

NYU Los Angeles

Digital Business Strategy

MKTG-UB 9056 LA1

Remote

Tu 6:00PM-7:15PM PST

Spring 2022

If you are enrolled in this course 100% remotely and are not a Go Local/Study Away student for NYU LOS ANGELES, please make sure that you've completed the online academic orientation via Brightspace so you are aware of site specific support structure, policies and procedures. Please contact Lena Parodi (lp1245@nyu.edu) if you have trouble accessing the Brightspace site.

Syllabus last updated on: March 1, 2022

Instructor Information

- Kristin Mirek, Guest Lecturer
- Virtual Office Hours: By appointment, please email km5642@nyu.edu

Course Details

- Digital Business Strategy
- MKTG-UB 9056 LA1
- Tuesday 6:00 PM - 7:15 PM PST
- Zoom Join URL: <https://nyu.zoom.us/j/92333447433?pwd=M0htZm1oMzdDeG9kOXU0eEdLZnM4Zz09>
- Units earned: 2

Course Description & Objectives

Every industry, from entertainment to transportation, is being transformed by digital technology - whether they like it or not. This course will cover digital platforms in detail from a strategy and marketing perspective.

The objectives will be to understand how platforms function, their core underlying business principles, the unique challenges they face, and how platform-oriented companies can leverage their strengths and achieve success in the marketplace. These objectives will be achieved through a combination of readings, class discussions, case analysis and a group project.

Assessment Components

You are expected to attend class remotely and synchronously. Failure to submit or fulfill any required component may result in failure of the class, regardless of grades achieved in other assignments.

The grading components and value are as follows:

Class Attendance and Participation (20%)

This class will be conducted virtually via Zoom.. You are expected to be present for each class, attentive, and with cameras on. Your active participation in class and attendance will be reflected in this part of the course requirements.

Every session of the course will involve interaction in the form of class discussion. I expect each one of you to come to class on time and be prepared to contribute to all class sessions. Please go over the readings prior to class. Lectures will not duplicate reading material: they will supplement and embellish the readings and offer alternate viewpoints. Attendance will be taken for each class session and your engagement in each class's discussion will determine your class participation points. Any unexcused absences will result in zero attendance and participation points earned for that session. Participation can take many forms: answering the discussion questions raised in the lecture live during class, asking a question, engaging through the Zoom chat function, or emailing me after class with a response to one of the discussion questions. You will have until the next class to respond in order to earn the participation points.

Regular absences &/or lack of participation will have an adverse impact on your final grade.

Two Individual Case Write-Ups (30%)

You will be responsible for submitting two individual case study write-ups during the course term. Each write-up shall be 2-3 pages, excluding appendices, **single-spaced, 12-point font**, and **uploaded electronically to the course site on NYU Brightspace**, or via email to the instructor. Failure to upload on NYU Brightspace or email to the instructor before the deadline will result in a 2-point penalty on the assignment.

If we do not find an upload on NYU Brightspace or emailed to the instructor within 5 days of the posted deadline, then you will **lose all points** for the assignment. It is recommended that you account for disruptions in IT services, printing issues, etc., while meeting the deadlines. No allowances will be made for such unanticipated events.

Extensions may be granted with instructor approval prior to the deadline. If no such extension has been granted then the above stated penalties still apply. It is recommended that you (1) select one of the earlier cases (saving one of the later ones as a back-up) and (2) plan on

finishing the assignment and uploading on NYU Brightspace a few days before the deadline (to account for last-minute emergencies). The deadlines are available to you on the first day of class, and it is your responsibility to plan your activities accordingly.

Case write-up assignment:

Case write-up #1: Select **any one out of the six (6) cases** highlighted in bold letters on the syllabus.

Case write-up #2: Choose an **emerging digital platform**, ideally in the entertainment or music industries.

Analyze the business models used by the companies and suggest your ideal business model for this industry. In my assessment, I will also look to see if you have applied course concepts and demonstrate understanding in your analysis. Please use the following format in your write-up (page suggestions are single-spaced, but make sure you adhere to the 3-page limit):

1. **(1/2-1-page)**. Summarize **the company and its businesses** (or companies if there are more than one)
2. **(1/2-1 page)**. Define **clearly and concisely the strategic challenges facing the industry and firm(s) today** (you will need to update the case information with outside research in this section – the case might be a few years old, but we are interested in the current situation – please reference your sources).
3. **(1-1 1/2 pages)**. In light of your strategic analysis, list the **pros and cons** of the **business model(s)** utilized by the company. If there is more than one central company in the case, then list for each of them. **This should be the major part of your write-up**. Materials such as tables, quantitative analysis, may be placed in appendices, not in the text. Do not repeat tables and material contained in the case. You will also need to **update the case information with outside research** in this section – the case might be a few years old, but we are interested in the current situation facing the companies).
4. **(1/2-1 page)**. Based on your analysis, **recommend the business model that you believe would be ideal for a new company (not necessarily the companies referred to in the case) trying to enter this industry**. Your recommendation can be a modification of the business model(s) presented in the case, or you can recommend your own. Analyze and **list the pros and cons of your recommended business model**.
5. **(No limit)**. Appendices and bibliography using the APA or MLA format. 1 point will be deducted for submissions with improper formatting.

Group Project Report/Presentation (35%/15%)

An **electronic copy** of your report (10-12 pages, excluding appendices, **single-spaced, 12-point font**) should be **uploaded on NYU Brightspace** before class (by any one member of the group) on the day it is due (go to the Assignment tab). Failure to upload on NYU Brightspace before the deadline will give you an automatic extension of 24-hours with a 5-point penalty. After the 24- hours automatic extension, the assignment will not be accepted. A hard copy of your

presentation slides is **not** required. Just bring the electronic version to class on the day of your presentation, and I will open up hosting capabilities for you to share on Zoom.

Assignment: Groups of 5-6 students will analyze a company pertaining to the entertainment industry. Your project report should show an understanding of the frameworks and concepts covered in the course, as well as significant original scholarship and research involving secondary data sources (please confer with the reference librarian at Bobst for library sources). In addition to the written report, **each group will make a 15-20 minute presentation in class on its project findings (max 10 slides per presentation – summarize only the most important points from your written report).**

The written report should clearly indicate which person(s) in the group contributed to which section(s). In addition, peer evaluations may be used to determine individual contribution to the project.

As a general rule, it is the responsibility of each group member to find his or her group. It is not the responsibility of the group to track down missing members. If you're having trouble connecting with your group, contact your TF who can facilitate the process. You will not get credit for the project if the rest of your group provides evidence that your contribution was insufficient.

Please select a company that operates in the digital space. Preferably it should be a company that is just starting out with a new business model so that your project can explore how it can succeed in the marketplace. Your company needs to be approved by me before you start working on it. Here is a suggested format to organize your paper. The page suggestions are single-spaced:

1. **(1/2-1 page). Executive summary of your report.**
2. **(2-3 pages). Environmental Analysis: Examine the economic, technological, social, regulatory, political, and legal environments in your industry sector.** Please restrict this analysis only to issues that directly affect the industry and company.
3. **(2-3 pages). Industry and Competitor Analysis:** Examine the structure of the industry (whether monopoly, oligopoly, or pure competition), the different players operating in the industry (domestic and international), the economics of the industry, the core competencies of the main players, and the nature of competition in the industry.
4. **(2-3 pages). Consumer Analysis:** Examine the consumer culture, consumption patterns, customer needs, and trends in the industry. In multi-platforms, evaluate the role of all sides in the platform.
5. **(2-3 pages). Company Analysis and Strategy:** Analyze the company's business model and strategy, and evaluate its prospects. Who are the top 2-3 executives in the company and what are their backgrounds (such as the CEO, Head of Marketing, Head of Technology, etc.)? What recommendations would you make to top management as they look into the future?
6. **(1/2-1 page). Conclusions.**
7. **(No limit). Appendices and bibliography using the APA or MLA format.** 2 points will be deducted for submissions with improper formatting. Also indicate the individual contributions by each group member to the entire project (which member was primarily responsible for which section)

Grading of Assignments

The grade for this course will be determined according to the following formula:

Assignments/Activities	% of Final Grade
Class attendance and participation	20%
Two case write-ups	30%
Project Report	35%
Project Presentation	15%

Required Grading Language for Elective Courses

At NYU Stern, we strive to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading, the Stern faculty have agreed that for elective courses the individual instructor or department is responsible for determining reasonable grading guidelines

Teaching & Learning Philosophy

Required texts:

MKTG-UB.9056.LA1: Digital Business Strategy, Mirek, Spring 2022 CoursePack, available for purchase through Brightspace.

Supplemental texts:

Highly recommended reading: [No Mercy/No Malice](#) blog/newsletter from NYU Stern Professor Scott Galloway. I will refer/cite his posts often and I find them very clear and illuminating on the state of the digital business economy, not to mention highly entertaining.

I may occasionally share relevant articles about Digital Businesses in the news through Brightspace, intended to enhance class discussion. Please check class announcements on Brightspace weekly to receive this information.

Classroom

Etiquette

To optimize the experience in a blended learning environment, please consider the following:

- Please be mindful of your microphone and video display during synchronous class meetings. Ambient noise and some visual images may disrupt class time for you and your peers.
- Please do not eat during class and minimize any other distracting noises (e.g. rustling of papers and leaving the classroom before the break, unless absolutely necessary).
- If you are not using your cell phone to follow the lesson, cell phones should be turned off or in silent mode during class time.
- Make sure to let your classmates finish speaking before you do.
- Lecture recordings will not be available after class. If you miss a class, lecture slides will be posted to Brightspace and you should connect with fellow classmates on what you may have missed.
- However, if deemed necessary by the study away site (ie COVID related need), synchronous class sessions may be recorded and archived for other students to view. This will be announced at the beginning of class time.
- Students should be respectful and courteous at all times to all participants in class.

About Your Lecturer, Kristin Mirek

Kristin Mirek has been playing in the digital media space since before it was a “thing”, working with traditional entertainment platforms, ISPs, websites, start-ups - you name it, she probably did it! Along the way, she acquired a few platinum records, met Mr. Moviefone, built several multi-million follower social and YouTube channels, won some industry awards, and even helped bring SpongeBob Squarepants to Broadway (and has the Playbill credit to prove it!) Through it all, she has built incredible teams who excelled at the fundamentals of brand storytelling and audience engagement.

Prior to striking out on her own with Kristin Mirek Consulting, she served as Nickelodeon’s Senior Vice President of social media and digital video strategy, where she was instrumental in sustaining Nick’s run as the #1 kids’ television network and building brand relevance for a new generation. She now augments her work in digital marketing and brand consulting by teaching Digital Business Strategy to undergrad students at New York University.

Kristin is an alumna of UCLA and proud Double Bruin (‘91 & ‘04), holding a BA in History with a Business Emphasis and an MBA from UCLA Anderson School of Management. She also remains active with the University by serving on the History Department Board of Advisors and UCLA Entertainment Industry Cabinet.

Course Schedule

Date	Topic	Readings/Cases
Jan 25	Class #1: Introduction	

Feb 1	Class #2: Multi-Sided Platforms & Business Model Overview	Winning The Multi-Sided Platform What Is A Business Model?
Feb 8	Class #3: Business Models	An On-Demand World Case: On-Demand Food Delivery <i>Article:</i> Door Dash and Pizza Arbitrage
Feb 15	Class #4: Business Models	Getting To Scale Case: MoviePass
Feb 22	Class #5: Business Models	Attracting an Audience Case: Updated Dating
Mar 1	Class #6: Platform Design	Relentless Optimization Case: OpenTable
Mar 8	Class #7: Competitive Strategy	What Makes You Unique? Case: AirBNB <i>Article:</i> What Should AirBNB Launch in 2022? Case write-up #1 due
Mar 15	SPRING BREAK: NO CLASS	
Mar 22	Class #8: Emerging Platforms Guest Speaker: Doug Neil, Chronicle.io	NFTs <i>Article:</i> The Untold Story of the NFT Boom
Mar 29	Class #9: Marketing Strategy	Getting To Scale, Part 2 <i>Case: Uber</i>
Apr 5	Class #10: Shifting Culture & Digital Transformation	Satya Nadella

		<i>Case: Microsoft</i>
Apr 12	Class #11: New Business Model Adaptation	Streaming Wars <i>Case: Netflix</i>
Apr 19	Class #12: Evolution of Mature Digital Businesses	What's next for Amazon? <i>Case: Amazon 2021</i> Case write-up #2 due
Apr 26	Class #13: Looking Forward Guest Speaker: TBD	New trends in the digital economy
May 3	Presentations	
May 10	Presentations	Group Project Write-Ups Due

Assignment deadlines

- Case write-up #1 **Mar 8**
- Case write-up #2 due **Apr 12**
- Group project write-up due **May 10**

Resources

- **Access your course materials:** [NYU Classes](https://nyu.edu/its/classes) (nyu.edu/its/classes)
- **Databases, journal articles, and more:** [Bobst Library](https://library.nyu.edu) (library.nyu.edu)
- **Assistance with strengthening your writing:** [NYU Writing Center](https://nyu.mywconline.com) (nyu.mywconline.com)
- **Obtain 24/7 technology assistance:** [IT Help Desk](https://nyu.edu/it/servicedesk) (nyu.edu/it/servicedesk)

Academic Policies

Grade Conversion

Your lecturer may use one of the following scales of numerical equivalents to letter grades:

A = 94-100 or 4.0
A- = 90-93 or 3.7
B+ = 87-89 or 3.3
B = 84-86 or 3.0
B- = 80-83 or 2.7
C+ = 77-79 or 2.3
C = 74-76 or 2.0
C- = 70-73 or 1.7
D+ = 67-69 or 1.3
D = 65-66 or 1.0
F = below 65 or 0

Attendance Policy

Studying at Global Academic Centers is an academically intensive and immersive experience, in which students from a wide range of backgrounds exchange ideas in discussion-based seminars. Learning in such an environment depends on the active participation of all students. And since classes typically meet once or twice a week, even a single absence can cause a student to miss a significant portion of a course. To ensure the integrity of this academic experience, class attendance at the centers, or online through NYU Brightspaces if the course is remote synchronous/blended, is expected promptly when class begins. Attendance will be checked at each class meeting. If you have scheduled a remote course immediately preceding/following an in-person class, you may want to write to NYU Los Angeles to see if you can take your remote class at the Academic Center.

As soon as it becomes clear that you cannot attend a class, you must inform your professor and/or the Academics team by email immediately (i.e. before the start of your class). Absences are only excused if they are due to illness, Moses Center accommodations, religious observance or emergencies. Your professor or site staff may ask you to present a doctor's note or an exceptional permission from an NYU Staff member as proof. Emergencies or other exceptional circumstances that you wish to be treated confidentially must be presented to staff. Doctor's notes must be submitted in person or by e-mail to the Academics team, who will inform your professors.

Exams, tests and quizzes, deadlines, and oral presentations that are missed due to illness always require a doctor's note as documentation. It is the student's responsibility to produce this doctor's note and submit it to site staff; until this doctor's note is produced the missed assessment is graded with an F and no make-up assessment is scheduled. In content classes, an F in one assignment may lead to failure of the entire class.

Regardless of whether an absence is excused or not, it is the student's responsibility to catch up with the work that was missed.

Late Submission of Work

- (1) Work submitted late receives a penalty of 2 points on the 100 point scale for each day it is late (including weekends and public holidays), unless an extension has been approved (with a doctor's note or by approval of NYU SITE Staff), in which case the 2

points per day deductions start counting from the day the extended deadline has passed.

- (2) Without an approved extension, written work submitted more than 5 days (including weekends and public holidays) following the submission date receives an F.
- (3) Assignments due during finals week that are submitted more than 3 days late (including weekends and public holidays) without previously arranged extensions will not be accepted and will receive a zero. Any exceptions or extensions for work during finals week must be discussed with the Site Director Dr. Gabriella Etmektsoglou (ge377@nyu.edu).
- (4) Students who are late for a written exam have no automatic right to take extra time or to write the exam on another day.
- (5) Please remember that university computers do not keep your essays - you must save them elsewhere. Having lost parts of your essay on the university computer is no excuse for a late submission.

Academic Honesty/Plagiarism

As the University's policy on "[Academic Integrity for Students at NYU](#)" states: "At NYU, a commitment to excellence, fairness, honesty, and respect within and outside the classroom is essential to maintaining the integrity of our community. By accepting membership in this community, students take responsibility for demonstrating these values in their own conduct and for recognizing and supporting these values in others." Students at Global Academic Centers must follow the University and school policies.

NYU takes plagiarism very seriously; penalties follow and may exceed those set out by your home school. Your lecturer may ask you to sign a declaration of authorship form, and may check your assignments by using TurnItIn or another software designed to detect offenses against academic integrity.

The presentation of another person's words, ideas, judgment, images, or data as though they were your own, whether intentionally or unintentionally, constitutes an act of plagiarism. It is also an offense to submit work for assignments from two different courses that is substantially the same (be it oral presentations or written work). If there is an overlap of the subject of your assignment with one that you produced for another course (either in the current or any previous semester), you **MUST** inform your professor.

For guidelines on academic honesty, clarification of the definition of plagiarism, examples of procedures and sanctions, and resources to support proper citation, please see:

[NYU Academic Integrity Policies and Guidelines](#)

[NYU Library Guides](#)

Inclusivity Policies and Priorities

NYU's Office of Global Programs and NYU's global sites are committed to equity, diversity, and inclusion. In order to nurture a more inclusive global university, NYU affirms the value of sharing differing perspectives and encourages open dialogue through a variety of pedagogical approaches. Our goal is to make all students feel included and welcome in all aspects of academic life, including our syllabi, classrooms, and educational activities/spaces.

Attendance Rules on Religious Holidays

Members of any religious group may, without penalty, excuse themselves from classes when required in compliance with their religious obligations. Students who anticipate being absent due to religious observance should notify their lecturer AND NYU SITE's Academics Office in writing via e-mail one week in advance. If examinations or assignment deadlines are scheduled on the day the student will be absent, the Academics Office will schedule a make-up examination or extend the deadline for assignments. Please note that an absence is only excused for the holiday but not for any days of travel that may come before and/or after the holiday. See also [University Calendar Policy on Religious Holidays](#)

Pronouns and Name Pronunciation (Albert and Zoom)

Students, staff, and faculty have the opportunity to add their pronouns, as well as the pronunciation of their names, into Albert. Students can have this information displayed to faculty, advisors, and administrators in Albert, NYU Brightspace, the NYU Home internal directory, as well as other NYU systems. Students can also opt out of having their pronouns viewed by their instructors, in case they feel more comfortable sharing their pronouns outside of the classroom. For more information on how to change this information for your Albert account, please see the [Pronouns and Name Pronunciation website](#).

Students, staff, and faculty are also encouraged, though not required, to list their pronouns, and update their names in the name display for Zoom. For more information on how to make this change, please see the [Personalizing Zoom Display Names website](#).

Moses Accommodations Statement

Academic accommodations are available for students with documented and registered disabilities. Please contact the Moses Center for Student Accessibility (+1 212-998-4980 or mosescsd@nyu.edu) for further information. Students who are requesting academic accommodations are advised to reach out to the Moses Center as early as possible in the semester for assistance. Accommodations for this course are managed through NYU [SITE].

Bias Response

The New York University Bias Response Line provides a mechanism through which members of our community can share or report experiences and concerns of bias, discrimination, or harassing behavior that may occur within our community.

Experienced administrators in the Office of Equal Opportunity (OEO) receive and assess reports, and then help facilitate responses, which may include referral to another University

school or unit, or investigation if warranted according to the University's existing Non-Discrimination and Anti-Harassment Policy.

The Bias Response Line is designed to enable the University to provide an open forum that helps to ensure that our community is equitable and inclusive.

To report an incident, you may do so in one of three ways:

- Online using the [Web Form \(link\)](#)
- Email: bias.response@nyu.edu
- Phone: 212-998-2277
- NYU LA: 323-379-432-3244

Stern Undergraduate College

ACADEMIC INTEGRITY

Our undergraduate [Academics Pillar](#) states that *we take pride in our well-rounded education and approach our academics with honesty and integrity*. Indeed, integrity is critical to all that we do here at NYU Stern. As members of our community, all students agree to abide by the [NYU Academic Integrity Policies](#) as well as the NYU Stern Student Code of Conduct, which includes a commitment to:

- Exercise integrity in all aspects of one's academic work including, but not limited to, the preparation and completion of exams, papers and all other course requirements by not engaging in any method or means that provides an unfair advantage.
- Clearly acknowledge the work and efforts of others when submitting written work as one's own. Ideas, data, direct quotations (which should be designated with quotation marks), paraphrasing, creative expression, or any other incorporation of the work of others should be fully referenced.
- Refrain from behaving in ways that knowingly support, assist, or in any way attempt to enable another person to engage in any violation of the Code of Conduct. Our support also includes reporting any observed violations of this Code of Conduct or other School and University policies that are deemed to adversely affect the NYU Stern community.

The Stern Code of Conduct and Judiciary Process applies to all students enrolled in Stern courses and can be found here: <https://www.stern.nyu.edu/uc/codeofconduct>.

To help ensure the integrity of our learning community, prose assignments you submit to NYU Brightspace will be submitted to Turnitin. Turnitin will compare your submission to a database of prior submissions to Turnitin, current and archived Web pages, periodicals, journals, and publications. Additionally, your document will become part of the Turnitin database.

GENERAL CONDUCT & BEHAVIOR

Students are also expected to maintain and abide by the highest standards of professional conduct and behavior. Please familiarize yourself with Stern's Policy in Regard to In-Class Behavior & Expectations

(<http://www.stern.nyu.edu/portal-partners/current-students/undergraduate/resources-policies/academic-policies/index.htm>) and the NYU Student Conduct Policy (<https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-student-conduct-policy.html>).

GRADING GUIDELINES

Grading Information for Stern Core Courses

At NYU Stern, we strive to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading, the Stern faculty have adopted a grading guideline for core courses with enrollments of more than 25 students in which approximately 35% of students will receive an "A" or "A-" grade. In core classes of less than 25 students, the instructor is at liberty to give whatever grades they think the students deserve, while maintaining rigorous academic standards.

Grading Information for Stern Elective Courses

At NYU Stern, we strive to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading, the Stern faculty have agreed that for elective courses the individual instructor or department is responsible for determining reasonable grading guidelines.

STUDENT ACCESSIBILITY

If you will require academic accommodation of any kind during this course, you must notify me at the beginning of the course and provide a letter from the Moses Center for Student Accessibility ([212-998-4980](tel:212-998-4980), mosescsa@nyu.edu) verifying your registration and outlining the accommodations they recommend. If you will need to take an exam at the Moses Center for Student Accessibility, you must submit a completed Exam Accommodations Form to them at least one week prior to the scheduled exam time to be guaranteed accommodation. For more information, visit the CSA website:

<https://www.nyu.edu/students/communities-and-groups/student-accessibility.html>

STUDENT WELLNESS

Our aim is for students to be as successful academically as they can, and to help them overcome any impediments to that. Bookmark the NYU Stern Well-being Resource Hub (<https://www.stern.nyu.edu/wellbeing>) for existing services at NYU and Stern covering a wide variety of topics including financial well-being, relationship well-being, mental well-being, and more. Any student who may be struggling and believes this may affect their performance in this course is urged to contact the Moses Center for Student Accessibility (see also the Student Accessibility section of this syllabus) at 212-998-4980 to discuss academic accommodations. If mental health assistance is needed, call the NYU's 24/7 Wellness Exchange hotline 212-443-9999. Furthermore, please approach me if you feel comfortable doing so. This will enable me to provide relevant resources or referrals. There are also drop in hours and appointments. Find out more at <http://www.nyu.edu/students/health-and-wellness/counseling-services.html>

NAME PRONUNCIATION AND PRONOUNS

NYU Stern students now have the ability to include their pronouns and name pronunciation in Albert. I encourage you to share your name pronunciation and preferred pronouns this way. Please utilize this link for additional information: [Pronouns & Name Pronunciation](#)

RELIGIOUS OBSERVANCES AND OTHER ABSENCES

NYU's [Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. You must notify me in advance of religious holidays or observances that might coincide with exams, assignments, or class times to schedule mutually acceptable alternatives. Students may also contact religiousaccommodations@nyu.edu for assistance.

NYU Stern is committed to ensuring an equitable educational experience for all students regardless of identity or circumstances and strives to recognize the obligations its students have outside of Stern. Please review all class dates at the start of the semester and review all course requirements to identify any foreseeable conflicts with exams, course assignments, projects, or other items required for participation and attendance. If you are aware of a potential conflict, please contact me as soon as possible to discuss any potential conflicts to determine whether/how they can be accommodated.

INCLUSION STATEMENT

This course strives to support and cultivate diversity of thought, perspectives, and experiences. The intent is to present materials and activities that will challenge your current perspectives with a goal of understanding how others might see situations differently. By participating in this course, it is the expectation that everyone commits to making this an inclusive learning environment for all.

