 

COURSE SYLLABUS updated 8/26/2023

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| DAB 480 (80419) |
| Analytics and Decision Making |
| Fall | 2023 |

Course Prefix & Number

Course Name

Term

# Course Information

## Instructor Information

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| **Instructor:**  | Professor Pflughoeft (Floog’ heft) |
| **Office:** | CPS 330 |
| **Physical Office Hours:** | T 3:30-4:30 pm, W 2:00-3:00 pm, R 9:30-10:30 am or by appointment |
| **Virtual Office Hours:** | Same as above |
| **Standard Zoom Link:** | <https://uwsp.zoom.us/j/92122155029?pwd=WkV5a3kzTy96RXp2ZEE5cXhuMncvQT09> |
| **Office Telephone:** | 715 346-3255 (only during office hours) |
| **E-mail:** | kpflugho@uwsp.edu |
| **Expected Response Time:** | Next Business Day (M-F) at the latest; if you feel I missed responding to an email, please email again |

## Course Information

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| **Meeting Time & Location**  | CPS 317; R 8:00-8:50 am  |
| **Course Description:**  | This course helps the students to synthesize their knowledge and gain further insights through research investigation or practical exploration. It provides an overview of strategies for effective problem investigation and solution through the complete analytics process.  |
| **Class Meetings:** | Capstones aim to bridge theory and practice while focusing on project-related work. The central idea is to give students a chance to demonstrate their expertise and skills in data analytics. Class meetings are meant to provide project updates and gain feedback from the group or professor. |
| **Credits:** | 4 |
| **Prerequisites:** | Instructor Approval is required, and concurrent course enrollment is expected for Sentry/Industry Capstones. All projects require instructor approval; approval for assigned Sentry projects has already been granted. |

## Textbook & Course Materials

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| **Required Text(s):**  | None |
| **Recommended App:** | ChatGPT to **LEARN** explore R/Python code (not to plagiarize) |

## Course Technology

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| **Course Website:**  | [www.uwsp.edu](http://www.uwsp.edu) LOGIN to Canvas |
| **Course Delivery:** | 100% in-person |
| **Delivery Mode Changes:** | Changes to course delivery may occur at any time during the term to address public health and safety concerns. |
| **Canvas Support:** | Click on the HELP button (  ) in the global (left) navigation menu and note the options that appear:* Ask Your Instructor a Question*Submit a question to your instructor*
	+ Use Ask Your Instructor a Question sparingly; technical questions are best reserved for Canvas personnel and help as detailed below.
* Chat with Canvas Support (Student)*Live Chat with Canvas Support 24x7!*
	+ Chatting with Canvas Support (Student) will initiate a *text chat* with Canvas support. Response can be qualified with severity level.
* Contact Canvas Support via email*Canvas support will email a response*
	+ Contacting Canvas Support via email will allow you to explain in detail or even upload a screenshot to show your difficulty.
* Contact Canvas Support via phone*Find the phone number for your institution*
	+ Calling the Canvas number will let Canvas know that you're from UWSP; phone option is available 24/7.
* Search the Canvas Guides*Find answers to common questions*
	+ Searching the [Canvas guides](https://community.canvaslms.com/docs/DOC-10701) connects you to documents that are searchable by issue. You may also opt for [Canvas video guides](https://community.canvaslms.com/docs/DOC-3891).
* Submit a Feature Idea*Have an idea to improve Canvas?*
	+ If you have an idea for Canvas that might make instructions or navigation easier, feel free to offer your thoughts through this Submit a Feature Idea avenue.

Self-train on Canvas through the Self-enrolling/paced [Canvas training course.](https://uws.instructure.com/courses/45767) |
| **UWSP Technology Support:** | The Office of Information Technology (IT) provides a Service Desk to assist students with connecting to the Campus Network, virus and spyware removal, file recovery, equipment loan, and computer repair. You can contact the Service Desk via email at techhelp@uwsp.edu or at (715) 346-4357 (HELP) or visit: [IT Service Desk.](https://www.uwsp.edu/infotech/Pages/ServiceDesk/default.aspx)For technology instruction sheets, online support videos, and other related resources, go to: [UWSP Online Student Support.](https://www.uwsp.edu/online/Pages/Student-Support.aspx)The university also provides a Technology Tutoring service in which tutors meet with students one-on-one to provide technology assistance. To receive help of this nature visit**:** [Tech Essentials Training.](https://www3.uwsp.edu/tlc/Pages/TechEssentials.aspx)Additional tools designed to help students taking online or hybrid courses can be found at: [UWSP Online Student Orientation.](https://www.uwsp.edu/online/Pages/Online%20Student%20Orientation.aspx) |

# Learning Outcomes

## Course Goals/Objectives

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| By the end of the project, students are expected to be able to:* Cordially interact with team members and stakeholders.
* Clearly communicate project results to decision-makers.
* Understand concepts and characteristics of project data.
* Understand methodologies & analysis methods applied to project.
* Apply principles and practices in data screening, cleaning, linking, and visualizations
* Create a presentation of your results that can be understood by end-users, managers and other stakeholders (not too much techno-speak)
* Understand how organizational processes may impact data-driven decisions
* Knowledge Related
	+ Build a case solution using the analytics process
	+ Use of modeling techniques to analyze data
* Comprehension Related
	+ Explain and summarize the analytics process, steps performed, methodology and explanation of results
* Application Related
	+ Construct conceptual and quantitative models to support the decision-making process
	+ Perform the search of best alternatives to proceed with data, modeling, and tools selection
* Analysis Related
	+ Consolidate the resources of data analysis in the real situation
* Communication Related
	+ Report all processes and findings in the data analytics project
* Evaluation Related
* Compare results and alternatives under several scenarios
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***2.2.      Academic Unit***

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| **SSBE Mission:** | The UW-Stevens Point Sentry School of Business and Economics creates career ready graduates and leaders through applied learning. We serve the businesses, economy, and people of the greater Central Wisconsin region. We specialize in preparing students for success by providing professional development experiences, access to employers, and in-demand skills. The SSBE achieves its mission by valuing:* Talent development
* Lifelong learning
* Career preparation
* On the job experiences
* Community outreach
* Regional partnerships

Continuous improvement |
| **Accreditation Commitment:** | SSBE is accredited by the Association to Advance Collegiate Schools of Business (AACSB), a designation earned by only 5 percent of world business schools. Accreditation instills a culture of continuously improving our programs through connections with local business leaders, alumni and the community. |

# Course Policies

## Attendance

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| Attendance is mandatory to track progress, provide updates, and resolve project issues. |

## Average Time Investment/Workload Policy Statement

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| DAB 440 is a 4 credit class. Besides lecture/lab time, a 4 credit class has an expectation of another 8 hours per week for assignments and readings. |

## Canvas Announcements

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| Please check Canvas Announcements for the course from time to time. This is the primary means by which I communicate to the class as a while when we are not physically meeting. |

## Check off Lists

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| There are two required checkoffs you must attain to continue with your projects. Each check off requires my approval and may require additional approvals for company-related projects.1) Project Plan2) Final Presentation |

## Classroom conduct

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| Please mute cell phones and any audible device during classes. Please do not hold private conversations or text while I am lecturing as it is a distraction to others. |

## Course Modality

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| This course is currently broken up into Industry and Academic projects. For industry projects, your project supervisor will be assigned by the company. That person will most likely assign your mentors and introduce and arrange internal client meetings. Keep in mind that this person is largely fulfilling the role of a professor but final grades will be assigned by me based, in part, from their feedback. Depending on the company, this arrangement could vary slightly.For projects where you have not been assigned industry supervisors/mentors, those roles will be largely filled by me.Industry work may be largely proprietary, however, keep in mind, that I still provide mentorship for all students and I attend all final presentations. For industry projects, I may not have access to the data, models and code which are used to arrive at your results. I can request access to those materials if need be. |

## Email Policy

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| * I try to answer questions in a timely manner but if you haven’t received a response from me within 1 business day (M-F), please resend the email.
* If your email is only informative in nature, such as you are missing a class, I usually don’t reply to those emails but rather just file them. If your email has a question or issue that needs to be addressed, I will reply to it.
* If you receive an email from me that requires a response, please respond.
* Please include “DAC 480” as part of your subject line.
* Do not use the Canvas email option unless it is routed via your outlook account.
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## Exams and Quizzes

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| There are no exams and quizzes in this course. |

## Organizational Conflicts

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| The university works closely with our industry partners and maintains good relationships with them. If at any point, you feel the need to discuss a particular issue, you are free to discuss that with me and maintain confidentiality, if desired. Sometimes working with an industry partner results in applying techniques that are not best practices. You are free to discuss those issues with me as well but often times I will state you need to do what they ask. |

## Project Presentation

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| The main deliverable in this course is the final PowerPoint presentation. For those at Sentry, you will have mentors that guide you through the process. For others, I will help you do so. The final presentation is weighed heavily since it is the culmination of your semester’s work. I or others will provide guidance on each part of the requirements. I will provide oral feedback on your work as you give updates.A more detailed grading rubric concerning the final project/presentation will be shared later in the semester. |

## Etiquette/Netiquette

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| Just be respectful and courteous to others. |

# Grading

## Grading Scheme

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| **Letter Grade** | **Percentage Range ( x = your score )** |
| A | 93.0% | ≤ | x | ≤ | 100.0%  |
| A- | 90.0% | ≤ | x | ≤ | 92.99% |
| B+ | 87.0% | ≤ | x | ≤ | 89.99% |
| B | 83.0% | ≤ | x | ≤ | 86.99% |
| B- | 80.0% | ≤ | x | ≤ | 82.99% |
| C+ | 77.0% | ≤ | x | ≤ | 79.99% |
| C | 73.0% | ≤ | x | ≤ | 76.9% |
| C- | 70.0% | ≤ | x | ≤ | 72.99% |
| D+ | 67.0% | ≤ | x | ≤ | 69.99% |
| D | 60.0% | ≤ | x | ≤ | 66.99% |
| F | 0.0% | ≤ | x | ≤ | 59.99% |

##  Instructor reserves the right to implement a curve which is beneficial to the students.

## Distribution of Points

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| Initial Project Plan with updates: | 15% |
| Class Attendance | 15% |
| Final Presentation – Data Preparation, Analysis, Presentation, Results, Answering Questions  | 70%  |

Please note that the grading scheme in Canvas is a weighted point. (it is NOT a simple point total)

# Schedule

## Tentative Schedule

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| Week Nbr | Start Date R | Topic | Event/Assignments |
| 1 | 9/07 | Introductory Meeting/ExpectationsDetermine Non-Sentry Project Assignment |  |
| 2 | 9/14 | Sentry Project Reviews, Non-Sentry Project Selections | Sentry Students introduce Projects Upload Project Plan to Canvas |
| 3 | 9/21 | Non-Sentry Project Reviews | Non-Sentry Students introduce ProjectsUpload project plans to Canvas |
| 4 | 9/28 | Meet with Students |  |
| 5 | 10/05 | Sentry Presentation Updates #1 | PPT |
| 6 | 10/12 | Non-Sentry Presentation Updates #1 | PPT |
| 7 | 10/19 | Meet with Students |  |
| 8 | 10/26 | Meet with Students |  |
| 9 | 11/02 | Sentry Presentation Updates #2 | PPT |
| 10 | 11/09 | Non-Sentry Presentation Updates #2 | PPT |
| 11 | 11/16 | Meet with Students |  |
| 12 | 11/23 | Thanksgiving |  |
| 13 | 11/30 | General Presentation Discussion |  |
| 14 | 12/07 | Sentry Presentations | Sentry Project Evaluation |
| 15 | 12/14 | Official Sentry Presentations (12/13) 10:00 amAcademic Final Presentations | Upload Non-Sentry PPT to Canvas |
| 16 |  | No Final Exam; ignore AccessPoint |  |

**Schedule Footnotes:**

* This schedule is a guide to the coverage of topics. The instructor reserves the right to alter the presentation schedule as necessary to benefit the class.
* Smiley Professional Events – There are NO Pro Events required for this class.

## Dates and Deadlines

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| Actual dates and deadlines are posted on Canvas. In a few circumstances, the instructor reserves the right to extend the deadlines. All provided course schedules are organized by week number in accordance with the official UWSP Academic calendar. A direct link to the UWSP Academic calendar can be found here: [UWSP Academic Calendar.](https://www.uwsp.edu/acadaff/Pages/AcademicCalendar.aspx) |

# Other Administrative Details

## ADA / Equal Access for Students with Disabilities

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| The American Disabilities Act (ADA) is a federal law requiring educational institutions to provide reasonable accommodations for students with disabilities. Links to UWSP’s policies regarding ADA, nondiscrimination, and Online Accessibility (IT & Communication Accessibility) can be found at: [UW Legal and Policy Information.](https://www.uwsp.edu/datc/Pages/uw-legal-policy-info.aspx)UW-Stevens Point will modify academic program requirements as necessary to ensure that they do not discriminate against qualified applicants or students with disabilities.  The modifications should not affect the substance of educational programs or compromise academic standards; nor should they intrude upon academic freedom. Examinations or other procedures used for evaluating students' academic achievements may be adapted. The results of such evaluation must demonstrate the student's achievement in the academic activity, rather than describe his/her disability.If modifications are required due to a disability, please inform the instructor and contact the Disability Resource Center (DRC) to complete an Accommodations Request form. The DRC is located in room 108 in the Collins Classroom Center (CCC). For more information, call 715-346-3365 email drc@uwsp.edu, or visit: [Disability Resource Center](http://www.uwsp.edu/drc) |

## Nondiscrimination Statement

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| No person shall be discriminated against because of race, ethnicity, color, age, religion, creed, gender, gender identity, sexuality, disability, nationality, culture, genetic information, socioeconomic status, marital status, veteran’s status, or political belief or affiliation and equal opportunity and access to facilities shall be available to all. To address concerns regarding any of these issues please call 715‑346‑2606 or visit: [Equal Opportunity Human Resources](http://www.uwsp.edu/hr/Pages/Affirmative%20Action/About-EAA.aspx) |

## SBE Inclusivity Statement

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| It is my intent that students from diverse backgrounds and perspectives be well-served by this course, that students’ learning needs be addressed both in and out of class, and that the diversity that the students bring in and out of class be viewed as a resource, strength, and benefit. Every person has a unique perspective and we learn from hearing many of them, but not all perspectives are represented in course readings. So, learning depends upon all of you contributing to the class with your own opinions and perspectives. It is my intent to present materials and activities that are respectful of diversity: gender identity, sexuality, disability, age, socioeconomic status, ethnicity, race, nationality, religion, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally, or for other students or student groups.If you have experienced a bias incident (an act of conduct, speech, or expression to which a bias motive is evident as a contributing factor regardless of whether the act is criminal) at UWSP, you have the right to report it. To do so, first go to the [Hate Bias Response Team website](https://www3.uwsp.edu/hbrt/Pages/default.aspx), then click the button that corresponds to the appropriate campus, and finally complete and submit the report. You may also contact the Dean of Students office directly at dos@uwsp.edu. Further information on UWSP’s commitment to an inclusive campus can be found here: [Equity, Diversity, and Inclusion](https://www.uwsp.edu/equity-diversity-inclusion/?_ga=2.153240891.2061676798.1662211020-1646716202.1584973873) |

## Religious Beliefs Accommodation

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| It is UW System policy (UWS 22) to reasonably accommodate your sincerely held religious beliefs with respect to all examinations and other academic requirements. A direct link to this policy can be found here: [Chapter UWS 22 Accommodation of Religious Beliefs](https://docs.legis.wisconsin.gov/code/admin_code/uws/22). |

## Help Resources

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| This section offers help resources relating to academic tutoring, healthcare, counseling, and other matter of student wellbeing. For help recourse related to technology use, please see section 1.4 above.The Tutoring and Learning Center helps with Study Skills, Writing, Technology, Math, & Science. The Tutoring and Learning Center is located at 234 Collins Classroom Center (CCC). For more information, call 715‑346‑3568 or visit: [Tutoring-Learning Center (TLC) at UWSP](https://www.uwsp.edu/tlc/Pages/default.aspx).If you need healthcare, UWSP Student Health Service provides student-centered healthcare that empowers and promotes wellness for all UWSP students. Student Health Service is located on the 1st floor of Delzell Hall. For more information, call 715‑346‑4646 or visit: [UWSP Student Health Services.](http://www.uwsp.edu/stuhealth/Pages/default.aspx)The UWSP Counseling Center is staffed with licensed mental health professionals dedicated to assisting students as they navigate difficult circumstances or resolve personal concerns. Therapy and consultation services are free of charge for registered students. The UWSP Counseling Center is located on the 3rd Floor of Delzell Hall. For more information, call 715-346-3553 or visit: [UWSP Counseling Center.](http://www.uwsp.edu/counseling/Pages/default.aspx)In addition to the support services provided by Student Health Service and the UWSP Counseling, there are also professional support services available to students through the Dean of Students. Responding to students with care, concern, and resources is critical in supporting the success of our students and campus community, and therefore the Dean of Students maintains a list of resources that can provide support for a wide variety of situation. That list can be found here,[Dean of Students Resources](https://www3.uwsp.edu/dos/Pages/resources.aspx). Moreover, the Office of the Dean of Students supports the campus community by reaching out and providing resources in areas where a student may be struggling or experiencing barriers to their success. Faculty and staff are asked to be proactive, supportive, and involved in facilitating the success of our students through early detection, reporting, and intervention. As such, an instructor may contact the Office of the Dean of Students if he or she senses that a student is in need of additional support beyond what the instructor is able to provide. Simply put, the Dean of Students is here to help. If you are ever unsure of what to do or who to contact, contact the Dean of Students Office at 715-346-2611 or visit them online at [UWSP Office of the Dean of Students.](http://www.uwsp.edu/dos/Pages/default.aspx)UWSP students may also share a concern directly if they or another member of our campus community needs support, is distressed, or exhibits concerning behavior that is interfering with the academic or personal success and/or the safety of others. Please report any concerns of this nature at: [UWSP Dean of Students Anonymous Reports.](https://www.uwsp.edu/dos/Pages/Anonymous-Report.aspx) |

## Emergency Response Guide

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| In the event of an emergency, follow UWSP’s emergency response procedures. For details on all emergency response procedures, please go to: [UWSP Emergency Guidebook pdf.](https://www3.uwsp.edu/emergency/Documents/UWSP%20Emergency%20Guidebook.pdf) |

## UWSP Community Bill of Rights and Responsibilities

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| UWSP values a safe, honest, respectful, and inviting learning environment. In order to ensure that each student has the opportunity to succeed, a set of expectations has been developed for all students, staff, and faculty. This set of expectations is known as the Rights and Responsibilities document, and it is intended to help establish a positive living and learning environment at UWSP. For more information, go to: [UWSP Community Bill of Rights and Responsibilities.](https://catalog.uwsp.edu/content.php?catoid=10&navoid=422#section-1-communal-bill-of-rights-and-responsibilities) |

## University Attendance Policy

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| In addition to the course attendance policies determined by the instructor (noted above if applicable), the university provide standard guidelines by which students are to abide. All exceptions to the course attendance policy or the university guidelines should be documented in writing. A link to the university’s attendance guidelines can be found at: [University Attendance Policy.](https://www.uwsp.edu/regrec/Pages/Attendance-Policy.aspx) |

## University Drop Policy

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| You are expected to complete the courses for which you register. If you decide you do not want to take a course, you must follow the procedures established by the university to officially drop the course. If you never attend or stop attending a course and fail to officially drop, you will receive an F in the course at end of the semester. A link to the university’s drop policy can be found at: [University Drop Policy.](https://catalog.uwsp.edu/content.php?catoid=11&navoid=431&hl=add%2Fdrop&returnto=search#Drop/Add/Withdrawal_Procedures) |

## Academic Honesty

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| UW System policy (UWS 14) states that students are responsible for the honest completion and representation of their work, for the appropriate citation of sources, and for respect of others' academic endeavors. Students suspected of academic misconduct will be asked to meet with the instructor to discuss the concerns. If academic misconduct is evident, procedures for determining disciplinary sanctions will be followed as outlined in UWS 14. A direct link to this policy can be found here: [Chapter UWS 14 Student Academic Disciplinary Procedures.](https://docs.legis.wisconsin.gov/code/admin_code/uws/14)  |

## Grade Reviews/Appeals

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| A formal grade appeal, also known as a Grade Review, can be requested in instances when the student feels that he or she was not provided a syllabus with a grading scale in a timely manner (i.e., the end of the second week of classes) and/or the instructor did not stick with the grading scale published in the syllabus. Questions of whether or not the instructor appropriately graded one or more of the course assignments, quizzes, exams, etc. are not matters to be decided by a formal grade appeal, but rather should be taken up with the instructor directly. Information on grade reviews can be found in the University Handbook, Chapter 7, Section 5. A link to the university’s policies on non-academic misconduct can be found at: [UWSP Grade Reviews/Appeals](https://www.uwsp.edu/acadaff/Pages/gradeReview.aspx). |

## Non-Academic Misconduct

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| Information on non-academic misconduct can be found in Chapters 17 and 18 of the Student Rights and Responsibilities Document. A link to the university’s policies on non-academic misconduct can be found at: [UWSP Non-Academic Misconduct](https://www.uwsp.edu/dos/Pages/stu-conduct.aspx). |

## Confidentiality

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| Under FERPA, students cannot remain anonymous in a class. Students are permitted to know who else is in their class.Learning requires risk-taking and sharing ideas. Please keep your classmates’ ideas and experiences confidential outside the classroom unless permission has been granted to share them.This course may require students to post their work online using applications or services that have not been approved by UW-system. In this situation, the students work will only be viewable only by his or her classmates. None of the work submitted online will be shared publicly. Some assignments require account creation for online programs. The instructor of this course will not share your academic records (grades, student IDs). Confidentiality of student work is imperative, so you should not share the work of your peers publicly without their permission. By participating in these assignments, you are giving consent to sharing of your work with others in this class and you recognize there is a small risk of your work being shared online beyond the purposes of this course. Examples of additional risks include data mining by the company providing the service, selling of your email to third parties, and release of ownership of data shared through the tool. Please contact your instructor prior to the due date if you wish not to participate in these online assignments due to confidentiality concerns. UW-System approved tools meet security, privacy, and data protection standards. For a list of approved tools, go to: [UWS Digital Learning Environment External Application Integration Requests](https://www.wisconsin.edu/dle/external-application-integration-requests/). Tools not listed on the website linked above may not meet security, privacy, and data protection standards. If you have questions about tools, contact the UWSP IT Service Desk at 715-346-4357. Links to the Terms of Use and Privacy Polices for tool used at UWSP be found at: <https://www.uwsp.edu/online/Pages/Privacy-and-Accessibility-Links.aspx>Here are steps you can take to protect your data and privacy:* Use different usernames and passwords for each service you use
* Do not use your UWSP username and password for any other services
* Use secure versions of websites whenever possible (HTTPS instead of HTTP)
* Have updated antivirus software installed on your devices

Additional resources regarding information security at UWSP can be found at: [Terms of Use and Privacy Policies for Tools Used](https://www.uwsp.edu/online/Pages/Privacy-and-Accessibility-Links.aspx)It is important for students to understand that faculty are required to report any incidents of maltreatment, discrimination, self-harm, or sexual violence they become aware of, even if those incidents occurred in the past, off campus, or are disclosed as part of a class assignment. This does not mean an investigation will occur if the student does not want that, but it does allow the university to provide resources to help the student continue to be successful. |

## Intellectual Property - A Guide to Student Recording & Sharing Class Content

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| Lecture materials and recordings for this class are protected intellectual property at UW-Stevens Point. Students in this course may use the materials and recordings for their personal use related to participation in this class. Students may also take notes solely for their personal use. If a lecture is not already recorded, you are not authorized to record my lectures without my permission unless you are considered by the university to be a qualified student with a disability requiring accommodation. [Regent Policy Document 4-1] Students may not copy or share lecture materials and recordings outside of class, including posting on internet sites or selling to commercial entities. Students are also prohibited from providing or selling their personal notes to anyone else or being paid for taking notes by any person or commercial firm without the instructor’s express written permission. Unauthorized use of these copyrighted lecture materials and recordings constitutes copyright infringement and may be addressed under the university's policies, UWS Chapters 14 and 17, governing student academic and non-academic misconduct. |

## Sample Coursework Permission

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| The instructor may wish to use a sample of your work or some of the feedback you provide on the course in future teaching or research activities. Examples: showing students an example of a well-done assignment; analyzing student responses on a particular question; discussing teaching techniques at a conference. If your coursework or feedback is used, your identity will be concealed. If you prefer not to have your work included in any future projects, please send the instructor an e-mail indicating that you are opting out of this course feature. Otherwise, your participation in the class will be taken as consent to have portions of your coursework or feedback used for teaching or research purposes. |

## Revision Clause

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| This syllabus, the provided schedule, and all aforementioned coursework, are subject to change. It is the student’s responsibility to check the course website for corrections or updates to the syllabus. Any changes will be clearly noted in a course announcement or through email. |