office 365 software:** Available for free download through GCSC Information Technology Services (ITS).

If you need technical support, contact the ITS Help Desk, available 24/7 at (850) 913-3303.