

Course Syllabus

Course Information

Course Number/Section HMG 3301
Semester Fall 2023
Days & Times/Location Tuesday/Thursday 10-11:15 am JSOM Room 2.722

Professor Contact Information

Professor Lea Aubrey, MS, DHA
Email Address lea.aubrey@utdallas.edu
Office Hours Walk in Hours: Tuesday and Thursday – 11:30 am to 12:30 pm
 Teams/Appointment Office Hours: As requested, just send an email request!
Office Location SSB 4.700

Course Pre-requisites, Co-requisites, and/or Other Restrictions

Upper class in business, pre-med, pre-dental, pre-health

Course Description

An introductory course to the organization and structure of the American Healthcare System. Students will learn how healthcare is financed and delivered. The core concepts of cost, access, and quality will be explored.

Course Modality and Expectations

Course Platform	This course will be delivered in class
Expectations	Students will be expected to actively participate in class discussions. 100% attendance is expected.

Guidelines and Resources

The information contained in the following link lists the University's resources for students and instructors of record.

Please see <http://go.utdallas.edu/syllabus-policies>.

University Mission/ Student Learning Objectives/Outcomes

The University of Texas at Dallas provides the State of Texas and the nation with excellent, innovative education and research. The University is committed to graduating well-rounded citizens whose education has prepared them for rewarding lives and productive careers in a constantly changing world; to continually improving educational and research programs in the arts and sciences, engineering, and management; and to assisting the commercialization of intellectual capital generated by students, staff, and faculty.

Program Mission - Undergraduate	Program Mission - Graduate
<p>The BS-HMGT program will prepare students for successful careers in healthcare leadership and management. The program will recognize the needs of healthcare organizations (including hospitals, medical and dental practices, insurance companies, consulting firms, and other healthcare related industries) and how to serve these organizations by providing the foundations for excellent client care and services through outstanding management practices and leadership. The program places emphasis on five important elements of Health Care Management:</p> <ol style="list-style-type: none"> 1. Human Resources 2. Accounting 3. Information Systems 4. Financial/Economics 5. Law and Regulatory 	<p>The MS-HMGT program is to meet the challenges of a rapidly changing, technology driven global society by partnering with the business and healthcare communities to deliver high quality leadership and management education to current and future healthcare leaders.</p>
Program Goals - Undergraduate	Program Goals- Graduate
<p>The BS-HMGT program will prepare graduates who:</p> <ol style="list-style-type: none"> 1. Will gain practical and theoretical knowledge of Healthcare management and will be able to manage a healthcare organization in a private or public environment. (SLO 1, 2) 2. Be able to identify external and internal risk factors facing today's healthcare organization (SLO 3, 4) 3. Manage multiple functional areas of a healthcare institution (SLO 5, 6) 	<p>The MS-HMGT will prepare graduates who:</p> <ol style="list-style-type: none"> 1. Have a broad understanding of healthcare organization and delivery in the U.S. (PSLO 1) 2. Can analyze how laws, regulations, and policies control healthcare delivery. (PSLO 2) 3. Define and evaluate the role of information technology in healthcare organizations. (PSLO 3) 4. Are prepared to be skilled decision-makers through comprehensive analysis of internal and external factors in healthcare environments. (PSLO 4)
Student Learning Outcomes (SLOs) - Undergraduate	Student Learning Outcomes (SLOs) - Graduate
<p>Students will be able to:</p> <ol style="list-style-type: none"> 1. Develop competency in explaining and evaluating the evolution, structure and function of the US health care system 	<p>Students will be able to:</p> <ol style="list-style-type: none"> 1. Assess the role of organized efforts to influence health policy formulation, and the contributions of technology,

<ol style="list-style-type: none"> 2. Demonstrate the ability to analyze health care organizations strategically, examining the impact of healthcare reform in regard to cost, access, and quality 3. Recognize and identify key elements of healthcare accounting and finance 4. Understand and analyze the role of information technology and management in health care decision making 5. Develop skills to categorize, compare and contrast key elements of the health care economy and its impact on the greater U.S. economy 6. Demonstrate the ability to explain the history of the U.S. health care legal and regulatory systems 	<p>research, and societal values on our evolving health care delivery system</p> <ol style="list-style-type: none"> 2. Describe how laws, regulations and policies control healthcare delivery and assess the relationship between cost, access, and quality in healthcare 3. Identify and evaluate the types of information systems prevalent in healthcare organizations 4. Analyze how healthcare organizations create sustainable strategies to stay competitive
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In alignment with the university program and goals, the class student learning objectives are as follows:

- Explain and evaluate the evolution, structure and function of the U.S. health care system
- Analyze the impact of health care reform in regard to cost, access, and quality
- Analyze health care organizations strategically

Required Textbooks and Materials

The United States Healthcare System, Overview, Driving Forces and Outlook for the Future, Stephen L. Wagner, ISBN - 9781640551657

Grading Policy

Grade Composition

Test #1	15%
Test #2	15%
Test #3	15%
End of Semester Paper	20%
Quizzes (4) – Lowest Grade Dropped	15%
Class Attendance & Participation	20%

Grading Info

Tests:

- Will be taken in class
- Closed book/notes with specified time limit
- Focus on the readings. The lectures will supplement the readings and provide greater insight into the concepts

- Each lecture will add to the body of knowledge so students will be expected to understand the concepts from previous lectures
- Multiple Choice, Short Answer, T/F and Essay

Quizzes:

- Quizzes will be given in class or given as take home at the professor's discretion
- Open book/open notes

Note on Grades: Each student will be awarded on the grade earned. This course historically has grades that fall into a "bell-curve" with the mean and median ranging from B to B-. This means that usually half the students make above this grade, and half make below this grade for the semester.

Course Policies on Grading – Make Ups

No make-up exams or quizzes will be given.

Late Work

Late Work will not be accepted.

Class Attendance

Deductions for unexcused absences, tardies and early departures

Because testing occurs in class, it is imperative for you to attend all classes

Class Attendance & Participation –

- Expected 100% attendance
- Expected class participation, comments, questions
- **Excused absences only for University Authorized events/activities**

Class Participation & Citizenship

Regular class participation is expected regardless of course modality. Students who fail to participate in class regularly are inviting scholastic difficulty. A portion of the grade for this course is directly tied to your participation in this class. It also includes engaging in group or other activities during class that solicit your feedback on homework assignments, readings, or materials covered in the lectures (and/or labs). Class participation is documented by faculty. Successful participation is defined as consistently adhering to University requirements, as presented in this syllabus. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

Class Recordings

Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the Office of Student AccessAbility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

The instructor may record meetings of this course. Any recordings will be available to all students registered for this class as they are intended to supplement the classroom experience. Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the Office of Student AccessAbility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. If the instructor or a UTD school/department/office plans any other uses for the recordings, consent of the students identifiable in the recordings is required prior to such use unless an exception is allowed by law. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

Class Materials

The Instructor may provide class materials that will be made available to all students registered for this class as they are intended to supplement the classroom experience. These materials may be downloaded during the course; however, these materials are for registered students' use only. Classroom materials may not be reproduced or shared with those not in class or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the [Getting Started with eLearning](#) webpage.

Communication

This course utilizes online tools for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the [Student eLearning Tutorials](#) webpage for video demonstrations on eLearning tools.

Student emails will be answered within 3 working days under normal circumstances.

Academic Calendar Tuesday/Thursday

Week	Date	Class Topic	Readings	Evaluations
ONE	8/22	Introduction and Overview of the US Healthcare System	Chapter 1	
	8/24	Continued	Chapter 1	
TWO	8/29	History and Development of the US Healthcare System	Chapter 2	
	8/31	Continued	Chapter 2	Quiz 1 Chapters 1/2 and Guest Lecturer Notes
THREE	9/5	American Beliefs, Values and Attitudes about Health and Healthcare	Chapter 3	
	9/7	Comparing the US and Other Developed Countries HC Systems	Chapter 4	
FOUR	9/12	Test #1		Test Covers Chapters 1/2/3/4
	9/14	Components of the US Healthcare System	Chapter 5	
FIVE	9/19	Continued	Chapter 5	
	9/21	People and Providers of Healthcare	Chapter 6	
SIX	9/26	Continued	Chapter 6	Quiz 2 Chapters 5& 6
	9/28	Patient Care: The Purpose of the System	Chapter 7	
SEVEN	10/3	Continued	Chapter 7	
	10/5	Financing a Massive System	Chapter 8	
EIGHT	10/10	Continued	Chapter 8	
	10/12	Test #2		Test Covers Chapters 5,6,7 & 8
NINE	10/17	Quality and Safety	Chapter 9	
	10/19	Continued	Chapter 9	
TEN	10/24	The Impact of Technology on US Healthcare	Chapter 10	
	10/26	Continued	Chapter 10	Quiz 3 Covering Chapters 9&10
ELEVEN	10/31	The US Pharmaceutical Industry		Chapter 11

	11/2	Health Policy and Economics	Chapter 13	
TWELVE	11/7	Continued	Chapter 13	Quiz 4 Chapters 11 and 13
	11/9	No Class		
THIRTEEN	11/14	The Future of Health Services Delivery	Chapter 14	
	11/16	Continued	Chapter 14	
FOURTEEN	11/21	Fall Break!		
	11/23	Fall Break!		
FIFTEEN	11/28	Test #3 Final Paper Assignment Posted online		Test covers Chapters 9, 10, 11 and 13
	11/30	No Class		
	12/7	Paper Assignment Due at 5 pm		Submit through Turn It In

Comet Creed

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:

“As a Comet, I pledge honesty, integrity, and service in all that I do.”

UT Dallas Syllabus Policies and Procedures

The information below constitutes the University's policies and procedures segment of course syllabi and may be referenced by faculty members in their course syllabi.

Please use the following permanent address when referring to this page: <https://go.utdallas.edu/syllabus-policies>

Sharing Confidential Information

Students considering sharing personal information in email, in person, or within assignments or exams should be aware that faculty members and teaching associates/assistants and graduate/research assistants are required by UT Dallas policy to report information about sexual misconduct to the UT Dallas Title IX Coordinator. Per university policy, Sexual Misconduct Policy - [UTDBP3102](#), faculty have been informed that they must identify the student to the UT Dallas Title IX Coordinator. Students who wish to have confidential discussions of incidents related to sexual harassment or sexual misconduct should contact the Student Counseling Center (972-883-2575 or the 24/7 Crisis Hotline at 972-UTD-TALK or 972-883-8255), the, a health care provider in the Student Health Center (972-883-2747), a clergyperson (or other legally recognized religious advisor) of their choice, or an off-campus resource (e.g., rape crisis center, doctor, psychologist). Students who are sexually assaulted, harassed, or are victims of sexual misconduct, domestic violence, or stalking, are encouraged to directly report these incidents to the UT Dallas Police Department at 972-883-2222 or to the Title IX Coordinator at 972-883-5202. Additional information and resources may be found at <https://www.utdallas.edu/institutional-initiatives/title-ix/resources/>.

Student Conduct and Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UT Dallas printed publication, A to Z Guide, which is available to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the Rules and Regulations, Series 50000, Board of Regents, The University of Texas System, and in Title V, Rules on Student Services and Activities of the university's Handbook of Operating Procedures. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391) and online at <http://www.utdallas.edu/judicialaffairs/UTDJudicialAffairs-HOPV.html>.

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct. Students are expected to be attentive during class and to participate actively in group activities. Students are expected to listen respectfully to faculty and to other students who are speaking. Racism, sexism, homophobia, classism, ageism, religious intolerance and other forms of bigotry are inappropriate to express in class. Personal values, comments and opinions will be respected. Classes will discuss issues that require sensitivity and maturity. Disruptive students will be asked to leave and may be subject to disciplinary action.

Social Media Use

The Student Code of Conduct includes behaviors conducted via any digital platform. Students may not use any digital platform to seek or provide unauthorized assistance for any assignment done for academic credit. Students may not use any digital platform to impersonate or represent any person other than themselves. Please consult with your instructor regarding authorized assistance.

Academic Integrity

Violations of Academic Integrity in any form in this class will result in a minimum penalty of a zero on the assignment/test and all violations will be reported to the University's Official Review Process. There will be no exceptions to this policy.

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work.

Scholastic Dishonesty: Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, submitting for credit any work or materials that are attributable in whole or in part to another person, taking an examination for another person, or any act designed to give unfair advantage to a student or the attempt to commit such acts.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source, is unacceptable and will be dealt with under the university's

policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

Copyright Notice

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted materials, including music and software. Copying, displaying, reproducing, or distributing copyrighted works may infringe upon the copyright owner's rights and such infringement is subject to appropriate disciplinary action as well as criminal penalties provided by federal law. Usage of such material is only appropriate when that usage constitutes "fair use" under the Copyright Act. As a UT Dallas student, you are required to follow the institution's copyright policy (UTDPP1043). For more information about the fair use exemption, see <http://copyright.lib.utexas.edu/copypol2.html>.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's UT Dallas email address and that faculty and staff consider email from students official only if it originates from a UT Dallas student account. This allows the university to maintain a high degree of confidence in the identity of all individuals corresponding and the security of the transmitted information. UT Dallas furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at UT Dallas provides a method for students to have their UT Dallas mail forwarded to other accounts.

Class Attendance

Regular and punctual class attendance is expected. Students who fail to attend class regularly are inviting scholastic difficulty. Absences may lower a student's grade where class attendance and class participation are deemed essential by the instructor. In some courses, instructors may have special attendance requirements; these should be made known to students during the first week of classes.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal from any college-level courses. These dates and times are published in that semester's course inventory and in the academic calendar. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, a professor or other instructor cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in university policy [UTDSP5005](http://policy.utdallas.edu/utdsp5005) (<http://policy.utdallas.edu/utdsp5005>). In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originated.

Incomplete Grade Policy

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of F.

Disability Services

It is the policy and practice of The University of Texas at Dallas to make reasonable accommodations for students with properly documented disabilities. However, written notification from the Office of Student AccessAbility (OSA) is required. If you are eligible to receive an accommodation and would like to request it for a course, please discuss it with an OSA staff member and allow at least one week's advanced notice. Students who have questions about receiving accommodations, or those who have, or think they may have, a disability (mobility, sensory, health, psychological, learning, etc.) are invited to contact the Office of Student AccessAbility for a confidential discussion. The primary functions of the Office of Student AccessAbility are to provide:

1. academic accommodations for students with a documented permanent physical, mental or sensory disability
2. non-academic accommodations
3. resource and referral information and advocacy support as necessary and appropriate.

OSA is located in the Student Services Building, suite 3.200. They can be reached by phone at (972) 883-2098, or by email at disabilityservice@utdallas.edu.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

Avoiding Plagiarism

Take time to make careful choices among--and learn to use--the research tools available to you. You will probably find that your favorite web search engine is not adequate by

itself for college-level research. Consult with your professor or a librarian. You may need to use specialized research tools, some of which may require learning new searching techniques.

Expect to make trips to the library. While you can access many of the library's resources from your home computer, you may find that you need to make several trips to use materials or research tools that are not accessible remotely. Of course, you will be seeking the best information, not settling for sources simply because they happen to be available online.

- Allow time for gathering materials that are not available at UT Dallas. The InterLibrary Loan Office can borrow articles and books from other libraries, but this process takes additional time.
- Allow time for reading, rereading, absorbing information, taking notes, synthesizing, and revising your research strategy or conducting additional research as new questions arise.
- Sloppy note-taking increases the risk that you will unintentionally plagiarize. Unless you have taken note carefully, it may be hard to tell whether you copied certain passages exactly, paraphrased them, or wrote them yourself. This is especially problematic when using electronic source materials, since they can so easily be copied and pasted into your own document.
- Identify words that you copy directly from a source by placing quotation marks around them, typing them in a different color, or highlighting them. (Do this immediately as you are making your notes. Don't expect to remember days or weeks later what phrases you copied directly.) Make sure to indicate the exact beginning and end of the quoted passage. Copy the wording, punctuation and spelling exactly as it appears in the original.
- Jot down the page number and author or title of the source each time you make a note, even if you are not quoting directly but are only paraphrasing.
- Keep a working bibliography of your sources so that you can go back to them easily when it's time to double-check the accuracy of your notes. If you do this faithfully during the note-taking phase, you will have no trouble completing the "works cited" section of your paper later on.
- Keep a research log. As you search databases and consult reference books, keep track of what search terms and databases you used and the call numbers and URLs of information sources. This will help if you need to refine your research strategy, locate a source a second time, or show your professor what works you consulted in the process of completing the project.
- You must cite direct quotes.
- You must cite paraphrases. Paraphrasing is rewriting a passage or block of text in your own words. If you paraphrase, you must still cite the original source of the idea.
- You must cite ideas given to you in a conversation, in correspondence, or over email.
- You must cite sayings or quotations that are not familiar, or facts that are not "common

knowledge." However, it is not necessary to cite a source if you are repeating a well-known quote or familiar proverb. Common knowledge is something that is widely known. For example, it is widely known that Bill Clinton served two terms as president; it would not be necessary to cite a source for this fact.

- These types of sources should be cited as well. Printed sources: Books, parts of books, magazine or journal articles, newspaper articles, letters, diaries, public or private documents; Electronic sources: Web pages, articles from e-journals, newsgroup postings, graphics, email messages, software, databases; Images: Works of art, illustrations, cartoons, tables, charts, graphs; Recorded or spoken material: Course lectures, films, videos, TV or radio broadcasts, interviews, public speeches, conversations.

Making a False Alarm or Report Involving a Public or Private Institution of a Higher Education

Making a false threat at any Texas higher education institution is considered a **State Jail Felony**, not a Class A misdemeanor, according to a law passed by the Texas Legislature. This legislation was enacted in response to several threats in past years at several universities across the U.S. that disrupted classes and prompted evacuation of campus property, even though the reports turned out to be a hoax.

This law relates to the offense of making or causing a false alarm or report involving a public or private institution of higher education. A person commits an offense under Section 42.06, *Texas Penal Code*, if he or she knowingly initiates, communicates, or circulates a report of a present, past, or future bombing, fire, offense, or another emergency that he or she knows is false or baseless and that would ordinarily:

1. Cause action by an official or volunteer agency organized to deal with emergencies;
2. Place a person in fear of imminent serious bodily injury; or
3. Prevent or interrupt the occupation of a building, room, place of assembly, place to which the public has access, or aircraft, automobile, or other mode of conveyance.

An individual adjudged guilty of a state jail felony shall be punished by confinement in a state jail for any term of not more than two years or less than 180 days and, in addition to confinement, may be punished by a fine not to exceed \$10,000.

UT Dallas students should be aware that the State of Texas takes these threats seriously, and the legal consequences, which are severe, go beyond anything that the University's disciplinary committee can address.

This information is also included in the online UT Dallas Undergraduate Catalog, <https://catalog.utdallas.edu/now/undergraduate/policies/false-alarms> and in the Graduate Catalog, <https://catalog.utdallas.edu/now/graduate/policies/false-alarms>.

Interactive Campus Map – Locate Severe Weather Shelters, Elevators, and Bathrooms

The interactive campus map (<http://www.utdallas.edu/maps/>) allows users to search for severe weather shelter areas in each building. On the map, click on a building and select "Storm Shelters" from the "Find" drop-down menu. Remember, a severe weather shelter area is usually any interior room without windows, such as a restroom, hallway, conference room, or office. Try to find shelter on the lowest floor of the building and stay away from large auditoriums or gyms. Users can also use the same map to locate elevators and bathrooms.

Resources to Help You Succeed

The GEMS Center (located within the Conference Center) provides a wide array of free academic support and enhancement for UT Dallas undergraduate students. Offerings include, but are not limited to, a Math Lab and Writing Center, Peer Tutoring (with a focus on science, technology, engineering and math courses), test review sessions, and academic success coaching. The current menu of services, schedules, and contact information is posted on the GEMS website: <http://www.utdallas.edu/ossa/gems/>

Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.