



## MMC 3420, Consumer and Audience Analytics

**Academic Term:** Spring 2024  
**3 Credit Hours**

### Instructor

Name: Katie Allred

Email Address: [katiejallred@ufl.edu](mailto:katiejallred@ufl.edu)

Office Phone Number and Times: [www.meetwithkatie.com](http://www.meetwithkatie.com)

Virtual Office Hours: Available by appointment.

### Teaching Assistants

- N/A

## Course Description and Prerequisites

Provides practical analytical skill-sets, benefiting those who plan careers in analytics/research, social media, media business, advertising/marketing, and public relations.

### Course Prerequisites / Co-Requisites

Junior standing or higher.

## Course Delivery Mode and Time Commitment

This is a fully online course, and you must log into Canvas with your Gatorlink username 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.

Within Canvas, this course will provide you with a mixture of materials and learning methods, including recorded lectures, required readings, online videos, audio podcasts, online simulations, database searches, and self-paced analytics overviews and exercises from a select number of analytics vendors.

Recorded lectures are devoted to introducing basic principles and utilities of major analytics, the required and supplemental materials are assigned to highlight RL applicability. In addition to providing you with a baseline of analytical skill and tool awareness of today's Big Data environment, the course will work to familiarize you with the process of translating data into useful insights for better decision-making in marketing communications. Google Analytics and Hootsuite online certification modules, as well as Nielsen audience measurement, will be used to complement coursework and provide you with the connective tissue between

data and insight. This course will also touch on some basic consumer segmentation, targeting, and positioning modeling approaches. However, the focus of the modeling/metrics segment will not be on the theories or technical applications of the modeling process, but general introduction of the tools and their utilities.

### **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**

Upon successful completion of the course, you should possess a basic understanding of the consumer and audience analytics that are valuable in most contemporary workplace. The knowledge is helpful in careers related to analytics/research, social media, media business, advertising/marketing, and public relations. More specifically, the course should enable you to:

1. Understand the characteristics, value, and use of Big Data and analytics (CO:1)
2. Understand the basic consumer/audience/data concepts that have analytics implications (CO:2)
3. Understand the characteristics, value, and use of major digital marketing/communications and media analytics (CO:3)
4. Understand the major analytics tools and process for developing competitive intelligence (CO:4)
5. Understand the basic modeling approaches/metrics for consumer/audience segmentation, targeting, positioning, and valuation (CO:5)
6. Understand how to best communicate the analytics results to others (CO:6)

(CO = Course-Level Objective)

## **Textbooks and Materials**

### **Required Course Textbook(s)**

There are two kinds of materials associated with this course. Some materials are available to you directly for download from external websites or this course site. The other set of readings/activities is available for purchase from Harvard Business Publishing. Purchase all of the items in the course pack. You will use the materials in various modules throughout the semester. LINK: <https://hbsp.harvard.edu/import/1110615>

### **Recommended Textbook(s)**

American Psychological Association. (2020). *Publication manual of the American Psychological Association: The official guide to APA style* (7th ed.).

- ISBN-13: 978-1433832161
- ISBN-10: 143383216X

[Changes in the APA 7<sup>th</sup> Edition](#)

### **Publisher Materials**

N/A.

## Course Reserves

N/A.

# Minimum Technology Requirements and Computer Skills

## 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

- [JAVA](#)
- [Hootsuite \(free\)](#)



## 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:

- 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](mailto: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 ([Revise topics as needed.](#))

#### Assignments - 80%

##### *Forum Discussions*

Your initial post must be a substantive and scholarly submission. You must reply to at least two other

students' posts and your instructor with a substantive and scholarly response. A substantive response adds scholarly value to the discussion by bringing new ideas, research, evidence, etc. to the conversation. Responses such as "I agree," "Ditto," etc., are not acceptable replies and the rules of Netiquette must be followed. Replies are not texts with friends and proper rules of writing must be applied including citations and references (do not plagiarize).

All initial posts for each module discussion board must be submitted by Thursdays at 11:59 PM, ET, so your peers have time to respond to your initial post. Responses to peers are due by Sundays at 11:59 PM, ET. To view the grading criteria rubric for the discussions in the course room, click the Settings icon (the 3 dots on the top-right corner) and select the *Show Rubric* button.

### ***Google Analytics Academy Certification***

Finish a course on Google Analytics. Submit the certificate upon completion.

### ***Hootsuite Social Media Certification***

In this assignment, you will learn about a popular social media management system called Hootsuite and the basics of social media marketing. Specifically, you will review the assigned learning modules in Hootsuite Academy and obtain the Hootsuite Platform Certification. Please follow the following steps to complete the assignment. Note that there are two parts to the assignment.

### ***Mobile Marketing Strategy***

Finish a course on LinkedIn Learning - Mobile Marketing Strategy. Submit the certificate upon completion.

### ***Nielsen Audience Assignment***

Complete the Nielsen Audio Ratings 101 course.

### ***Marketing: Customer Segmentation***

Finish a course on LinkedIn Learning - Marketing: Customer Segmentation. Submit the certificate upon completion.

### ***Strategic Decision using Data Analytics Online Simulation***

Finish the simulation on Harvard Business. Submit results.

### **Quizzes - 20%**

- Syllabus Quiz
- Quiz 1
- Quiz 2
- Quiz 3
- Quiz 4
- Quiz 5

Your grade will be calculated based on the following:

Assignments/Assessments	Points	Weight (%)
<b>7 Discussions</b> <ul style="list-style-type: none"> <li>Worth up to 100 points each.</li> </ul>	700	80%
<b>Module 2.2 Assignment: Google Digital Analytics Training Module</b> <ul style="list-style-type: none"> <li>Worth up to 100 points.</li> </ul>	100	
<b>Module 2.2 Assignment: Google Digital Analytics Training Module</b> <ul style="list-style-type: none"> <li>Worth up to 100 points.</li> </ul>	100	
<b>Module 2.3 Assignment: HootSuite Training and Certification</b> <ul style="list-style-type: none"> <li>Worth up to 100 points.</li> </ul>	100	
<b>Module 2.4 Assignment: Mobile Marketing Strategy Training Module</b> <ul style="list-style-type: none"> <li>Worth up to 100 points.</li> </ul>	100	
<b>Module 3.1 Assignment: Nielsen Audience Analytics</b> <ul style="list-style-type: none"> <li>Worth up to 100 points.</li> </ul>	100	
<b>Module 5.2 Assignment: Marketing: Customer Segmentation</b> <ul style="list-style-type: none"> <li>Worth up to 100 points.</li> </ul>	100	
<b>Module 6 Assignment: Strategic Decision using Data Analytics Online Simulation</b> <ul style="list-style-type: none"> <li>Worth up to 100 points.</li> </ul>	100	
<b>Quizzes</b> <ul style="list-style-type: none"> <li>Syllabus Quiz – 7 pts</li> <li>Quiz 1 – 29 pts</li> <li>Quiz 2 – 30 pts</li> <li>Quiz 3 – 15 pts</li> <li>Quiz 4 – 29 pts</li> <li>Quiz 5 – 30 pts</li> </ul>	140	20%
<b>TOTAL</b>	<b>1540</b>	<b>100%</b>

**Final Letter Grades and %**

- 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 under 60%

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**

All assignments are due at the specified dates. But, as part of being successful communication industry practitioners, meeting deadlines is critical, so: No assignments, quizzes, or discussion posts will be accepted after the due date and time. And no extensions...don't ask.

### **EXPECTATIONS FOR ASSIGNMENTS**

- **Professionalism**

It is assumed that students will present them professionally. This means that students will use proper grammar, word usage, spelling, and content organization. Academic honesty is expected on all assignments and exams.

- **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](mailto:rfroman@ufl.edu) , Phone: 352 - 273-1094
- Disability Resource Center: Gerry Altamirano, [galtamirano@ufl.edu](mailto:galtamirano@ufl.edu) , Phone: 352 - 392-8565
- Electronic Information Technology & Communication Accessibility: Anne Allen, [alallen@ufl.edu](mailto:alallen@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**

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.

### **Privacy**

If your course includes live synchronous meetings, the class sessions will all be audio visually recorded for students in the class to refer back and for enrolled students who are unable to attend live. Students who participate with their camera engaged or utilize a profile image are agreeing to have their video or image recorded. If you are unwilling to consent to have your profile or video image recorded, be sure to keep your camera off and do not use a profile image. Likewise, students who un-mute during class and participate orally are agreeing to have their voices recorded. If you are not willing to consent to have your voice recorded during class, you will need to keep your mute button activated and communicate exclusively using the "chat" feature, which allows students to type questions and comments live. Please see UF's Information Technology [policies](#) for additional information.

### **Video Recording**

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

A "class lecture" is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture **does not** include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or

lecturer during a class session.

Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third-party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under [UF Regulation 4.040 Student Honor Code and Student Conduct Code](#).

## 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.

### **Student Guidelines for Courseroom Challenges**

Student with questions regarding course content such as assignments, assessments, instructional materials, lectures, meetings, course objectives, course module objectives, or other areas of the course, please adhere to the following guidelines:

1. You should first *approach the faculty member who is teaching the course* to ask for clarifications regarding the course assignments, assessments, materials, lectures, meetings, etc.
  - i) In the Course Orientation Module, you will find the Frequently Asked Questions (FAQ) page which has been placed there for the purpose of addressing course questions, issues, and challenges.
  - ii) In the Course Orientation Module Welcome page, under Meet your Instructor, you find the faculty members email and directions for requesting an appointment where you can address any concerns and/or questions.
2. If after meeting with *the faculty member teaching the course* you are still not clear on the course assignments, assessments, materials, lectures, meetings, etc., then the next step would be to contact online advising ([onlineadvising@jou.ufl.edu](mailto:onlineadvising@jou.ufl.edu)) for additional guidance.

### **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. No smoking or drinking alcoholic drinks.
5. Make sure your background is in a proper setting with minimal distractions.
6. 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) 7<sup>th</sup> Edition style in their courses. APA is the writing style used in business and other disciplines for both professional and academic writing. The APA 7<sup>th</sup> 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, in-text citing and references, etc. For additional information on notable changes, see [changes between APA 6<sup>th</sup> Edition and APA 7<sup>th</sup> 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](mailto: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](#), Phone: 352-273-2728, Email: [aprhone@uflib.ufl.edu](mailto: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

- [OneStop Enrollment Services Center](#): Seamless centralized services for financial aid, bursar, admissions, and the registrar. Telephone: 352-392-2244 or 833-UF1-STOP , In-person service: On campus in Criser Hall, Ground Floor Lobby, Hours: Monday through Friday, 8:30 a.m. to 4:30 p.m.
- [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](mailto:onlineadvising@jou.ufl.edu).
- [U Matter, We Care](#): If you or a friend is in distress, please contact [umatter@ufl.edu](mailto: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](mailto:vacounselor@ufl.edu). | Collegiate Veterans Success Center, Phone: 352- 294-7215, email: [charlotte.kemper@va.gov](mailto: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.**