Time: Tucson: Tuesday 2:30 – 3:55pm. Phoenix: 4:15 -5:40pm For the first week only, the Phoenix section will meet on Monday, 8/26, 3:30-4:55. The Tucson section will meet at the normal course time, on Tuesday, 8/27, 2:30-3:55pm. This will ensure both classes will have an in-person meeting for the first session.

Locations: Tucson Location: Health Sciences Library 2102
Phoenix Location: Building 2, T-health Classroom, Room #2306

Instructor: Gail Barker, PhD, MBA
Email: barkerg@email.arizona.edu

Teaching Assistant: Emma Conners
Email: emmaconners@email.arizona.edu

Lead Student, Phoenix: Looking for Volunteer

Office Hours for Instructor and TA in both Tucson and Phoenix: By appointment

Catalog Description: This course will offer a current approach to the fundamentals of budgeting and financial management with an emphasis on non-profit and health care organizations, in particular the community health sector.

Course Prerequisites: You will need a calculator for this course. Most Smartphones have this function. In addition, a basic knowledge of Microsoft Excel is required. To demonstrate this, students must watch the Excel tutorials (unless they are familiar with Excel) and complete the posted Excel Budget Exercise in Week 1.

Learning Objectives: This course is intended to provide fundamental budget and financial management skills required for successful leadership for community, health and non-profit organizations. There is an emphasis on community health and non-profit business concepts. By the end of the course students should:
1) Understand the fundamentals of financial management
2) Be able to construct different types of budgets and study budget processes
3) Comprehend financial accounting principles and reports
4) Be able to develop a small business plan
5) Recognize the role of ethics in financial management
6) Understand how financial reports are used for management decision-making
MPH Core Competencies Achieved:
Explain basic principles and tools of budget and resource management
• Assessment Method: Students will prepare different types of budgets and conduct a complete financial health assessment of a NPO. Findings will be submitted via homework exercises and presented in a formal report and presentation to the class.

Health Services Administration Competencies Achieved:
Construct and interpret budgets to analyze the fiscal status of public health, health care and non-profit organizations
• Assessment Method: Students will prepare different types of budgets and conduct a complete financial health assessment of a NPO. Findings will be submitted via homework exercises through d2l and presented in a formal report and presentation to the class.

Public Health Policy and Management Competencies Addressed:
Construct and interpret budgets, and apply accepted financial concepts and analyze the fiscal status of public health, health care and non-profit organizations.
• Assessment Method: Students will give presentations, complete homework exercises and a final project, answer discussion questions and take quizzes.

Public Health Practice Competencies Addressed:
Apply accepted financial concepts to analyze the fiscal status of public health, health care and non-profit organizations.
• Assessment Method: Students will conduct a complete financial health assessment of a NPO. Findings will be presented in a formal report and presentation to the class.

DrPH Competencies Addressed:
Develop and evaluate budgets types, synthesize financial information, and critique the financial health of public health, health care and non-profit organizations.
• Assessment Method: Students will give presentations, complete homework exercises and a final project, answer discussion questions, take quizzes and prepare a policy brief.

Expected Learning Outcomes: By the end of the semester students should be able to demonstrate knowledge of financial management and accounting principles, be able to construct different types of budgets, be able to read, understand and use financial reports and compile a business plan.

Course Notes: Course notes will be distributed throughout the semester on d2l.

Required Texts/Readings:


2. Students are required to obtain an American Psychology Association (APA) writing style guide or bookmark applicable sites such as https://owl.english.purdue.edu/owl/resource/560/01/. There are also resources available to you in the Important Course Materials folder. We will be using
the APA format for this class and it will be important for you to understand APA format and citation guidelines.

Grading/Student Evaluation:
90-100 = A
80-89  = B
70-79  = C
60-69  = D
Please Note: Grades are not rounded up

Grading Rubrics:
Excel Problem Grading Rubric
- Excel Problem Format and Calculations: 35%
- Methods (Description) of Calculations: 35%
- Summary of Calculations in the Context of the Problem: 30%

Paper Grading Rubric
- Content = 65% (Elements below represent a percentage of the total)
  - Thoroughness – 25%
  - Relevance – 25%
  - Logic & thought/critical thinking – 30%
  - Directions followed – 20%
- Presentation = 35% (Elements below represent a percentage of the total)
  - Organization and Coherence – 40%
  - Adherence to APA format – 30%
  - Spelling and Grammar – 30%

PowerPoint or PDF Grading Rubric
- Content = 65% (Elements below represent a percentage of the total)
  - Thoroughness – 25%
  - Relevance – 25%
  - Logic & thought/critical thinking – 30%
  - Directions followed – 20%
- Presentation = 35% (Elements below represent a percentage of the total)
  - Organization and Coherence – 35%
  - Adherence to APA format – 25%
  - Spelling and Grammar – 25%
  - Powerpoint Presentation - 15%

Discussion Question Grading Rubric
- Content = 75% (Elements below represent a percentage of the total)
  - Thoroughness and Relevance – 33.3%
  - Logic & thought/critical thinking – 33.3%
  - Directions followed – 33.3%
- Presentation = 25% (Elements below represent a percentage of the total)
  - Organization and Coherence – 65%
  - Spelling and Grammar – 35%
Co-Convened Courses: DrPH students will prepare a policy brief defending or recommending changes to the government accounting standards.

Workload Weighting:
Attendance and individual participation = 12 pts, 11.5%
Peer evaluations = 6 pts, 6%
Weekly quizzes = 13 pts, 12%
Discussion questions = 12 pts, 11.5%
Other assignments = 42 pts 40%
Group final poster presentation = 5 pts, 5%
Group final project paper = 15 pts, 14%
DrPH + 8 pts

Class Participation: Students are expected to attend class sessions and actively participate in class discussions and course activities both in-person and on-line. No more than three classes can be missed to successfully complete the course. There will be an attendance sheet at each site for you to sign each week. It is your responsibility to make sure you sign the attendance roster each week, as we will not always remember you were in attendance. All class absences will result in a loss of the week’s attendance point.

All course work is handled through d2l. The homework should still be uploaded to the course assignments folder, the on-line quiz should be taken and the discussion question completed by the weekly deadlines to obtain course points. Students are required to complete all assignments on the respective due date as detailed in the course schedule. Late assignments will not be accepted. If a student is prevented from submitting an assignment on time due to a D2L or network technical error, the student must submit evidence (i.e., help desk ticket,) dated before the assignment deadline to the instructor. NOTE: All assignments must be turned into the assignments folder by 11:59pm on the designated due date to obtain points. Work submitted that does not adhere to instructions will be reduced by 50% of available points (i.e., not explaining calculations, not working in groups for those assignments, ignoring discussion question instructions etc.). Students are required to complete all assignments on the respective due date as detailed in the course schedule.

Teams:
In PHPM569, there will be team and individual assignments. There is a significant amount of group work in this class. Teams will be preassigned and must adopt a team charter to document expectations including group assignment contribution dates (see sample team charter on course website.) Team Charters should be uploaded to the respective assignment folder in d2l. Students must also include in one or two sentences on the bottom of all team activity assignments each member’s contribution to the assignment. If all team members contributed equally to an assignment, a statement stating this is acceptable. Please make sure every student has an opportunity to participate, at some level, in each assignment so all students are exposed to the course material.

Working in teams is an important part of the MPH program. It is also how we work in the 21st century. Please be aware that not all team members will have the same work habits. It is important to respect the strengths and uniqueness of each individual. This can actually work to the group’s advantage. Please keep this in mind as you draft your team charter.

Homework Assignments:
There will be weekly homework assignments that will include a variety of financial exercises including preparing different budget models. The assignments consist of both group and individual work. All homework assignments are due Monday at 11:59 pm, except for the Week 13 assignment , which is due
Sunday at 11:59pm. Students should upload each assignment using the following format: “PHPM569_Assignment Title_Last Name.”

A. Individual Example: “PHPM569 - Assignment 1: Camp Budgeting Exercise - Smith.”
B. Team Example: “PHPM569 - Assignment 3: Balanced Scorecard - Smith, Jones, Matthews, Rodriguez

All assignments should be uploaded in Word, Excel, or PowerPoint. PDF documents will not be accepted unless specifically indicated. Assignment instructions might change slightly during the class and instructions provided in class or d2l supersede syllabus.

Excel: Students will be expected to use Excel in PHPM569. There are tutorials available in the Important Students Resources folder to help you. In Module 1, students will be asked to complete an Excel budget exercise to demonstrate a basic knowledge of Excel.

Homework Problems. It is imperative when submitting a problem assignment that students use Excel formulas, describe their methods to solve the problem(s) and summarize what the calculations mean in the context of the problem. In other words, it is not sufficient to simply upload the worksheet without an explanation. Students’ methods must be provided using a text box or other descriptive means to describe in words how the exercise was solved and what the answer means. Using formulas in Excel is also required as it allows instructors to see students’ work. An example of this requirement is available in the Important Course Materials folder. Some of the individual problem assignments will be posted with solutions. Prior to submission, students are encouraged to complete the assignment and then check and/or correct their work (prior to submission), using the posted solution as a guide. The description requirements mentioned above still apply.

Papers. There will be written assignments in the class. Unless otherwise noted, assignments should be written using APA style and be submitted in Word format. Please review APA resources in the Important Course Materials folder in d2l, pick up a guidebook and/or and bookmark resources on-line. You will be notified if references are required for each assignment. Be sure you use proper formatting techniques. An abstract and table of contents are not required for PHPM 569 papers.

Quizzes:
There will be a weekly quiz during the course. Weekly Quizzes must be taken by Monday at 11:59 pm throughout the course. The quiz will be closed after this time and you will not be able to take the quiz once the deadline has passed. You may take quizzes any time during the week before the weekly due date and each quiz will be timed. All quizzes are open source.

Discussion Questions:
There will be a discussion question in Weeks 1-12 to further explore the class concepts. Discussion question posts should be short, succinct and straight to the point. Students must submit a post before other student posts can be viewed. Discussion posts should be free of grammatical and spelling errors (You may want to draft your initial response in a word document and then paste your response into d2l.) Students should issue an initial response (answer) to the weekly discussion question of 100 - 175 words by Friday at 11:59 pm. Unless otherwise specified, initial responses to the discussion questions should have at least one citation from a respected source for each initial response (please do not just use the textbook.) Then, by the following Monday at 11:59pm at least one response of 50-100 words to other students’ posted responses should be posted. No citations are required for second (and subsequent) posts. To summarize, each student should answer each question initially and post a response to other students’ posts to receive full discussion question points. Students should also include their word count for each post to ensure compliance within
the allowable ranges (i.e., word count = 175 or WC = 175.) Up to 0.25 pts will be deducted for word counts over or under the posted ranges and up to 0.75 pts will be deducted for no citations unless otherwise specified in the instructions. You may post your answers any time before the respective due dates. Again, initial posts should be completed by Friday at 11:59 pm and responses should be posted by the following Monday at 11:59 pm. The reason for word count stipulations is to simulate requirements by many agencies and publishers for succinct and restrictive submissions.

**Final Course (Capstone) Presentation and Paper[s] (Due Dec 3):**

**Final Course Paper:** Assigned teams will choose a Non-Profit organization and will conduct a complete analysis regarding the financial health of the chosen organization. Complete details for final paper are provided in the PHPM569 Final Project Outline document located in the Important Course Materials folder in d2l. The paper components are covered in the weekly material and it is strongly recommended that teams work a little bit each week on their final paper. In some weeks, homework assignments are actually part of the final project. The final project will also include a small business plan. Instructions for the business plan are also included in the PHPM569 Important Course Materials folder in d2l.

**Final Course Poster Presentation:** Assigned Teams will prepare a final project presentation. This can be done as a powerpoint, skit, video (e.g. YouTube) etc. Presentations will be timed and cannot exceed 8 minutes (no exceptions). If using Powerpoint, there is a limit of 10 sides, not including the introduction or references. Complete instructions for the poster presentations are located in the Important Course Materials folder.

As part of the final paper, students will be developing a small business plan. Instructions for the business plan can be found in the Important Student Resources folder.

**DrPH Paper:** In addition to the course project paper, DrPH students are required to individually submit a policy brief on a public health or health care financial issue that needs to be presented to a policy maker. Instructions for the DrPH policy brief are located in the Important Course Materials folder. The instructor will hold a meeting with the DrPH students to discuss the assignment and answer questions.

**Peer Evaluations:**

Due to the amount of group work in this class, students will perform peer evaluations. The peer evaluations will represent 6 pts and will be due Monday Nov 25, at 11:59 pm. Failure to complete the evaluations will result in an automatic 6 pt reduction in the student’s overall grade regardless of his/her peer evaluations submitted by other students. Peer Evaluation materials are located in the Important Course Materials and Week 13 folders.

**Stockwatch Presentations:** During the course, each group will be asked to choose a stock to follow and give a 5 minute presentation on their stock choice during the semester. Presentations will be timed so be sure not to go over the time limit. Assigned teams should present their stock, provide a little background on the stock, tell the class the rational in choosing the particular stock and why this stock is going to win the Stockwatch contest. The presentation can be done as a video, a powerpoint presentation, a song, or a skit.

**Course Schedule:** All weekly assignments will be available at the end the weekly lectures or in the d2l content file for the week. Below are the dates of classes, topics, readings and assignments.

<table>
<thead>
<tr>
<th>Wk #</th>
<th>Course Assignments</th>
<th>Workload Points</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>1. Watch APA formatting videos if unfamiliar with APA formatting</td>
<td>1 pt attendance/</td>
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<td></td>
<td>2. Watch Excel tutorials (if needed)</td>
<td>participation</td>
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<tr>
<td>to</td>
<td>3. Watch Chapter 1 lecture, Read Ch 1 &amp; posted materials; Ch 1 classroom</td>
<td>1 pt Excel budget</td>
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<tr>
<td>Financial</td>
<td>discussion</td>
<td>prob</td>
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<tr>
<td>Management</td>
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<tr>
<td>Date</td>
<td>Weekly Activities</td>
<td>Points</td>
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| 8/26 Phx   | 4. Introduce yourselves to your assigned teams and choose group name  
5. Review final project outline, final project presentation, peer evaluation form and DrPH final project instructions as applicable  
6. Assignments due 9/2 at 11:59pm (you may wish to submit early as 9/2 is a holiday)  
   a. Individually complete budget exercise  
   b. Individually take weekly quiz  
   c. Individually answer discussion question (DQ): initial response 8/30, reply by 9/2  
   d. Upload team charter  
   e. Upload the name of the NPO your group chose to analyze. Please include a link to the organization’s financial reports.  
7. Information due for 9/3 class:  
   a. Pick/report your assigned team’s name to the TA by 3:00 pm  
   b. Pick/report your assigned team’s stock | 1 pt discussion question (DQ)  
1 pt quiz |
| 8/27 Tuc   |                                                                                                                                                                                                                                                                                                                                                                          |        |
| 8/28 Phx   | 1. Watch Chapter 2 lecture, Read Ch 2 & posted materials; Ch 2 classroom discussion  
2. Assigned teams report Stock and NPO choice to TA (can be done via email)  
3. Assignments due 9/9, 11:59pm:  
   a. Individually compile Exercise Camp Budget.  
   b. Individually answer cash distribution problem  
   c. Individually complete Prob 2-20 in your textbook  
   d. Individually answer DQ: initial response 9/6, reply by 9/9  
   e. Individually take weekly quiz | 1 pt attendance/ participation  
1 pt Camp Bud  
1 pt Cash Dis Prob  
1 pt Prob 2.20  
1 pt DQ  
1 pt quiz |
| 8/29 Tuc   | 1. Watch Chapter 3 lecture, Read Ch 3 & posted materials; Chapter 3 classroom discussion  
2. Assignments due 9/16 11:59pm:  
   a. Individually answer assigned budget problems  
   b. Choose business plan topic  
   c. Individually take weekly quiz  
   d. Individually answer DQ initial response 9/13, reply by 9/16 | 1 pt attendance  
2 pts problems  
1 pt quiz  
1 pt DQ |
| 9/3        | 1. No in-person class meeting. Watch recorded videos of lecture materials: Grant Budgeting and Business Planning  
2. Assignments due 9/23, 11:59pm (see instructions in d2l Week 3 content folder):  
   a. Individually or in groups of 2-3, complete posted Blood Pressure Screening budget exercise. Make sure budget is balanced for all years and state whether the clinic should be initiated. Check your work  
   b. In your assigned teams compile ALA budget using posted assumptions, program announcement guidelines and provided template  
   c. Individually take weekly quiz:  
   d. Individually answer DQ initial response 9/20, reply by 9/23 | 2 pts Clinic Bud  
2 pts ALA Bud  
1 pt quiz  
1 pt DQ |
| 9/10       | 1. Watch Chapter 4 lecture, Read Ch 4 & posted materials; Ch 4 classroom discussion  
2. Group Stockwatch Presentations  
3. Assignments due 9/30, 11:59pm:  
   a. Assigned teams address overhead problem  
   b. In groups of 2-3 answer assigned problems | 1 pt attendance/ participation  
1 pt overhead prob  
2 pts problems  
1 pt quiz |
| Week 6 – Capital Budgets & Financing | 1. Watch Chapter 5&6 lectures. Read Ch 5&6 and posted materials; Ch 5&6 classroom discussion  
2. Group Stockwatch Presentations  
3. Assignments Due 10/7, 11:59pm:  
   a. Individually answer assigned problems  
   b. Individually take weekly quiz  
   c. Individually answer DQ: initial response 10/4, reply by 10/7 | 1 pt DQ  
| | | 1 pt attendance/participation  
| | | 3 pts problems  
| | | 1 pt quiz  
| | | 1 pt DQ |
| Week 7 – Managing Short Term Resources & Obligations | 1. Watch Chapter 7 lecture. Read Ch 7 & posted materials; Ch 7 classroom discussion  
2. Group Stockwatch Presentations  
3. Assignments Due 10/14, 11:59pm:  
   a. In groups of 2 (or 3 if necessary) analyze the Accounts Receivable for the Arizona Hospital and answer the question posed. Please put all names on paper but post individually.  
   b. Assigned Teams: Compile a BCG Matrix for your NPO  
   c. Individually take weekly quiz  
   d. Individually answer DQ: initial response 10/11, reply by 10/14 | 1 pt attendance/participation  
| | | 2 pts A/R paper  
| | | 2 pts Matrix  
| | | 1 pt quiz  
| | | 1 pt DQ |
| Week 8 – Accountability & Control | 1. Watch Chapter 8 lecture. Read Ch 8 & posted materials; Ch 8 classroom discussion  
2. Group Stockwatch Presentations  
3. Assignments Due 10/21, 11:59pm:  
   a. Individually or in groups of 2, answer Problem 8-27  
   b. Assigned Teams: Develop & upload a Balanced Score Card for your NPO  
   c. Assigned Teams: Put together and upload a Dashboard for your NPO  
   d. Individually take weekly quiz  
   e. Individually answer DQ: initial response 10/25, reply by 10/28 | 1 pt attendance/participation  
| | | 1 pt problem  
| | | 2 pts BSC  
| | | 2 pts Dashboard  
| | | 1 pt quiz  
| | | 1 pt DQ |
| Week 9 The Economic Crisis | 1. Attend class and watch the movie on the Economic crisis  
2. Assignments Due 10/28, 11:59pm (see instructions in d2l Week 9 Content folder):  
   a. In your assigned teams, write a ~ 5 pg paper on the elements that contributed to the 2008 economic crisis, and the aftermath we face today; this should be factual unbiased analysis.  
   b. Individually take weekly quiz  
   c. Individually answer DQ: initial response 10/25, reply by 10/28 | 1 pt attendance  
| | | 3 pts Econ Crisis paper  
| | | 1 pt quiz  
| | | 1 pt DQ |
| Week 10 – The Balance Sheet | 1. Watch Chapter 9 lecture. Read Ch 9 & posted materials Ch 9 classroom discussion  
2. Group Stockwatch Presentations  
3. Assignments Due 11/4, 11:59pm:  
   a. Individually prepare a personal balance sheet.  
   b. Assigned teams: Analyze your NPO’s balance sheet  
   c. Assigned teams: Identify areas that might present challenges in the final project and business plan.  
   d. Individually take weekly quiz  
   e. Individually answer DQ: initial response 11/1, reply by 11/4 | 1 pt attendance/participation  
| | | 1 pt Personal Bal Sheet  
| | | 2 pts Analysis of Organ Bal Sheet  
| | | 1 pt quiz  
| | | 1 pt DQ |
| Week 11 – The Activity & Cash Flow | 1. Watch Chapter 10 lecture. Read Ch 10 & posted materials; Ch 10 classroom discussion  
2. Group Stockwatch Presentations | 1 pt attendance/participation  
<p>| | | 2 pts Hos Ord Sur |</p>
<table>
<thead>
<tr>
<th>Statements</th>
<th>11/5</th>
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<tbody>
<tr>
<td>3. <strong>Assignments Due 11/11, 11:59pm</strong> (you may want to submit early as 11/11 is a holiday):</td>
<td></td>
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<tr>
<td>a. Assigned teams: Analyze your NPO’s activity and cash flow statements</td>
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<td>b. In groups of 2 (or 3 if necessary), upload your Hospital of Ordinary Surgery Analysis. Please put all names on the assignment but upload individually.</td>
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<td>c. Individually take weekly quiz (Due 11/8 11:59am)</td>
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<td>d. Individually answer DQ: initial response 11/8, reply by 11/11</td>
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<td><strong>4 pts fin analysis</strong></td>
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<tr>
<td><strong>1 pt quiz</strong></td>
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<td><strong>1 pt DQ</strong></td>
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<tr>
<th>Week 12 – Unique Aspects of NPOs &amp; Health Care Orgs</th>
<th>11/12</th>
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<tbody>
<tr>
<td>1. <strong>Watch Chapter 11 lecture, Read Ch 11 &amp; posted materials; Ch 11 classroom discussion.</strong></td>
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<tr>
<td>2. <strong>Assignments due 11/18:</strong></td>
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<tr>
<td>a. Assigned teams prepare final business plan draft</td>
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<tr>
<td>b. Individually take weekly quiz, due Mon, 11/18, 11:59pm</td>
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<tr>
<td>c. Answer DQ: Initial response 11/15, reply by 11/18</td>
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<tr>
<td><strong>1 pt attendance/participation</strong></td>
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<tr>
<td><strong>2 pts draft biz plan</strong></td>
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<tr>
<td><strong>1 pt quiz</strong></td>
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<td><strong>1 pt DQ</strong></td>
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<tr>
<th>Week 13 – Financial Statement Analysis</th>
<th>11/19</th>
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<tbody>
<tr>
<td>1. <strong>Watch Chapter 14 lecture, Read Ch 14 &amp; posted materials; Ch 14 classroom discussion.</strong></td>
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<tr>
<td>1. <strong>Assignments due date:</strong></td>
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<tr>
<td>a. Assigned Teams: Using audited financial statements of your NPO, run at least one ratio from each of the major categories and describe financial health of your organization <strong>Due Sun, 11/24 at 11:59pm</strong></td>
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<tr>
<td>2. Individually take weekly quiz. Due 11/25, 11:59pm</td>
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<tr>
<td>3. Upload Peer Evaluations. Due by Mon, 11/25, 11:59pm</td>
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<tr>
<td><strong>1 pt attendance/participation</strong></td>
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<tr>
<td><strong>3 pts Org ratios</strong></td>
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<tr>
<td><strong>1 pt quiz</strong></td>
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<td><strong>6 pts Peer Eval</strong></td>
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<tr>
<th>Week 14</th>
<th>11/26</th>
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<tbody>
<tr>
<td>Thanksgiving week – field work day, use time to work on final projects</td>
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<tr>
<th>Week 15</th>
<th>12/3</th>
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<tbody>
<tr>
<td><strong>All student work listed below is due 12/3 at 11:59pm:</strong></td>
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<tr>
<td>1. Final group papers and presentations</td>
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<td>2. DrPH policy briefs</td>
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<td><strong>5 pts presentation</strong></td>
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<td><strong>15 pts final project</strong></td>
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<tr>
<td><strong>8 pts DrPH paper</strong></td>
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**Course Summary of Due Dates**

<table>
<thead>
<tr>
<th>Weekly Attendance</th>
<th>Tuesday class times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly Assignments (except Wk 13 work due Sun)</td>
<td>Mondays 11:59pm</td>
</tr>
<tr>
<td>Weekly Quizzes</td>
<td>Mondays 11:59pm</td>
</tr>
<tr>
<td>Peer Evaluations (Due 11/25 or earlier)</td>
<td>Monday 11:59pm</td>
</tr>
<tr>
<td>Final Project &amp; Presentations uploaded (Due 12/3)</td>
<td>Tuesday 11:59pm</td>
</tr>
<tr>
<td>DrPH Final Paper (Due 12/3)</td>
<td>Tuesday 11:59pm</td>
</tr>
</tbody>
</table>

**Communications:** You are responsible for reading emails sent to your UA account from your instructor and the announcements that are placed on the course web site. Information about readings, news events, your grades, assignments and other course related topics will be communicated to you with these electronic methods. The official policy can be found at: [https://www.registrar.arizona.edu/personal-information/official-student-email-policy-use-email-official-correspondence-students](https://www.registrar.arizona.edu/personal-information/official-student-email-policy-use-email-official-correspondence-students)
Accessibility and Accommodations: At the University of Arizona, we strive to make learning experiences as accessible as possible. If you anticipate or experience barriers based on disability or pregnancy, please contact the Disability Resource Center (520-621-3268, https://drc.arizona.edu/) to establish reasonable accommodations.

Code of Academic Integrity: Students are encouraged to share intellectual views and discuss freely the principles and applications of course materials. However, graded work/exercise must be the product of independent effort unless otherwise instructed. Students are expected to adhere to the UA Code of Academic Integrity, available through the office of the UA Dean Students: http://deanofstudents.arizona.edu/policies-and-codes/code-academic-integrity

Classroom Behavior: (Statement of expected behavior and respectful exchange of ideas: Present policies to foster a positive learning environment, including use of cell phones, mobile devices, etc.). Students are expected to be familiar with the UA Policy on Disruptive Student Behavior in an Instructional Setting found at:  http://policy.arizona.edu/education-and-student-affairs/disruptive-behavior-instructional-setting

Threatening Behavior Policy: The UA Threatening Behavior by Students Policy prohibits threats of physical harm to any member of the University community, including to one’s self, http://policy.arizona.edu/education-and-student-affairs/threatening-behavior-students

Nondiscrimination and Anti-Harassment Policy: The University of Arizona is committed to creating and maintaining an environment free of discrimination, http://policy.arizona.edu/human-resources/nondiscrimination-and-anti-harassment-policy

UA Smoking and Tobacco Policy: The purpose of this Policy is to establish the University of Arizona’s (University) commitment to protect the health of University faculty, staff, students, and visitors on its campuses and in its vehicles, http://policy.arizona.edu/ethics-and-conduct/smoking-and-tobacco-policy

Syllabus Changes: Information contained in the course syllabus, other than the grade and absence policies, may be subject to change with reasonable advance notice, as deemed appropriate by the instructor.

Plagiarism: Plagiarism will not be tolerated in our class and such activities will result in disciplinary action and could result in the student being dismissed from the course. What counts as plagiarism? Listed below are a few examples.

• Copying and pasting information or images from a web site or another source and not citing it or revising it so that it sounds like your original idea.
• Quoting a passage without quotation marks or citations, so that it looks like your own.
• Paraphrasing a passage without citing it, so that it looks like your own.
• Completing an assignment/essay/take home test with a friend and then handing in separate assignments that contain the same ideas, language, phrases, etc.
• Hiring another person to do your work for you, purchasing a paper through any of the on-or off-line sources or using another student’s former submission.
Instructor Email Communication:

- Please contact me via email at: barkerg@email.arizona.edu
- You MUST complete the subject line of your email with the Course Number.
- Allow 48 hours for a response time. If I do not reply to you within 48 hours (including weekends), assume I did not get your email and resend. Please plan question times accordingly.