

Course Information

Course Title: Costa Rica Field Trip—Sustainability, Ecotourism, and Service-Learning
Course Number: ISIS 3390, Section 501
Semester: Spring 2012 (full term plus 2-week travel to Costa Rica from May 20-June 2, 2012)
The University of Texas at Dallas—School of Interdisciplinary Studies
Credit Hours: 3

Course Meeting Dates/Times

This course will be divided into two segments: 1) **Sessions at UTD**, and 2) a **2-week study trip to Costa Rica**. Students are required to complete both segments of the course.

- 1) Sessions at UTD will include a total of 7 class meetings for a total of 21 hours. We will meet on the following dates and at the following times:
 - a. Wednesday, January 25, 2012—7-10 p.m. (3 hours)
 - b. Wednesday, February 8, 2012—7-10 p.m. (3 hours)
 - c. Wednesday, February 22, 2012—7-10 p.m. (3 hours)
 - d. Wednesday, March 7, 2012—7-10 p.m. (3 hours)
 - e. Wednesday, March 28, 2012—7-10 p.m. (3 hours)
 - f. Wednesday, April 11, 2012—7-10 p.m. (3 hours)
 - g. Wednesday, April 25, 2012—7-10 p.m. (3 hours)
- 2) The 2-week study trip to Costa Rica will take place from May 20 – June 2, 2012. The schedule and activities for the study trip portion of the course can be found in the course calendar that appears below.

Professor Contact Information

This course will be team-taught by the following faculty members of UTD's School of Interdisciplinary Studies:

Dr. Jillian M. Duquaine-Watson
Office Phone: 972-883-2322
Email: jillian.duquaine-watson@utdallas.edu
Office location: Hoblitzelle Hall 2.810
Office Hours:

- Mon and Wed, 12-2
- Tues and Thurs, 11-12:30
- by appointment (email to schedule)

Dr. Elizabeth Salter
Office Phone: 972-883-2484
Email: emsalter@utdallas.edu
Office Location: Hoblitzelle Hall 2.114
Office Hours:

- available by appointment; to schedule, contact Michele Brown at 972-883-2323

Course Pre-requisites

This course is designed for undergraduate students with an interest in international development and/or environmental issues. Although there are no academic prerequisites, students must meet requirements for Study Abroad as set forth by the UTD Office of International Education. In addition, students must receive written permission from course instructor(s) before they will be permitted to register for this course.

All participants must complete required forms from our service provider, Rustic Pathways. These forms include but are not limited to: medical history, emergency contact sheet, waiver forms, and code of conduct agreement. Any students who do not complete these forms will forfeit the travel portion of this course without refund.

Course Description

This course explores the social, cultural, economic, political, and environmental aspects of Costa Rica. It does this by focusing specifically on the relationship between Costa Rican society and the natural environment through an examination of environmental sustainability and eco-tourism. A global leader in sustainability, Costa Rica has dedicated over 25% of its land mass to national parks and conservation areas. In addition, it aims to become a carbon-neutral country by 2021. That goal and the resulting environmentally friendly practices have made Costa Rica a model for other environmental initiatives throughout the world. Of equal importance, Costa Rica pursues its sustainability goals as a key element of the country's economic growth and development agenda—in recent decades, eco-tourism has become the fastest growing sector in Costa Rica's economy and the Costa Rican tourism industry generates nearly \$2 billion annually.

In addition to more traditional academic lectures and discussion which will take place on the UTD campus during the regular spring 2012 semester, this course includes a practical component wherein students will learn about environmental sustainability via a 2-week study trip to Costa Rica. The trip will take place from May 20-June 2, 2012. During their time in Costa Rica, students will complete service-learning projects as a means of gaining a more thorough understanding of Tico culture and especially of sustainability, including both the benefits and ongoing challenges associated with such initiatives.

Student Learning Objectives/Outcomes

Undergraduate students who successfully complete this course will gain an increased understanding of:

1. Costa Rican history, culture, geography, and biodiversity.
2. The social and political dynamics of Costa Rica, specifically as they pertain to poverty, gender, indigenous populations, and rural populations.
3. Key aspects of environmental sustainability.
4. Both the possibilities and the ongoing challenges of eco-tourism.
5. Practical problem-solving skills through completion of service-learning projects.

It is also expected that undergraduate students who complete this course will:

1. Enhance their awareness of global issues.
2. Increase their ability to analyze social and environmental issues via comparative, international frameworks.

Required Textbooks and Materials

The following books are required for this course and are available at the UTD bookstore and at Off-Campus Books:

- Biesanz, Mavia Hiltunen, et al. *The Ticos: Culture and Social Change in Costa Rica*. Lynne Reiner Publishing, 1998.
- Cress, Christine, et al. *Learning through Serving: A Student Guidebook for Service-Learning Across the Disciplines*. Stylus Publishing: 2005.

Students will also be required to read a variety of journal and newspaper articles that are available through the course eLearning site.

Students are also required to keep a service-learning journal (hand-written) during their time in Costa Rica. Thus, each student will need to purchase a composition notebook.

Suggested Course Materials

Although not required, the following books may be helpful and may be obtained through mainstream bookstores and/or online book sources:

- Firestone, Matthew, et al. *Lonely Planet Costa Rica*. 9th edition. Lonely Planet: 2010.
- Kohnstamm, Thomas. *Lonely Planet Costa Rican Spanish Phrasebook*. 3rd edition. Lonely Planet: 2010.

Assignments & Academic Calendar

This course will be divided into two segments:

1. Sessions at UTD (during the regular 2012 Spring semester)
2. Sessions completed during a 2-week trip to Costa Rica (May 20-June 2, 2012).

The sessions at UTD will include the following topics, readings, assignments, and due dates:

Session/Date/Time	Topics/Required Reading/Assignments/Due Dates/Deadlines
Session 1: January 25 (Wed.), 7-10 pm	Topic: Pre-departure Protocol—Requirements and Recommendations Activities: <ul style="list-style-type: none">• Introductions• Overview of course syllabus, goals, and requirements• Discussion of requirements and recommendations for travel• Video Viewing and Discussion: “Costa Rica: The Quest for Pura Vida”

Friday, January 27 PAYMENT DUE!	<ul style="list-style-type: none"> • Initial 50% Payment due today by 4 p.m. • Checks or money orders should be made payable to UT-Dallas
Session 2: February 8 (Wed.), 7-10 pm	<p>Topic: Costa Rica--History and Cultures</p> <p>Required readings:</p> <ul style="list-style-type: none"> • Chapter 1, “The Land and the People” in <i>The Ticos</i> • Chapter 2, “History” in <i>The Ticos</i> <p>Assignments/Due Dates:</p> <ul style="list-style-type: none"> • Summary paper #1 due today at beginning of class
Session 3: February 22 (Wed), 7-10 pm	<p>Topic: Costa Rica—Geography and the Environment</p> <p>Required readings:</p> <ul style="list-style-type: none"> • “Costa Rica—Wildlife and biodiversity” (eLearning) • “Geography of Costa Rica” (eLearning) <p>Assignments/Due Dates:</p> <ul style="list-style-type: none"> • Summary paper #2 due today at beginning of class
Friday, March 2 PAYMENT DUE!!!	<ul style="list-style-type: none"> • Final 50% Payment due today by 4 p.m. • Checks or money orders should be made payable to UT-Dallas
Session 4: March 7 (Wed), 7-10 pm	<p>Topic: Costa Rica—Tico Life and Society</p> <p>Required readings:</p> <ul style="list-style-type: none"> • Chapter 4, “Government and Politics” in <i>The Ticos</i> • Chapter 6, “Community” in <i>The Ticos</i> • Chapter 7, “Housing, Health, and Everyday Living” in <i>The Ticos</i> <p>Assignments/Due Dates:</p> <ul style="list-style-type: none"> • Summary paper #3 due today at beginning of class
Session 5: March 28 (Wed), 7-10 pm	<p>Topic: Costa Rica—Economics and Ecotourism</p> <p>Required readings:</p> <ul style="list-style-type: none"> • Chapter 3, “The Economy” in <i>The Ticos</i> • Honey, “Costa Rica: On the Beaten Path” (available via eLearning) <p>Assignments/Due Dates:</p> <ul style="list-style-type: none"> • Summary paper #4 due today at beginning of class

Session 6: April 11 (Wed.), 7-10 pm	<p>Topic: What is service-learning?</p> <p>Required readings:</p> <ul style="list-style-type: none"> • Chapter 1, “What is Service Learning” in <i>Learning through Serving</i> • Chapter 2, “Building and Maintaining Community Partnerships” in <i>Learning through Serving</i> • Chapter 3, “Becoming Community” in <i>Learning through Serving</i> <p>Assignments/Due Dates:</p> <ul style="list-style-type: none"> • Summary paper #5 due today at beginning of class
Session 7: April 25 (Wed), 7-10 pm	<p>Topics: More on service learning...and Overview of Costa Rica communities and projects for service-learning/travel portion of the course; also, final travel details</p> <p>Guest Speaker: Office of International Education on pre-departure protocol</p> <p>Required readings:</p> <ul style="list-style-type: none"> • Chapter 4, “Groups are Fun, Groups are not Fun” in <i>Learning through Serving</i> • Chapter 5, “Creating Cultural Connections” in Learning through Serving <p>Assignments/Due Dates:</p> <ul style="list-style-type: none"> • Summary paper #6 due today at beginning of class

The **sessions completed during the 2-week study trip to Costa Rica** (May 20-June 2, 2012) will tentatively include the following topics, assignments, activities, and due dates:

5/20/12 (Sunday)	<p>Morning: airborne/depart for Costa Rica Afternoon: Travel by bus to the Maleku village of Palenque Tonjibe Evening: Educational session—learn about Maleku history and culture</p>
5/21/12 (Monday)	<p>Morning: Service-learning projects in the Maleku village Afternoon: Service-learning projects in the Maleku village Evening: Student reports/reflections on service-learning projects</p> <p>Required Readings:</p> <ul style="list-style-type: none"> • Chapter 6, “Reflection in Action” in <i>Learning through Serving</i>
5/22/12 (Tuesday)	<p>Morning: Educational trip to Rio Celeste—learn about Maleku culture and the environment Afternoon: Service-learning projects in the Maleku village Evening: Student reports/reflections on service learning project</p>
5/23/12 (Wednesday)	<p>Morning: Service-learning projects in the Maleku village Afternoon: Service-learning projects in the Maleku village Evening: Educational session on Maleku art</p>

5/24/12 (Thursday)	<p>Morning: Service-learning projects in the Maleku village Afternoon: Service-learning projects in the Maleku village Evening: Student reports/reflections on service learning projects</p> <p>Required readings:</p> <ul style="list-style-type: none"> Chapter 7, “Failure with the Best of Intentions” in <i>Learning through Serving</i>
5/25/12 (Friday)	<p>Morning: Travel by bus to Rustic Pathways “base camp” in La Fortuna Afternoon: Rafting “safari” on Sarapiquí River to learn about aquatic biodiversity and ecotourism Evening: Educational session on agriculture and service projects in La Fortuna area</p> <p>Required readings:</p> <ul style="list-style-type: none"> Lyngbaek, et al., “Productivity and profitability of multistrata organic versus conventional coffee farms in Costa Rica” (eLearning) “Costa Rica Pineapple Boom Unhealthy, Warn Experts” from the <i>Tico Times</i> (eLearning)
5/26/12 (Saturday)	<p>Morning: Eco-tourism in La Fortuna. Afternoon/evening: Service projects in La Fortuna area.</p>
5/27/12 (Sunday)	<p>Morning: Service-learning projects in the La Fortuna area Afternoon: Guided tour of rainforest via Arenal Hanging Bridges with session on rainforest eco-tourism Evening: Student presentations on service-learning projects</p> <p>Required readings:</p> <ul style="list-style-type: none"> Chapter 8, “Expanding Horizons” in <i>Learning through Serving</i>
5/28/12 (Monday)	<p>Morning: Service-learning projects in the La Fortuna area Afternoon: Continue service-learning projects in the La Fortuna area Evening: Student presentations on service-learning projects</p> <p>Required readings: Chapter 9, “Beyond a Grade” in <i>Learning through Serving</i></p>
5/29/12 (Tuesday)	<p>Morning: Travel by bus to Buena Vista Lodge in Guanacaste Afternoon: Sustainability tour with director of sustainability at Buena Vista Lodge</p>
5/30/12 (Wednesday)	<p>Morning: Eco-tourism at Buena Vista Lodge Afternoon: Free time Evening: Free time</p>
5/31/12 (Thursday)	<p>Morning/Afternoon: All-day hike to Rincon de la Vieja (national park and volcano) with guided tour</p>

6/1/12 (Friday)	Morning: Eco-tourism via hanging bridges canopy tour Afternoon: Graduate student presentation re: public policy, environmental sustainability, and eco-tourism Evening: Final discussion of service-learning projects/reflections Required readings: Chapter 10, "Looking Back, Looking Forward" in <i>Learning through Serving</i>
6/2/12 (Saturday)	Morning: Travel by bus to airport Afternoon/evening: Airborne, return to DFW

NOTE: Final service-learning paper and service-learning journal are due by 4 p.m. on Friday, June 13, 2012.

Assignments & Grading Policy

The following assignments are required for this course:

- **Summary papers (2 pg. each), attendance and participation in sessions held at UTD (25%)**
- **Participation in educational and service-learning activities during study trip (50%)**
- **Final service-learning paper (approx. 10 pg.) and service-learning journal (one 2-3 page entry per day of Costa Rica study trip) (25%)**

NOTE: Summary papers and final service-learning paper **MUST** be submitted to Turnitin.com.

TIMELINE FOR ASSIGNMENT OF FINAL COURSE GRADES: Because the "study trip" portion of this course will take place after the completion of the Spring 2012 semester, all students will initially be assigned a final course grade of Incomplete (I). Then, after the study trip to Costa Rica is complete and students have participated in all study trip activities, submitted the required service-learning journal, and submitted the final service-learning paper, final course grades will be assigned (by approx. June 20, 2012). Students who complete UTD sessions of this course but who decide not to go on the trip (for whatever reason) will receive a failing grade in the course.

Final course grades for undergraduate students will be assigned in conjunction with the following grading scale:

Grade	Range (%)
A	90-100
B	80-89
C	70-79
D	60-69
F	59 and below

Course & Instructor Policies

Assignment Format

Summary response papers and your final service-learning paper must adhere to the following formatting requirements:

- Put your name, date, the course name/number, and the assignment title (i.e.: Summary Paper #1) on cover page
- Font of your document should be Times New Roman, 12-point type.
- The body/content of your document must be double-spaced.
- Choose a standard citation style—APA, MLA, or Chicago.
- Graphics, tables, and illustrations need to be clearly identified and explained.
- Documents must be free of spelling, punctuation, and grammatical errors.
- Sources must be documented and/or quoted appropriately in the text as well as in the References/Bibliography at the end of your document.
- Multiple pages MUST be stapled together.
- Summary papers and final service-learning papers MUST be submitted to Turnitin.com.

NOTE: Failure to adhere to formatting requirements may result in your assignment being considered “incomplete” and, therefore, unacceptable.

Attendance: Students are expected to attend all class sessions and to attend and fully participate in all educational and service-learning activities included in this course.

Late Work: Deadlines are a serious matter. Missed deadlines cause delays and administrative headaches. In the professional world, they can also compromise professional reputations and careers. For these reasons, late or incomplete work is not acceptable in this course. Technological problems are not valid excuses for late work, so plan accordingly. Moreover, no late or makeup submissions will be accepted without appropriate documentation.

Summary papers must be submitted at the beginning of class on the date they are due and by their respective owner/author/student (someone else may NOT submit your paper for you if you are absent or late to class). Summary papers must be submitted in person and will not be accepted electronically. They must also be submitted to Turnitin.com.

Extra Credit: This course does not include “extra credit” opportunities.

Classroom Citizenship: All members of our classroom learning community are expected to communicate in a civil, respectful, and professional manner. Disagreement is acceptable (and even expected in college-level courses); disrespect, however, has no place in this or any classroom.

Technology Requirements: The course is taught using eLearning, and you should develop the habit of checking both eLearning and your UTD email often for assignments and announcements. Reliable and frequent internet connectivity is indispensable. It is your responsibility to ensure that you have access to the course through eLearning for the duration of the semester. Failure to check UTD or eLearning email, errors in forwarding email, and email bounced from over-quota mailboxes are not acceptable excuses for missing course-related emails or announcements.

Additionally, to protect your privacy rights, we will only send email through your official UTD email address or eLearning email. If you choose, you can redirect both of these addresses to external addresses.

NOTE: During the study trip to Costa Rica, we will have very limited access to email and limited Internet connectivity (some days, we will have NO access). Therefore, students are expected to print eLearning readings prior to departure for Costa Rica and pack those readings with course-related materials for the trip.

Classroom and Equipment Use Policies: **No laptops, cell phones, pagers, or other electronic messaging services may be used in the classroom during class sessions at UTD.** We recognize that many of us carry cell phones and other electronic communication devices so we can be contacted in the event of emergencies or other serious situations. During class time, however, we expect all members of our classroom learning community to turn these off or set them to vibrate/silent.

We recognize that many will likely bring cell phones to Costa Rica. However, during scheduled educational and service-learning activities, cell phone must be off and put away.

Detailed information about UTD academic policies, including student conduct and discipline, incomplete grading policy, and similar matters can be found at:

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

Technical Support

If you experience any problems with your UTD account you may send an email to: assist@utdallas.edu or call the UTD Computer Helpdesk at 972-883-2911.

Field Trip Policies

Off-campus Instruction and Course Activities

Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website address http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm. Additional information is available from the office of the school dean. Below is a description of any travel and/or risk-related activity associated with this course.

Student Conduct & 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 UTD printed publication, *A to Z Guide*, which is provided 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.

Academic Integrity

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 demonstrate 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, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, 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 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 (Policy Memorandum 84-I.3-46). For more information about the fair use exemption, see <http://www.utsystem.edu/ogc/intellectualproperty/copypol2.htm>

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 U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD 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 U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be

followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I 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.

Please note: withdrawal from the class does NOT entitle you to a refund of any money you have paid in conjunction with the travel portion of this course.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

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 originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

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.

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

The goal of Disability Services is to provide students with disabilities equal educational opportunities. Disability Services provides students with a documented letter to present to the faculty members to verify that the student has a disability and needs accommodations. This letter should be presented to the instructor in each course at the beginning of the semester and accommodations needed should be discussed at that time. It is the student's responsibility to notify his or her professors of the need for accommodation. If accommodations are granted for testing accommodations, the student should remind the instructor five days before the exam of any testing accommodations that will be needed. Disability Services is located in Room

1.610 in the Student Union. Office hours are Monday – Thursday, 8:30 a.m. to 6:30 p.m., and Friday 8:30 a.m. to 5:00 p.m. You may reach Disability Services at (972) 883-2098.

Guidelines for documentation are located on the Disability Services website at <http://www.utdallas.edu/disability/documentation/index.html>

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.

These descriptions and timelines are subject to change at the discretion of the Professors.