

**UNIVERSITY OF FLORIDA
COLLEGE OF JOURNALISM AND COMMUNICATIONS**

**MAMC GLOBAL STRATEGIC COMMUNICATION -- CAPSTONE
MMC 6973 Section 17HB
Fall 2013
(Online Course)**

Instructor: Robert W. Grupp APR, Adjunct Lecturer

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Office Hours: Online and By Appointment

Class Meets: Online – Weekly Schedule

COURSE DESCRIPTION

The aim of the Global Strategic Communication Capstone is to prepare students to master the elements of a strategic communication campaign using principles and strategies of public relations, corporate communication, advertising, branding, and agency management in a multinational environment. The Capstone is one of the final academic opportunities for you, the student, to apply your accumulated knowledge and skills and to further prepare you to excel in a professional setting.

The course is designed from a professional perspective and makes use of extensive real-life situations and examples. You will apply your global strategic communication skills to an existing communication and public relations challenge and/or opportunity identified in a multinational company or organization of your choosing. Acting as professional but pro-bono consultants, students will produce a high-quality campaign strategy and plan.

Working individually and with feedback from small “virtual teams” and your instructor, you will identify, research, and analyze a real communication issue or opportunity and then plan an appropriate response. You will build this campaign plan throughout the semester, completing various assignments, meeting deadlines and refining your plan. Near the end of the semester, you will have assembled a well-researched, insightful and creative campaign plan that illustrates how global strategic communication will lead to positive outcomes for your “client.” Finally, you will “pitch” your campaign proposal in an online presentation. More details for this project are in the objectives, description of main assignments and schedule which follow this course description.

This is a demanding but exciting and intellectually rewarding opportunity to apply global strategic communication skills and knowledge that you have acquired throughout your coursework, during internships, and/or in professional positions. Although the primary course focus is on creating a comprehensive communication campaign, there will be class assignments and discussions to evaluate your knowledge of specific concepts relevant to global strategic communication.

This course is conducted entirely online. This format mirrors how professional, global public relations, branding, and advertising teams increasingly are assembled across geographies and time zones, countries and cultures, working together using digital and online technologies.

The course is centered on you and your learning needs. This course requires graduate-level thinking, analytical skills and maturity. The Capstone is “learning in action.” Done well, your campaign will become an important credential to share with your client as well as current or prospective employers.

OBJECTIVES

Working individually and in collaboration with others, students will complete a graduate-level project which demonstrates their ability to integrate the knowledge and skills acquired from the UF Master of Arts in Mass Communication – Global Strategic Communication program – and other coursework.

The Capstone project is designed to enable students to demonstrate skills in research and analysis, strategic thinking, effective writing and oral communication across multiple channels and for multiple audiences worldwide. Students will apply their learning to a client-oriented project on a topic of interest, produce a campaign plan and oral presentation.

Specific objectives of this Capstone are for students to:

1. Effectively apply strategic and creative communication skills to complex challenges and opportunities.
2. Demonstrate the use and value of research and analysis in responding to potential or emerging strategic communication problems and opportunities.
3. Assemble and present a fully integrated communications plan that reflects strategic thinking, industry best practices, trends and tools.
4. Work effectively virtually, individually and in collaboration with other people, demonstrating professional communication skills, creativity and originality, accountability, balancing leadership with teamwork and cooperative behaviors.
5. Reveal a commitment to personal and professional ethics.

PREREQUISITES

Enrollment in the online Master of Arts in Mass Communication – Global Strategic Communication program and satisfactory completion of coursework to-date.

TEXTBOOK

The required textbook for this course is:

Strategic Planning for Public Relations, by Ronald D. Smith APR; Paperback: 560 pages Publisher: Routledge; 4th edition (2012); ISBN-10: 041550676X ISBN-13: 978-0415506762

The textbook is available new and used at popular online vendors including Amazon.

There will be additional cited materials and readings assigned and/or distributed to students at various times during the semester. It is required that you use appropriate citations for any materials which support your presentations.

E-LEARNING INSTRUCTIONS

The course will be conducted entirely online.

Students are required to have access to a computer with an Internet connection and access to the Sakai e-learning system provided via a UF GatorLink ID (access e-learning support at <http://lss.at.ufl.edu/>). The Sakai e-learning site will be used for communication with and among students and the instructor, to deliver course materials (e.g., PowerPoint files, readings, handouts, assignment guidelines, evaluation forms) and grades. You can access the site by using your GatorLink username and password.

ATTENDANCE AND COMMUNICATION GUIDELINES

Without regular face-to-face classroom meetings, communication through Sakai e-mail and uploaded online discussions will be the “attendance parallel” for this class. Students are required to participate in online discussion pods, and should expect to stay in frequent contact with the instructor.

The preferred method of communication is through e-mail within the Sakai e-learning system at UF. Students should log into the e-learning site frequently—at a minimum at least every 48 hours—to check e-mail for messages and/or updates from the instructor and to submit assignments. Some additional messages, course announcements, readings and handouts, and instructions on assignments will be posted on e-Learning as the semester progresses.

Similarly, the instructor will respond to e-mail usually within one or two working days.

CAPSTONE FORMAT AND STRUCTURE

This online Capstone course requires individual self-direction! It will be essential that you remain disciplined and on task. Establish a research plan, a project timeline and be vigilant about sticking to the schedule and deadlines.

With class interaction through online discussions, you will primarily be independent with support and advice from your instructor, and with the expectation for peer feedback, comments and suggestions to aid in the learning process. Your instructor’s role is as academic facilitator and professional advisor, helping you define the scope and nature of your project, helping you identify appropriate methods, recommending areas for improvement and evaluating outputs and outcomes.

Keep in mind that the time frame for completing your project is short. Procrastination and poor communication with your instructor will delay progress on your campaign project. It is your responsibility to stay on course by meeting deadlines, following your research plan and scope of work, and seeking advice on challenges you confront as soon as possible.

The course is divided into weekly class sessions with corresponding presentations, reading assignments, study and discussion topics, engagement and interaction with fellow students.

CAPSTONE CAMPAIGN PROJECT

You will create a global strategic communication campaign and comprehensive plan. Working individually, you will identify, research and analyze a real communication issue or opportunity and plan an appropriate, well-researched, insightful and creative plan that illustrates how global strategic communication will lead to positive outcomes. Finally, you will “pitch” your campaign proposal in a virtual presentation.

During the first three weeks of class, each student is expected to identify a Capstone client and topic. Students are encouraged to consider the following criteria when selecting a client and topic:

- a) Would you consider the client organization for future employment?
- b) Could you, and would you want to network with the identified multinational company or organization?
- c) Are you personally interested in the topic, and are you passionate about the client organization’s mission and the challenges/opportunities it is facing?

After the first week of class, you will write a summary of 800 words or less of the proposed campaign topic including the client’s name, your client contact if you have one, and the organization’s communication challenge or opportunity that you intend to address. Your instructor will approve your client by the third week of class.

Here are a few additional guidelines for your choice of client and their communication challenge.

- Ideally, though not required for this course, your Capstone client should be willing to provide you access to a key person within their organization who is willing to provide information and organizational materials, and be able to participate in the identification of the communication challenges/opportunities and overall campaign objective.
- The communication challenge or opportunity should be relevant to the business goal of the company/organization, attainable and measurable, current and sufficiently complicated to encourage multiple, creative communication strategies and tactics.
- The project must involve a real company, agency or organization in a real location. Organizations “local” to the student are often ideal candidates, but they need to be engaged in international operations. Foreign organizations operating in the United States will also be considered.
- The scope of the proposed Capstone project must allow one person, working individually, to complete the project in 12 weeks. For example, achieving peace in the Middle East or stopping global warming are projects out-of-scope for this Capstone. Generally, challenges, issues and business opportunities that would be encountered in a specific company or organization are preferable.
- The student must be able to understand the information and data gathered. For example, unless you have significant medical training or experience in that arena, a communication campaign to launch a new prescription medicine to treat a complicated neurological disorder likely would be beyond your scope. The capability of most Global Strategic Communication students should be based on what the student has studied or experienced.
- The campaign should be of significance and practical use to a client organization.
- Proposed execution of the communication campaign cannot exceed 12 months in duration.
- You must complete the Capstone project within the semester, including preparing your written plan and presenting your virtual oral presentation.

MAIN ASSIGNMENTS

Students are expected to submit high quality, well-written, client-ready work, on time. All written assignments should be typed single-spaced in a standard business format using a 10- or 11-point business font on standard white paper size 8.5 by 11. Please include your name, the assignment title, page numbers, and the date on all assignments. Check spelling (at a minimum, use spell-check). Proofread for awkward sentence styles and construction. Use 1 inch top/bottom and left/right margins. Use AP Stylebook for grammar, punctuation and writing style and a standard academic reference such as MLA or APA a standard academic footnote style to ensure proper attribution of research in your assignments.

Complete assignments on time. Submit assignments whenever you are ready but no later than “close of business,” which is 5 pm Eastern Time on the due date specified in the course schedule. Exceptions only would be with updated/changed due dates or instructions posted by the instructor on the e-learning site.

If a student chooses to work ahead, he/she assumes the responsibility for clearly understanding the assignment. Early submissions will be graded according to the same criteria used for everyone else’s work. If you submit an assignment, the instructor assumes it is “final work” and will grade it accordingly. No “corrections” or “resubmissions” will be allowed after a grade has been assigned.

Late assignments do not receive full credit. Assignments within one week of the original due date (or with a negotiated due date) will be penalized—up to 50% of the points possible for that assignment. Assignments later than one week will not be accepted barring exceptional circumstances approved by the instructor.

Main assignments include the following:

Student Biography and Intro: Welcome to MMC 6973! Write a descriptive bio about you, your academic credentials and, if appropriate, professional background. Give fellow students and the instructor the benefit of getting to know you, your background and experiences, what motivates and excites you, and how you intend to apply learning from this course. No more than 800 words. You may incorporate a photo if desired.

Client and Topic Proposal: Propose your client organization and unique campaign topic in 700 to 1,000 words. Identify the organization; clearly and succinctly describe the communication challenge, issue or opportunity that can benefit from a comprehensive global strategic communication campaign. Also identify how and where you intend to obtain information and data; whether or not you have a contact in the client organization, and whether or not you have an existing relationship with the organization. *Campaign topics cannot be duplicated or repeated by more than one student in the class this semester. Your Capstone client and topic must be approved by the instructor.*

Peer Support, Feedback and Collaboration: Beginning with your Client and Topic Proposal, you are required to share certain specific assignments with at least one fellow student in the MMC 6973 Capstone course. In turn, your fellow student is required to respond with feedback and suggestions to sharpen the focus of your work and improve the quality of various elements of your campaign. Work requiring peer support, feedback and collaboration is identified in the Course Schedule.

Discussion Forum: *A primary communication tool for the course is group discussion forum for this course on the UF e-learning site. This threaded discussion forum is the primary area for discussion and collaboration throughout class. Periodically, the instructor will post questions which require your thoughtful and constructive response. The quality of your responses is more important than the quantity and will be evaluated. Your posts should be your interpretation of material and draw upon the textbook and reading, lectures, your own knowledge, current events and other resources of your choice.*

Research Results Report: A written report describing how information and/or data about the Capstone topic was gathered or generated to inform/build your campaign is required. This report is a record of your research process. Include a summary of methodology used, the results obtained and conclusions drawn by the student.

Your interpretation of research results, insights gathered, conclusions drawn and recommendations made from the research is essential to creating your campaign plan. The research findings should be “actionable” and reported in such a way that they can be used as input in client decision making.

This is not a technical research report. The writing style and format of this report should facilitate easy and rapid reading and comprehension to understand research findings and recommendations. The report’s length should be commensurate with the depth and richness of the findings themselves and the complexity of the Capstone topic.

Situation Analysis: You are required to write an analysis between 1,500 and 3,000 words describing the set of circumstances, the problem or opportunities your client organization is facing. **This analysis should be a clear statement of the situation to be addressed in your campaign.** The situation analysis makes it possible to develop hypotheses about causes of and solutions to a problem.

Through research and analysis, the student should gain an understanding of relevant publics-- the various competitive, regulatory, political or social environments in which a client organization operates. The analysis can identify business and organizational opportunities as well as challenges to solving the problem. The situation analysis also cues a need for additional research or information needed in order to develop a successful campaign plan.

Scope of Work Assessment: As project manager, each student will define project scope; in other words, the work that needs to be done for a client. **The scope assessment outlines identifies goals which need to be met to achieve positive outcomes.** Steps that define the scope of a project may include: Project objectives and specific goals, phases of work, staff positions assigned to the project, specific tasks to be performed, intended outcomes, resources required and schedule. Also, this scope assessment should clarify limitations or parameters of the project and clearly identify any aspects that are not to be included. In specifying what will and will not be included, the project scope makes clear to the client what products or services will be delivered.

Communication Plan Outline: Students will submit a comprehensive outline of the approach to a client's communication challenge or opportunity. **The outline will incorporate and convey information ranging from research findings and background of the plan through to situation analysis, strategies, tactics and major messaging.** The outline should incorporate insights obtained about the client's situation. The outline should incorporate desired outcomes. When written and assembled well, the Communication Plan Outline will highlight and support recommendations you are making. *The completed outline should itemize all information necessary to prepare a narrative campaign plan in your next assignment.*

Narrative Campaign Plan: Use your comprehensive campaign outline and feedback you receive to prepare and write a narrative communication campaign plan that directly reflects the research findings, situation analysis, scope and campaign outline. **The final narrative campaign is a comprehensive, client-ready proposal of the work to be performed and the outcomes you expect to achieve.** Your plan's content should be representative of current trends, technologies and tools of the public relations industry. The plan should demonstrate professional and academic knowledge that balances strategy and creativity, effort and outcomes. **The final campaign plan cannot be more than 25 pages in length.**

Campaign Budget & Financial Plan: Your campaign plan/proposal must take into account the estimated cost of the campaign to assess the financial impact of your proposed work. The financial plan should identify categories for proposed spending and specific, major budgeted items. At a minimum, the campaign budget should consist of these spending categories: personnel costs (e.g. an estimate of staffing hours); program and production costs (e.g. direct expenses for designing and producing communication); administrative costs (e.g. clerical expense, travel and entertainment, office expense incurred by the project copies, shipping, etc.) and any applicable service fees. *Actual monetary expenses may be good faith estimates by students. A full budget proposal for this campaign is NOT part of this course content.*

Client Pitch: Students will record and post a 5-7 minute virtual, oral pitch of their final campaign plan to the client—recorded and posted online (e.g., via Camtasia) or delivered live (e.g., Skype) for the instructor during the final weeks of the course.

All assignments and documents must be submitted in digital formats.

GRADING

Your grade will be based on point values accumulated over the semester. Point values for coursework, assignments and participation are as follows:

<u>Assignments</u>	<u>Point Allocation</u>
1. Bio	5
2. Campaign Topic & Client	10
3. Group Discussion (5 pts x 12 weeks)	60
4. Research Results Report	45
5. Situation Analysis	35
6. Scope Assessment	30
7. Peer Feedback	40
8. Campaign Outline	80
9. Campaign Budget & Financial Plan	25
10. Campaign Plan	120
11. Campaign Pitch	50
Total	500 points possible

S-U Grade

The College of Journalism and Communications has determined that students who complete MMC-6973 will earn grades of S (satisfactory) or U (unsatisfactory).

A grade of S requires a minimum total of 330 points or better.

Grades earned under the S-U option do not carry grade point values and are not computed in the University of Florida grade point average. Courses with a grade of S will count as hours earned in a degree program. Such grades are included in your permanent academic record and are reflected on the transcript. Note that other academic institutions and agencies may interpret a grade of U as a failing grade.

Please contact your academic advisor for additional information about S-U grades at UF.

COURSE SCHEDULE

INTRODUCTION : COURSE CONTENT, CLIENT ISSUES & TOPICS			
Assignments	Description / Notes	Date Due	Points
WEEK 1 • August 21-24			
View: Introduction & Welcome	View online Instructor Welcome and Course Overview	Aug 23	
Write: Personal Bio	Prepare a personal bio >800 words. Enable fellow students & the instructor to get to know you, your background and experiences. What motivates and excites you? How do you intend to apply learning from this course?	Aug. 23	5 pts
Study Topic: Strategic Planning for Public Relations	Read pages 1-40 in <i>Strategic Planning for Public Relations</i>	Aug 24	
Discuss: Clients and Topics	Group discussion about proposed clients and campaign topics	Aug 23	5 pts
Schedule: Instructor Meeting	Schedule a virtual meeting with the instructor to occur between Aug 26-30 to discuss proposed campaign client & topic	Schedule by Aug 24	
WEEK 2 • August 26-30			
Instructor Meetings	Discuss proposed campaign client and topic with instructor	By Noon on Aug 30	
Study Topic: Analyzing the Organization & Its Publics	Read pages 41-92 in <i>Strategic Planning for Public Relations</i>	Aug 31	
Peer Support & Feedback	Identify and correspond with at least one colleague in this course to whom you propose your client and topic and obtain constructive feedback.	Aug 30	10 pts
View: Corporate Character and Values	View online lecture: Designing, implementing and living up to your corporate/client character – a company's purpose, mission and values.	Aug 30	
Discuss: Identifying Key Publics	Group discussion about key publics relevant to your client.	Aug 30	5 pts

WEEK 3 • Labor Day Holiday on Sept. 2 • Class Sept. 3-7			
Submit: Client & Topic Proposal	Write 700 to 1,000 words summarizing your client and topic for your campaign.	Sept. 4	10 pts
Study Topic: Goals and Objectives	Read pages 93-111 in <i>Strategic Planning for Public Relations</i>	Sept. 7	
View: Forging Shared Belief	View online lecture: Forging “shared beliefs” with our company’s or client’s key publics.	Aug 31	
Client & Topic Approved	Obtain instructor approval for your client and topic	No later than Sept 6	
Discuss: Setting Measurable Objectives	Discuss primary takeaways from the paper: “Guidelines for Setting Measurable Public Relations Objectives: An Update” By Forrest W. Anderson, Linda Hadley, David Rockland and Mark Weiner - See more at: http://www.instituteforpr.org/topics/setting-measurable-objectives/#sthash.Z4ujGs34.dpuf	Sept. 6	5 pts

RESEARCH AND ANALYSIS			
Assignments	Description / Notes	Date Due	Points
WEEK 4 • Sept. 9-14			
Schedule: Instructor Meeting	Schedule a virtual meeting with the instructor to occur between Sept. 16-20 to discuss research direction and project status.	Schedule by Sept. 13	
Discuss: Secondary Research	Group discussion on types and sources of secondary research to access for your approved client projects.	Sept. 14	5 pts
Study Topic: Applied Research	Read Appendix A: Pages 361-409 in <i>Strategic Planning for Public Relations</i>	Sept. 14	
Research & Analysis	Conduct individual research on client and topic	Sept. 14	
WEEK 5 • Sept. 16-21			
Instructor Meetings	Discuss with instructor the status and sources of research on your client topic	By Noon Sept. 20	
Research & Analysis	Conduct individual research on client and topic	Sept. 21	
Study Topic: Sample Campaigns	Read Appendix C: Pages 421-442 in <i>Strategic Planning for Public Relations</i>	Sept. 21	

Discuss	Group discussion on topic(s) posted in e-learning site.	Sept. 21	5 pts
WEEK 6 • Sept. 23-28			
Submit: Research Report	A written report about the research process undertaken of the client and topic including a summary of methodology used, the results obtained and the conclusions drawn. The research findings should be “actionable” and reported in such a way that they can be used as input in client decision making. The writing style should facilitate easy and rapid reading and comprehension. Length should be commensurate with the depth and richness of the findings and the complexity of the campaign topic.	Sept. 27	45 pts
Study Topic: The Situation Analysis	Read Chapter Two, The Situation Analysis, from Building a Marketing Plan, By Ho Yin Wong, Kylie Radel and Roshnee Ramsaran-Fowdar (provided in e-learning site)	Sept. 28	
Discuss	Group discussion on posted topic(s)	Sept. 28	5 pts
Peer Support & Feedback	Identify and correspond with at least one colleague in this course with whom you share your draft situation analysis to obtain constructive feedback.	By Sept. 28	10 pts

CAMPAIGN STRATEGY			
Assignments	Description / Notes	Date Due	Points
WEEK 7 • Sept. 30 – Oct. 5			
Study Topic: Strategy	Read “Developing Message Strategies,” 172-224 in <i>Strategic Planning for Public Relations</i> ,	Oct. 5	
Submit Situation Analysis	Write an analysis of 1,500 to 3,000 words describing the set of circumstances, the problem or opportunities your client organization is facing; a clear statement of the situation to be addressed in your campaign. Identify business and organizational opportunities and challenges to solving the client’s problem or seizing opportunity.	By Oct 4	35 pts
Discuss	Group discussion on topic(s) posted in e-learning site	Oct. 5	5 pts
WEEK 8 • Oct. 7-12			
Study Topic: Tactics	Read “Selecting Communications Tactics” on Pages 225-303 in <i>Strategic Planning for Public Relations</i>	Oct.12	
Discuss:	Group discussion on posted topic(s)	Oct. 12	5 pts

Submit Campaign Outline	Submit a comprehensive <u>outline</u> of the approach to your client's communication challenge or opportunity. Consider research findings through to situation analysis, strategies, tactics and major messaging. Include insights obtained about the client's situation and communicate the desired outcomes. <i>The outline should then contain all information necessary to prepare a narrative campaign plan in the next assignment.</i>	Oct. 11	80 pts
WEEK 9 • October 14-19			
Study Topic:	Read documents posted on e-learning site	Oct. 19	
Discuss:	Group discussion on posted topic(s)	Oct. 19	5 pts
Peer Support & Feedback	Identify and correspond with at least one colleague in this course with whom you share your scope assessment to obtain constructive feedback.	By Oct. 17	10 pts
Submit Scope Assessment	Define project scope; the work that needs to be done for the client. Outline, as appropriate, specific goals, phases of work, staff positions assigned to the project, specific tasks to be performed, intended outcomes, general resources required and schedule. Identify limitations or parameters of the project. What products or services will be delivered?	Oct 18	30 pts
WEEK 10 • October 21-26			
Study Topic: Campaign Budget	Read pages 315-328 in <i>Strategic Planning for Public Relations</i>	Oct 26	
Peer Support & Feedback	Identify and correspond with at least one colleague in this course with whom you share your draft campaign budget to obtain constructive feedback.	By Oct. 25	10 pts
Discuss: Campaign Budgeting	Group discussion about putting a budget together when you are working on a hypothetical case, or if you are not sure of the client's requirements	Oct. 26	5 pts
Submit Campaign Budget	Identify the categories for proposed spending and specific, major budgeted items. Consider personnel costs (e.g. an estimate of staffing hours); program and production costs (e.g. direct expenses for designing and producing communication); administrative costs (e.g. clerical expense, travel and entertainment, office expense incurred by the project copies, shipping, etc.) and any applicable service fees. <i>Actual monetary expenses may be good faith estimates by students.</i>	Oct. 26	25 pts

CAMPAIGN PLAN & PRESENTATION

Assignments	Description / Notes	Date Due	Points
WEEK 11 • October 28 - Nov. 2			
Study Topic: The ingredients of a successful pitch	Read the series of articles: Deconstructing The Pitch: New Business In A New Era - See more in the e-learning site and at: http://www.holmesreport.com/featurestories-info/10557/Deconstructing-The-Pitch-New-Business-In-A-New-Era.aspx#sthash.jj3Hljmr.dpuf	Nov. 2	
View	Online Lecture	Nov. 2	
Discuss: Creative Pitching	More and more, clients are less reliant on how an agency looks and more interested in how it thinks.	Nov. 2	5 pts
Submit Narrative Campaign Plan	Write a communication campaign plan that directly reflects the research findings, situation analysis, scope and campaign outline. Your plan's content should be representative of current trends, technologies and tools of the public relations industry. Final campaign plan cannot be more than 25 pages in length.	Nov. 1	120 pts
WEEK 12 • Nov. 4-7 (Nov. 8 is Homecoming)			
Discuss:	Group discussion on posted topic(s)	Nov. 7	5 pts
Submit Campaign Pitch Presentation	Student campaign pitches recorded and submitted. Deliver a 5-7 minute virtual, oral pitch of your final campaign plan to the client —recorded or delivered live online to the instructor.	On or before Nov. 7	50 pts

Class Ends & Grading

COURSE PROFESSIONALISM

Students are expected to welcome and treat with respect the diverse perspectives of fellow students.

Students are expected to participate in all online activities as listed on the course schedule.

If you find that you have any trouble keeping up with assignments or other aspects of the course, make sure you let your instructor know as early as possible. Building rapport and effective relationships are key to being an effective strategic communication professional. Make sure that you are proactive in informing your instructor if difficulties arise during the semester so that he can help you identify a solution.

The instructor will make every effort to adhere to this syllabus and grading system, but reserves the right to make necessary changes. Students will be notified promptly about any changes via the agreed communication channels.

The instructor will be available to assist students during office hours, by appointment, or via email. You can make an appointment with the instructor by sending an email message and/or Outlook calendar notice. Please request appointments at least 24 hours before the meeting or the meeting time cannot be guaranteed.

ACADEMIC HONESTY AND ETHICS

University of Florida 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. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-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 appropriate personnel. If you have any questions or concerns, please consult with the instructor of this course.

STUDENTS WITH DISABILITIES

Students requesting accommodation for handicaps or disabilities must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation.

COURSE EVALUATION

Students are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results>

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