



**COLLEGE OF HEALTH SCIENCES**

ATR6065 - Leadership and Management in Athletic Training  
(3-units)

**Course Information**

**Quad I Only:** January 12 - March 8

Mondays 11:00am - 1:30pm

Balboa Room 150

Format: Hybrid

**Spring 2026**

**INSTRUCTOR INFORMATION**

**Quad I Instructor:** Ross Brunett, DPT, PT, ATC

**Email:** [rbrunett@pointloma.edu](mailto:rbrunett@pointloma.edu)

**Office Hours:** [By appointment only](#)

**PLNU MISSION**

**To Teach ~ To Shape ~ To Send**

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service becomes an expression of faith. Being of Wesleyan heritage, we aspire to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

**COURSE DESCRIPTION AND AIM**

This course focuses on management, administration, leadership, and professional responsibilities associated with providing health care in an athletic training room, health care facility, and related venues that provide health care to athletes and others involved in physical activities. Topics include athletic training room design, budget, organization, and administration of pre-participation physical exams, components of a medical record, regulations, insurance, personnel management.

**PROGRAM LEARNING OUTCOMES**

Upon completion of the Master of Science in Athletic Training (MS-AT), the successful student will be able to:

1. To prepare students to demonstrate competency in interpreting evidence-based research and improving clinical standards and practice through clinical question development and research methodology
2. To prepare students to develop expertise in the athletic training domains through an integrative experiential clinical model
3. To equip students with appropriate knowledge and educational foundation required for an entry-level Certified Athletic Trainer
4. To prepare students to establish and understand the importance of inter-professional relationships, while collaborating with other health care professionals to become effective communicators
5. To prepare students to demonstrate preparation, knowledge and skill in the delivery of comprehensive health care to a diverse set of patients with musculoskeletal injuries and conditions and illnesses in a distinctly moral and ethical manner, integrating Christian faith with clinical practice.

### **COURSE LEARNING OUTCOMES**

Upon completing this course, you should be able to:

1. Successfully manage a sports facility.
2. Hire, manage, and evaluate personnel.
3. Develop effective organizational policies and procedures.

### **CAATE Standards**

1. **Standard 81** - Plan and implement a comprehensive preparticipation examination process to affect health outcomes.
2. **Standard 88** - Perform administrative duties related to the management of physical, human, and financial resources in the delivery of healthcare services. These include (but are not limited to) the following duties:
  1. Strategic planning and assessment
  2. Managing a physical facility that is compliant with current standards and regulations
  3. Managing budgetary and fiscal processes • Identifying and mitigating sources of risk to the individual, the organization, and the community
  4. Navigating multi payor insurance systems and classifications
  5. Implementing a model of delivery (for example, value-based care model)
3. **Standard 90** - Establish a working relationship with a directing or collaborating physician.
4. **Standard 91** - Develop, implement, and revise policies and procedures to guide the daily operation of athletic training services.

5. **Standard 92** - Develop, implement, and revise policies that pertain to prevention, preparedness, and response to medical emergencies and other critical incidents.
6. **Standard 93** - Develop and implement specific policies and procedures for individuals who have sustained concussions or other brain injuries, including the following:
  1. Education of all stakeholders
  2. Recognition, appraisal, and mitigation of risk factors
  3. Selection and interpretation of baseline testing
  4. Agreement on protocols to be followed, including immediate management, referral, and progressive return to activities of daily living, including school, sport, occupation, and recreation
7. **Standard 94** - Develop and implement specific policies and procedures for the purposes of identifying patients with behavioral health problems and referring patients in crisis to qualified providers.

**Institutional Learning Outcomes (ILO)**

1. **Learning, Informed by our Faith in Christ**  
Students will acquire knowledge of human cultures and the physical and natural world while developing skills and habits of the mind that foster lifelong learning.
2. **Growing, In a Christ-Centered Faith Community**  
Students will develop a deeper and more informed understanding of others as they negotiate complex professional, environmental and social contexts.
3. **Serving, In a Context of Christian Faith**  
Students will serve locally and/or globally in vocational and social settings.

**REQUIRED TEXT**

<b>Title</b>	Leadership and Management in Athletic Training: An Integrated Approach
<b>Author</b>	Matthew Kutz
<b>ISBN</b>	978-1284124880
<b>Publisher</b>	Jones & Bartlet
<b>Publication Date</b>	Copyright 2019

**COURSE CREDIT HOUR INFORMATION**

It is anticipated that students will spend a minimum of 37.5 participation hours per credit hour on their course work. It is estimated that all 15 weeks of the course will take roughly 150 hours to complete.

**ASSESSMENT AND GRADING**

Course Assignment Distribution	Grade Scale	
<ul style="list-style-type: none"> <li>• Clinical Assignments: 40%</li> <li>• Upper Extremity Assessment: 30%</li> <li>• OSCEs: 30%</li> </ul>	A = 93-100 A- = 92-90 B+ = 87-89 B = 83-86 B- = 80-82 C+ = 77-79	C = 73-76 C- = 70-72 D+ = 67-69 D = 63-66 D- = 60-62 F = 0-59

Students must complete the required program hours in the major (program) from Point Loma Nazarene University with a minimum grade of “C” in each course and an overall 3.00 grade point average.

**Incompletes and Late Assignments**

All assignments must be submitted by the specified due dates in Canvas. Incompletes will be granted only under exceptionally unusual circumstances.

**Grading and Weighting**

Your grades will be posted in the Canvas gradebook no later than midnight on Tuesday of each week beginning in Week Two of this course. It is important to read the feedback provided in the gradebook as these comments are intended to help you improve your work. Final grades will be posted within ten days of the end of the class. Multiple measures of evaluation are used in the course, allowing students opportunities to demonstrate their learning in more than one way, and giving consideration to individual learning styles. Course components that will be evaluated include:

Assignment Category	Percentage of Final Grade
Online Lessons & Discussions	25%
In Class Activities, Participation & Attendance	30%
Assignments	10%
Mock Interview Event	10%

Final Exam	25%
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## Discussions

We will utilize the Discussion Board feature of canvas to expand upon topics raised during class and from your reading of the textbook and outside journals. You will have the opportunity, via the discussion Boards, to interact with your fellow students and with me and to discuss topics of interest to you. You are invited to become engaged with others in this class as you debate issues raised in the questions, examine and analyze case studies related to the content, and respond to the comments of your classmates.

For each Discussion Board topic, you will be required to post one response of your own and to post two replies to classmates. Thus, you must respond at least **three times** to each Discussion Board topic on Canvas. Your response to a classmate's post may include one or more of the following:

- Ask a probing question
- Share an insight from having read your classmate's post
- Offer and provide evidence to support an opinion
- Validate a classmate's idea with reference to your own experiences
- Make a suggestion for improvement
- Expand on your classmate's post.

**To receive full credit for your participation**, your initial post must be completed by 11:59 PM PST on Wednesday and response to your classmates' posts (minimum of two) must be completed by 11:59 PM PST on Saturday.

## Lessons

Each week you will read through a guided lesson on Canvas. In addition to text and video content, these lessons will include quiz questions and free-response sections to allow you to check your comprehension of the material and ask any questions for the professor to answer in class.

## Activities

These assignments are the main focus of the class, and they will typically be due the day before class or at 11:59 PM PST on Sunday. These activities will allow you to apply the concepts learned in the class to real-world scenarios that an allied health care management professional will encounter. As such, many of these activities will make excellent portfolio pieces for you as an Athletic Training student.

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## Incompletes and Late Assignments

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas.

For each day that an assignment is late the student will be docked 10%. If the assignment is more than 5 days late it will not be graded. Should you get sick, overwhelmed or have a family emergency please communicate with me to avoid the late work policy penalty. This is the responsibility of the student. All due dates will be posted in canvas. Please make sure that you are working ahead to avoid any issues.

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## PLNU Spiritual Care

### *Balboa Campus*

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Balboa campus, we have an onsite chaplain, Rev. Kevin Portillo, who is available during class break times across the week. If you have questions or a desire to meet or share any prayer requests with Rev. Portillo, you may contact him directly at [KevinPortillo@pointloma.edu](mailto:KevinPortillo@pointloma.edu).

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## PLNU Copyright Policy

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

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## PLNU Recording Notification

In order to enhance the learning experience, please be advised that this course may be recorded by the professor for educational purposes, and access to these recordings will be limited to enrolled students and authorized personnel.

Note that all recordings are subject to copyright protection. Any unauthorized distribution or publication of these recordings without written approval from the University (refer to the Dean) is strictly prohibited.

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## PLNU Academic Honesty Policy

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when, in reality, they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination or, depending on the seriousness of the offense, for the course.

For all student appeals, faculty and students should follow the procedures outlined in the University Catalog. See [Graduate Academic and General Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

During the first week of class, you will be asked to submit an Academic Honesty Verification Statement. Submitting the statement is a requirement of this course. By submitting the Academic Honesty Verification Statement, you will be verifying all assignments completed in this course were completed by you. Carefully review the Academic Honesty Statement below.

Statement: "In submitting this form, I am verifying all the assignments in this course will be completed by me and will be my own work."

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#### Artificial Intelligence (AI) Policy

The use of Artificial Intelligence (AI) tools (e.g., ChatGPT, iA Writer, Marmot, Botowski, GrammarlyGo, Perplexity, etc.) is prohibited in this course for any aspect of your work, including idea generation, drafting, editing, or final submissions. This course is designed to assess your independent critical thinking, writing, and research skills without the assistance of AI technologies. Violations of this policy will be treated as breaches of academic integrity.

OR

You are allowed to use Artificial Intelligence (AI) tools (e.g., ChatGPT, Gemini Pro 1.5, GrammarlyGo, Perplexity, etc) to generate ideas, but you are not allowed to use AI tools to generate content (text, video, audio, images) that will end up in any work submitted to be graded for this course. If you have any doubts about using AI, please gain permission from the instructor.

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#### PLNU Academic Accommodations Policy

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities in accordance with the Americans with Disabilities Act (ADA). Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2533). Once a student's eligibility for an accommodation has been determined, the EAC will work with the student to create an Accommodation Plan (AP) that outlines allowed accommodations. Professors are able to view a student's approved accommodations through Accommodate.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course. Accommodations are not retroactive so clarifying with the professor at the outset is one of the best ways to promote positive academic outcomes.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC. Students cannot assume that because they had accommodations in the past, their eligibility at PLNU is automatic. All determinations at PLNU must go through the EAC process. This is to protect the privacy of students with disabilities who may not want to disclose this information and are not asking for any accommodations.

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## Language and Belonging

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

If you (or someone you know) have experienced other forms of discrimination, you can find more information on reporting and resources at [PLNU's Nondiscrimination webpage](#).

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## Sexual Misconduct and Discrimination

Point Loma Nazarene University faculty are committed to helping create a safe learning environment for all students. If you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that help and support are available through the [Title IX Office](#). Please be aware that under Title IX of the Education Amendments of 1972, it is required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at [counselingservices@pointloma.edu](mailto:counselingservices@pointloma.edu) or find a list of campus pastors via our [Sexual Harassment and Discrimination Policy](#).

If you (or someone you know) have experienced other forms of discrimination or bias, you can find more information on reporting and resources via our [Nondiscrimination and Anti-harassment Policy](#).

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## Course Attendance Policy

### **ATTENDANCE AND PARTICIPATION**

Our class meets on Wednesdays as above. If you cannot meet in-person due to a professionally acceptable reason, online engagement is typically unlikely, but lecture slides are available online. Students to request a zoom link for the course session that day in case accommodations can be made.

Class participation and active learning are important aspects of this class, so your engagement is critical to your success regardless of modality/delivery. However, I understand that sometimes you must miss examinations or other academic obligations affecting your grades because of illness, personal crises, and other emergencies. As long as such absences are not excessive (student missing more than 20% of the

class), I will work with you as best I can to help you succeed in the course. Please contact me as soon as possible when such absences arise so we can make arrangements to get you caught up. **This policy will not apply in the case of unexcused absences.**

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#### PLNU Attendance and Participation Policy

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements.

If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an “F” grade.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor. Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

Refer to [Academic Policies](#) for additional details.

#### *Synchronous Attendance/Participation Definition*

For synchronous courses that have specific scheduled meeting times (including in-person, hybrid, and synchronous online courses), absences are counted from the first official meeting of the class regardless of the date of the student’s enrollment. For courses with specific attendance requirements, those requirements are outlined in the course syllabus.

**Note:** For synchronous courses with an online asynchronous week, refer to the Online Asynchronous Class Attendance policy listed below.

#### *Online Asynchronous Attendance/Participation Definition*

Students taking online courses with no specific scheduled meeting times are expected to actively engage throughout each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes, but is not limited to:

- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

**Note:** Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

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## Course Modality Definitions

1. Online Courses: These are courses with class meetings where all instruction and interaction are fully online.
  1. Synchronous Courses: At least one class meeting takes place at a designated time.
  2. Asynchronous Courses: All class meetings are asynchronous.
2. Hybrid Courses: These are courses with class meetings that take place both in the classroom and online synchronously and/or asynchronously.
3. In-Person Courses: These are courses that meet in person with the instructor and students in a physical classroom setting. With approval by the area dean, this may include up to 25% of qualified class interactions through a Learning Management System (such as Canvas).

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## Use of Technology

In order to be successful in the online or hybrid environment, you'll need to meet the minimum technology and system requirements; please refer to the [Technology and System Requirements](#) information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use. Please note that any course with online proctored exams requires a computer with a camera (tablets are not compatible nor allowable) to complete exams online.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

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## GPS Academic Resources

PLNU offers the following free academic resources virtually for Graduate Professional Studies (GPS) Students. Visit myPLNU through the links below for more information.

- [The GPS Writing Center](#) offers:
  - **Zoom Writers Workshops** offered each quad on a variety of helpful topics
  - **One-to-one appointments** with the Writing Coach
  - **Microlearning YouTube Video Library** for helpful tips anytime
- [Research Help Guide](#) to help you start your research
  - The physical office is located on the third floor of the [Mission Valley Regional Center](#) off the student lounge

- **[Academic Writing Resources Course](#)**: Found on your Canvas Dashboard, this course is non-credit with 24/7 access, no time limits, and self-paced content. [Watch a quick video run-through](#) and take time now to explore!
- **[Grammarly](#)**: Students have unlimited FREE access to Grammarly for Education, a trusted tool designed to help enhance writing skills by providing real-time feedback, identifying areas for improvement, and providing suggestions. Grammarly's Generative AI is NOT available with our student accounts.
- **[Tutoring](#)**: Students have access to 24/7 live or scheduled subject tutoring through Tutor.com, including a Paper Drop-Off Service with feedback within 12 hours.