



Capstone Audience Analytics

MMC6936

Academic Term: Summer 2020

3 Credit Hours

Instructor

Name: Lorraine Tamburrino

Email Address: ltamburrino@ufl.edu

Office Phone Number and Times: I'm available to join students by appointment through zoom videoconference during Office Hours.

Virtual Office Hours: Mondays and Wednesdays from 11:00 am-12:00pm by appointment

Teaching Assistants

- N/A

Course Description & Prerequisites

In this capstone course, the student will use an interdisciplinary research approach to synthesize and apply actionable intelligence that can be leveraged by an organization demonstrating the synthesis and application of the learnings from the College of Journalism and Communications program. The student will design an audience analytics project using quantitative or qualitative methods and analysis to develop recommendations and a strategy for an organization by tailoring their communications to a specific audience based on their findings and needs.

Course Pre-Requisites / Co-Requisites

Departmental approval is required.

Course Delivery Mode & Time Commitment

This is a fully online course and you must log into Canvas with your Gatorlink and password to access the materials and assignments. The course is organized into modules with due dates. Unless otherwise specified, each module begins on Monday at 12:00 AM, ET, and ends on Sunday at 11:59 PM, ET. The course begins with the Course Orientation (START HERE) Module, which will familiarize you with the course.

Time Commitment

Expect to spend between 10 to 20 hours per week, per course, watching or attending lectures, reading, working on assignments and projects, and engaging in discussions.

Course-Level Objectives

Students will integrate assigned readings, apply best practices in analysis and data visualization, develop a narrative arc for their presentation, and participate in peer review discussions to complete the study. As a functional part of the course, students will learn how to tailor their communications to the audience based on their findings and the needs of the client. The students will progress by completing the modules and their respective assignments, where each weekly submission will be a component of their project. Upon successful completion of this course, students will be able to:

- Understand different elicitation strategies to gather information for a business analysis and when to apply each one depending on the business project and need.
- Develop measurable business objectives using the S.M.A.R.T. format to define the scope of a project and ensure the success of an analysis.
- Learn how to conceptualize a business problem by identifying relevant research approaches, methods and metrics.
- Leverage analysis objectives to create a logical and structured analysis plan
- Analyze data to generate findings.
- Interpret findings to identify insights from the data.
- Analyze and evaluate findings to create recommendations that inform business strategy for the client.
- Integrate peer feedback to create data visualizations that communicate recommendations effectively in a story format.
- Create a slide presentation to showcase your data story in a clear and concise manner based on your audience; and
- Deliver a business presentation to the client using a video conference software while at the same time establish rapport and trust as a presenter.

Students will be able to answer the following 10 questions by the end of this course:

- What elicitation technique will help me gain the insight necessary in this situation?
- What are the essential components of a well-crafted business objective?
- What is a relevant stakeholder for my business analytics project?
- What are the most relevant Independent and Dependent variables for my business project?
- How can I optimize the visual appeal of my business presentation while being clear and easy to understand?
- What are the components of a well-crafted data story?
- How the availability of data and resources can affect my research plan?
- What are the best ways to provide and receive constructive feedback?
- What are some data community projects available for me to develop my analytical skills outside the classroom?
- How can I use story to become more persuasive in my business presentations?

Textbooks & Materials

Required Course Textbook(s)

Kriebel, A., and Murray, E. (2018) *#MakeoverMonday*. Wiley.

Additional readings are assigned throughout the term and will be available in digital format on the course site in their respective weekly units.

Recommended Textbook(s)

Nussbaumer Knaflic, C. (2015). *Storytelling with Data*. Wiley.

Publisher Materials

Additional readings are assigned throughout the term and will be available in digital format on the course site in their respective weekly units as part of UF Libraries or [Audience Analytics Library](#) research portal. (VPN is required for access).

Minimum Technology Requirements & Computer Skills

Your course is in Canvas (UF e-Learning). To access go to <http://elearning.ufl.edu/>. Click the orange “Log in to e-Learning” button. Use your GatorLink account credentials to log in. Your course may appear on your Dashboard. If it is not on the dashboard, the course will be in the Courses menu on the left navigation. Click on “All Courses” on this menu. After clicking “All Courses”, you have the option to put the course on your dashboard by clicking on the star to the left of the course’s name.

Contact UF Helpdesk <http://helpdesk.ufl.edu/> (352) 392-HELP (4357) if you have any trouble with accessing your course.

ZOOM

We will be using Zoom for live class meetings. Instructions on how to download and operate Zoom can be found in the course website or at <https://elearning.ufl.edu/zoom/>

Qualtrics

Depending on project you are assigned to work with during the term, you may be required to use Qualtrics to develop a survey. Instructions on how to download and operate Qualtrics can be found here: <https://elearning.ufl.edu/supported-services/qualtrics/>

COMPUTER REQUIREMENTS

Basic Computer Specifications for Canvas

- [Specifications](#)
- Reliable Web Browser: Login to Canvas and make sure your Internet browser is compatible.

Peripherals

- A backup option should be available to minimize any loss of work such as an external hard drive, a USB drive, cloud storage, etc.

Hardware

- Dependable computer.
- Computer speakers.
- Headset with microphone.
- Webcam.

Software

- [Microsoft Office 365](#).
- [UF Apps](#) – access UF software applications from any device from any location, at any time.
- Canvas Mobile App: Download instructions for [iOS device](#) or [Android device](#).
- [Adobe Reader](#)

- <https://ufl.zoom.us/>

Internet Connection

- Recommended: Broadband Internet connection with a speed of 4 Mbps or higher.
- To function properly, Canvas requires a high-speed Internet connection (cable modem, DSL, satellite broadband, T1, etc.). The minimum Internet connection speed to access Canvas is a consistent 1.5 Mbps (megabits per second) or higher.
- [Check your Internet speed here.](#)

Subscriptions, Plug-Ins, and Other Tools

- [Adobe Flash Player](#) (Good until the Microsoft update December 31, 2020.)
- [JAVA](#)

MINIMUM COMPUTER AND DIGITAL INFORMATION LITERACY SKILLS REQUIREMENTS

The general and course-specific computer and digital information literacy skills you must have to succeed in the course include, but are not limited to, the following: [Revise, as necessary.](#)

- Accessing the Internet.
- Using Canvas.
- Using email with attachments.
- Creating and submitting files in processing program such as Microsoft Office Tools.
- Copying and pasting functions.
- Downloading and installing software.
- Using presentation, graphics, and other programs.
- Posting and commenting in an online discussion.
- Searching the University of Florida library and websites.

Technical Support

In the event that you have technical difficulties with your course, please contact the [UF Computing Help Desk](#) either by filling out an [online request form](#) or calling 352-392-4357 - select option 1. The Help Desk is located on the ground floor of the Hub on the UF campus.

If your technical difficulties caused you to miss a due date, you **MUST** report the problem to the Help Desk and then email your instructor. Include the ticket number that you are given from the Help Desk in an email to the instructor to explain the late assignment/quiz/test.

IT Support

For all Technical assistance questions please contact the UF Computing Help Desk:

Phone: 352-392-HELP (4357)

Email: helpdesk@ufl.edu

Please Note

Your instructor is not able to handle technological issues or answer questions related to computer issues. If a problem of this nature arises that causes you to miss an assignment, you must provide your Help Desk ticket number to the instructor in order to receive an extension.

Course Grading Policies

Grading Criterion, Late Assignment Policy, and Expectations for Assignments

GRADING CRITERION

Writing Assignments (37%)

All assignments for each module must be submitted by Saturdays at 11:59 PM, ET. To view the grading criteria rubric for the assignments, click the Settings icon (the 3 dots on the top-right corner) and select the *Show Rubric* button.

Assignment 1 (Not Graded): Submit a three-paragraph discussion post that outlines your general understanding of the project, the client's pain-point, who are the likely stakeholders and relevant metrics.

Assignment 2 (25pts): Draft a Professional Email in a word document to the Client that includes the following:

- Proper salutation to the client
- A brief recap of the most relevant items discussed during the meeting. Please include the client's audience and any priorities that were talked about.
- Your proposed scope of the project.
- Goals for the project.
- High-level description of any specific methods you plan to implement to achieve these goals.

This assignment is due on week three at 11:59 pm on Saturday. You are encouraged to complete it by integrating content developed for Assignment 3.

Assignment 3 (25pts): Submit a 1-2 page Professional Memo that outlines the following:

- Identify the relevant stakeholders for the project and related metrics.
- The scope of the project.
- Identify two possible challenges with the project.
- What are descriptive analytics vs. prescriptive analytics and how would this differentiation apply to your project?

Assignment 4 (25pts): The student will submit a 1-3 page Analysis Plan that includes:

- Clearly defined objectives for the project (S.M.A.R.T.).
- Independent and dependent variables will be analyzed (business metrics) in order of priority.
- Predictions about possible relationships between the variables or moderating variables.
- Quantitative methods, statistical analysis tests/tools, and qualitative methods will be used.
- Data sources necessary to run the analysis (Is the data available or reliable?)

Assignment 5 (25pts): The student will develop a paper that answers the following questions:

- Explain some differences between qualitative and quantitative methods and how these methods can be applied to your current project.

- Present a rationale for your proposed qualitative methods.
- Why your approach will be optimal for the assigned project, and which challenges you foresee in implementing it.

Assignment 6 (25 pts): Submit a 2-page Qualitative Findings Report where the student identifies:

- Challenges faced during the analysis and corrective measures.
- Relevant findings.

Assignment 7 (25 pts): Submit a 1-page Quantitative Component Plan, explain your rationale for the proposed plan and potential challenges you foresee in implementing such an approach.

Assignment 8 (25 pts): Submit a 2-page Quantitative Findings Report that identifies:

- Challenges faced during the analysis and corrective measures.
- Relevant findings.

Assignment 9 (20 pts): Submit 3-4 recommendations based on the insights gathered as part of the collective qualitative and quantitative findings extracted from the data analysis.

Assignment 10 (20 pts): The student will submit Before & After images of their submission to #MakeoverMonday (2 in total) and three learning takeaways from their experience as participants of this data community project.

Assignment 11 (25 pts): Submit the first draft of your final presentation. This draft will include the following sections:

- Executive Summary.
- Background (may be optional).
- The problem (point of tension supported with data findings).
- Recommendations to solve the problem.
- Forecast if recommendations are implemented.
- Key Takeaways.

Assignment 12 (20 pts): The student will submit three data visualizations to integrate into their presentation that exemplify mastery of design principles.

Assignment 13 (25 pts): The student will practice, record their presentation and submit the recording to Instructor for feedback.

Assignment 14 (25 pts): Submit the final slide presentation to the Instructor. Create a draft for a final written report (to be sent two days after the presentation to the client).

Readings Assessment (3%)

The students will choose five of the required readings assigned during this term and develop a 2-page essay that explains how each reading contributed to their design or development of an analysis plan for this project. Please be specific in identifying the ideas and principles that have impacted the most your thought process and why, and how you incorporated them into your research.

Final Presentation (20%)

The student will deliver a presentation to the client tailored for an executive audience. The presentation must include a brief summary of the methodology used, a discussion of the findings and actionable recommendations related to the client's audience and project objectives based on the data. The students will address more than one layer of the problem and offer a comprehensive solution. This presentation must also communicate the role of analytics in organizational success and the benefits of implementing proposed solution.

Final Report (20%)

The student will submit the final written report two days after the presentation to the client. Your final report sections may vary depending on the project and its objectives. You will be expected to report on the most relevant sections depending on your project. Below is a list of the sections that are frequently expected as part of a comprehensive final report.

- Key Takeaways
- Project objectives
- Project Summary
- Target Market – its strengths and weaknesses
- Strong Performers
- Overlooked Opportunities
- Recommendations
- Methods Overview with Criteria
- Supplemental material.

Make sure that you use proper grammar, word choice, syntax (arrangement of words to create well-formed sentences), and writing mechanics (capitalization, punctuation, and spelling) in your journal as well as proper citing and referencing of all your sources.

Project Meetings (10%)

The purpose of these live meetings with your instructor is to discuss the project's progress and avenues for research, receive feedback and define timelines. They will be approximately 30- minute duration each. In addition to these, there will be a total of three meetings with the organization during weeks 2, 6 and 11. These meetings will establish the objectives for the project, provide a progress report and serve to deliver the final presentation respectively.

Peer Review Sessions (5%)

The purpose of these live peer-review meetings is to offer and receive feedback to and from your teammates. The aim for this interaction is to provide you with more skills and ideas for your assignments and story writing. These meetings should last for approximately 30 minutes. You are expected to review the week's assigned readings prior to the meetings.

Peer Review Evaluation (5%)

This assignment will evaluate different aspects of your experience working on a team and is due on week 16.

Your grade will be calculated based on the following:

Assignments/Assessments	Points	Weight (%)
Course Orientation: These assignments are required; however, they not count towards the final grade. <ul style="list-style-type: none"> • Student Introduction • Course Evaluation 	0	0%
14 Written Assignments <ul style="list-style-type: none"> • Worth up to 30 points each. 	335	37%
10 Project Meetings <ul style="list-style-type: none"> • Worth up to 10 points each. 	100	10%
3 Peer Review Meetings <ul style="list-style-type: none"> • Worth up to 5 points each. 	15	5%
1 Reading Assessment <ul style="list-style-type: none"> • Worth up to 15 points. 	15	3%
1 Final Report Paper <ul style="list-style-type: none"> • Worth up to 100 points. 	50	20%
1 Final Report Paper <ul style="list-style-type: none"> • Worth up to 100 points. 	50	20%
1 Peer Review Evaluation Worth up to 100 points.	35	5%
TOTAL	600	100%

Grade	Percentage
A	92.5-100%
A-	89.5-92.4%
B+	86.5-89.4%
B	82.5-86.4%
B-	79.5-82.4%
C+	76.5-79.4%
C	72.5-76.4%
C-	69.5-72.4%
D+	66.5-69.4%
D	62.5-66.4%
D-	59.5-62.4%
E	0 – 59.4%

The only passing grades for graduate students are A, A-, B+, B, B-, C+, C, and S. Grades of B-, C+ or C count toward a graduate degree if an equal number of credits in courses numbered 5000 or higher have been earned with grades of B+, A- and A, respectively. Grade points are not given for S and U grades; S and U grades are not used to calculate grade point averages. All letter-graded courses eligible to count toward the graduate degree, except 1000- and 2000-level courses, are used to calculate the cumulative grade-point average. Letter grades of C-, D+, D, D- or E are not considered passing at the graduate level, although the grade points associated with these letter grades are included in grade point average calculations. See the [UF grading policy](#) for more information.

LATE ASSIGNMENT POLICY

Late assignments will not be accepted unless it is a [University excused absence](#) as stated in the attendance policies. **No late work will be accepted for final projects or work due in the final week of class due to the university grading deadlines.** If potential issue arise concerning submitting final work, students should contact their instructors before deadlines to discuss the possibility of an Incomplete Grade Contract.

1. Late Assignment Grade Reductions
 - a. 0-24 Hours Late: 10% reduction in grade.
 - b. Over 24 Hours (24 hours and 1 minute) to 7 Calendar Days Late: 20% reduction in grade.
 - c. After the 7th Calendar Day: Work will not be accepted.
2. Late Discussions will not be accepted.

EXPECTATIONS FOR ASSIGNMENTS

- **Missed Live Lectures** - In courses where there are live weekly or bi-weekly lectures, a recording of the lecture will be provided if you cannot attend. You will be responsible to "make-up" the missed lecture by viewing the recorded lecture and completing a required assignment.
- **Course Evaluation**

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

Accessibility Policy

Students requiring reasonable access to services and resources required by the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, and other applicable federal and state regulations, please access [UF Accessibility](#) for all options available to you. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodations. Please register early!

Contact Information

- For ADA questions: Dr. Russ Froman, rfroman@ufl.edu , Phone: 352 - 273-1094
- Disability Resource Center: Gerry Altamirano, galtamirano@ufl.edu , Phone: 352 - 392-8565
- Electronic Information Technology & Communication Accessibility: Anne Allen, aallen@ufl.edu , Phone: 352- 871-2707
- For persons with hearing or speech related accessibility needs: When trying to access an office on campus that does not list a TDD/TTY number, contact the Florida Relay Service at 800-955-8771(TDD) or 711 (V/TDD).

Accessibility Resource Center

University of Florida
PO Box 114085
Gainesville, FL 32611-4085
Phone: 352-392-8565
[Email: accessuf@dso.ufl.edu](mailto:accessuf@dso.ufl.edu)

Address

CJC02252020

Capstone Audience Analytics MMC6936
Lorraine Tamburrino, Summer 2020

Page 9

Environmental Health and Safety Administrative Offices
916 Newell Dr
Gainesville, FL 32603

For more information, see UF's [Electronic Information Technology Accessibility \(EITA\) Policy](#).

Communication Policy

EXPECTATIONS FOR STUDENTS

Announcements

You are responsible for reading all announcements posted in the courseroom each time you log in.

Email

You are responsible for reading all your course email and responding in a timely manner (within 24 hours).

Video Conferencing

You are responsible for attending course video conferencing meetings. If you cannot attend the video conferencing meeting, please advise the instructor and/or your team at least 24 hours in advance (exceptions can be made for legitimate emergencies). You are expected to demonstrate netiquette and etiquette communication expectations.

Course-Related Questions

Post course-related questions to the FAQ discussion board. This allows other participants with the same question to benefit from the responses. Also, make sure you review this forum prior to posting a question. Someone may have already asked and answered the question in previous posts.

INSTRUCTOR'S PLAN FOR CLASSROOM RESPONSE TIME AND FEEDBACK

Email Policy

Except for weekends, holidays, and University breaks, the instructor will typically respond to emails within 48 hours. You should ask course-related questions in the FAQ discussion board. If you have questions of a personal nature, please email the instructor.

Assignment Feedback Policy

The instructor will provide feedback on submitted assignments within one week of the submission date. Some assignments may require a longer review period, which the instructor will communicate to you.

Course-Related Questions Policy

Except weekends and holidays, the instructor will generally answer questions within 48 hours.

Video Conferencing

The instructor will provide any information on required video conferencing within the courseroom.

Electronic Communication Policy

In addition to the University's policy, please consider the following:

- Privacy, confidentiality, and security in all electronic communications. See [Information Security](#).
- All electronic communication resources must be used for the course and in alignment with to the CJC Online and University mission. See the [Acceptable Use Policy](#).

- Prohibited use of false identity, false identity pseudonyms, or anonymous (sender's name or electronic identification is hidden).
- Prohibited online access without consent.
- Prohibited disruption of services including introducing computer contaminants (viruses).
- Prohibited [harassment](#) of any kind.

Please see UF's Information Technology [policies](#) for additional information.

Select CJC and University Policies and Guidelines

Academic Integrity Policy

UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code." The [Student Honor Code](#), Violation of the Student Honor Code, specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to the appropriate personnel. If you have any questions or concerns, please consult with the instructor or TA's in this class.

Netiquette

Casual style of communication is commonly found in the online environment and students are sometimes tempted to relax their grammar, word choice, syntax (arrangement of words to create well-formed sentences), writing mechanics (capitalization, punctuation, and spelling), and/or professionalism. Keep in mind when communicating with others to be courteous, civil, respectful, and professional. Please remember that you are adult students and professionals—your communication must be appropriate.

Online Attendance Policy

Since the course is online, you should access your course at least four times per week to ensure you do not miss pertinent postings, messages, or announcements. It is imperative that you meet course deadlines and stay active in discussion boards, group projects, etc. If you are experiencing a major illness, absences due to University duties, or other large-scale issues, contact the instructor immediately.

Students are responsible for meeting all academic objectives as defined by the instructor. In general, acceptable reasons for absences include illness, serious family emergencies, special curricular requirements, military obligation, [severe weather conditions](#), [religious holidays](#), and participation in official University activities. Absences from class for court-imposed legal obligations (e.g., jury duty or subpoena) must be excused. [Excused absences](#) must be consistent with university policies in the Graduate Catalog and require appropriate documentation. For additional information, see the [attendance policies](#).

Plagiarism

Plagiarism is unacceptable; especially, in the academic communities. All academic work must be an original work of your own thought, research, or self-expression. Plagiarism includes, but is not limited to, prohibited collaboration, consultation, submission of academic work that has been purchased or obtained (see the [UF Policy: Student Conduct Violation](#)). Remember that plagiarism is not acceptable in any of your work including all discussion board posts, journal entries, wikis, and other written and oral presentation assignments. Always cite your sources!

Software Use

All faculty, staff, and students of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual

violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate. We, the members of the University of Florida community, pledge to uphold ourselves and our peers to the highest standards of honesty and integrity.

Notification to Students of FERPA Rights

There are federal laws, [FERPA](#), protecting your privacy with regards to grades earned in courses and on individual assignments.

Video Conferencing Etiquette

Video conferencing is an excellent tool to interface with your peers and instructor(s) and there are also netiquette expectations to ensure that all participants are respected and treated with civility. Please make sure that you follow all of the netiquette and [etiquette](#) expectations including the following:

1. Be punctual and courteous.
2. Position your camera at eye level with good lighting.
3. Show respect and professionalism by dressing business casual or business professional.
4. Make sure your background is in a proper setting with minimal distractions.
5. Mute your microphone when you are not speaking.

Writing Style

In order to meet the academic rigor and standards of a graduate program, all students are required to use the Publication Manual of the American Psychological Association (APA) 7th Edition style in their courses. The APA 7th Edition Manual has a plethora of guidelines that includes scholarly writing, publishing principles, elements and format for your papers, writing style and grammar, bias-free language guidelines, mechanics of style, intext citing and references, etc. For additional information on notable changes, see [changes between APA 6th Edition and APA 7th Edition](#).

Academic and Student Resources

Academic Resources

- [One UF Student Portal](#) – Course registration, final grades, transcript requests, degree audit.
- [GatorEvals](#) – Online faculty evaluations and results.
- [UF Bookstore](#): Phone: 352-392-0194, Email: ufbookstore@bsd.ufl.edu
- [Library Support](#): Various ways to receive assistance with respect to using the libraries or finding resources.
[UF Library Services for Distance Students](#)
[Ask a Librarian](#) – chat with librarians online.
CJC Librarian - [April Hines](mailto:aprhone@uflib.ufl.edu), Phone: 352-273-2728, Email: aprhone@uflib.ufl.edu.
[Course Reserves](#): Electronic resource reserve items that can be accessed via links or files.
- [Copyright Concerns of Graduate Researchers](#): Information and resource guide on copyright concerns.
- [Teaching Center](#): General study skills and tutoring. Broward Hall, Phone: 352-392-2010 or 352-392-6420.
- [Writing Studio](#): Provides one-on-one consultations and workshops tailored to specific classes (graduate and undergraduate). 302 Tigert Hall, Phone: 352-846-1138.

- [Online Student Complaints](#): This process is designed to make every attempt to resolve student complaints within its academic and administrative departments at the program level.
- [Information for Veterans](#): Veterans Affairs Certification: Phone: 352 - 294-2948

Student Resources

- [Graduate Student Resources](#): Available resources for graduate students. Your advisors are here to support you, answer questions, help with registration, and other sources. Email onlineadvising@jou.ufl.edu.
- [U Matter, We Care](#): If you or a friend is in distress, please contact umatter@ufl.edu or Phone: 352-294-2273 so that a team member can reach out.
- [Counseling and Wellness Center](#): [3190 Radio Road, Gainesville, FL 32611](#)
[Phone: \(352\) 392-1575, Fax: \(352\) 273-4738](#)
- [Sexual Violence Response](#): Victim services, Care Area, UF Police Department, and Title IX.
- [University Police Department](#): Resources available include the Office of Victim Services and Community Services Division. Emergency: 9-1-1; Non-Emergency: 352-392-1111.
- [Gator Connect](#): Online database of student organizations.
- [Career Connection Center](#): Career assistance and counseling. Reitz Union, Phone: 352-392-1601.
- [Veteran Services](#): Office of Student Veteran Services, Phone: 352-294-2948, email: vacounselor@ufl.edu.
| Collegiate Veterans Success Center, Phone: 352- 294-7215, email: charlotte.kemper@va.gov.
- [Student Financial Affairs](#): Financial aid counseling including Aid-a-Gator program. Phone: 352-392-1275.
- [Student Success Coach](#): Meet with a graduate student coach that can support you in numerous ways during your time in graduate school, such as time and stress management, motivation, organization, and much more.



The instructor reserves the right to adjust this syllabus, as necessary.