



California State University Channel Islands
BUS 499: Capstone
Course Syllabus Fall 2022

Instructor:	Michael Seay
Class Meetings BUS 499:	Thursdays: Aug. 24 th – Dec. 8 th Modules run 2 weeks until 5:59PM
Office Hours:	Mon./Thurs.: 4:45 PM – 5:45 PM Or by appointment or after class if needed
E-Mail:	michael.seay@csuci.edu
Zoom:	https://csuci.zoom.us/j/mikeseay

Catalog: An integration of all prior business core subject matter via two major components: 1) Teams of students participate in a PC-based simulation of an ongoing (fictitious) international business. Requires decision-making under uncertainty but within strict deadlines, competitor analysis, and formal oral/written reporting of results. 2) Individually and in teams, students analyze, research, discuss and report on complex written business cases - which provides interdisciplinary exposure.

Additional Information: Students are required to develop comprehensive approaches to business situations by critically analyzing business cases and discussing those cases in online discussion groups. In addition, students will prepare a written industry analysis to sharpen their ability to evaluate the dynamics of a particular industry.

To obtain the fundamental understanding of the complexity of running a business, students form teams to compete with other class teams in an intensive business simulation experience. Through these intensive group activities, students gain an appreciation of working with others in stressful circumstances.

Using a simulation game and business case analysis, the course demonstrates the integration of accounting, finance, economics, marketing, production, quantitative analysis and human resource management. As a major focus of the course, students work in teams to identify and resolve problems, and to implement business plans. Each team competes in a consumer goods industry against several other teams. Students are responsible for decisions related to product price, quality, production, aggregate planning, marketing and financing. You are expected to utilize knowledge gained in the business core courses and to apply the appropriate techniques and tools. Students address issues related to (but not limited to) the following:

- Accounting: Application and interpretation of accounting data including financial ratios, financial statements, and financial planning.
- Marketing: Product line management, promotion, pricing, and analysis of the marketing environment.
- Operations Management: Aggregate planning, production capacity, inventory management, quality control.
- Economics & Statistics: Statistical analysis and quantitative forecasting methods including industry- and macro-environment factors.
- Management: Planning, organization, motivation, and communication.
- Information Systems: Forecasting and financial simulation models.

Prerequisites

Course(s): All Lower Division 21 units and other Upper Division 33 units required courses in the Business Major. **Technology skills:** Basic

Student learning outcomes

Program Learning Goals

1. Critical Thinking
2. Oral Communication
3. Written Communication
4. Collaboration
5. Conduct (Ethics)
6. Competency in Discipline

After the course, the students should be able to:

- Make and implement business decisions via a simulation exercise (1,5,6),
- Produce and present business analyses orally and in writing (1,2,3,5,6),
- Create effective business plans and clearly describe strategies, goal and objectives (1,2,3,5,6)
- Summarize orally and in writing the performance of businesses (2,3,5,6)

Required materials

1. Barney, Jay B. and William Hesterly. *Strategic Management and Competitive Advantage*, 5th Edition. Boston: Pearson, 2014. ISBN 978-013-3127409
2. *The Business Strategy Game: A Global Simulation*.
<http://www.bsg-online.com> (all students must purchase)

Optional reading

- Periodicals: Local newspapers, Magazines, Business Week, Harvard Business Review, Internet Articles, etc.

Credit Hours Earned – Overview

	<u>Hours</u>
While Connected to Cal State Online System	
A. Listening to Recorded Lectures/Cases/Exhibits	17
B. Weekly Online Discussions (Professor-Moderated)	8
C. Team Collaboration and Decision	10
Chapter Quizzes and BSG Quizzes	5
D. Industry Research Paper	<u>5</u>
Subtotal	45
Offline/Independent Work	
E. Reading Text, Preparing for Quizzes	30
F. Reading BSG Manual, Making BSG decisions, Analyzing BSG Results, Preparing BSG Report or presentation	20
G. Researching and Writing Industry Research Paper	15
H. Reading Cases and Writing Case Briefs	15
I. Reading and Writing Comprehensive Case Report	<u>10</u>
Subtotal	90

Total Credit Hours Earned for 3 Units of Semester Credit **135**

Grading:

Weekly Challenge Questions (individual)	50
Quizzes (individual, 10x10)	100
Comprehensive Case Analysis (Team)	100
Case Analysis (individual) (2 x50 points ea.)	100
Participation (inc. weekly discussion contribution)	50
Current Event (individual)	100
Industry and Firm Analysis Paper (Team)	100
<u>BSG Project (group)</u>	
Quiz #1: (individual) in BSG game	10
Quiz #2: (individual) in BSG game	10
Comprehensive Exam: (individual) in BSG game	30
3 year strategic plan: (team) in BSG game	50
Game Score: (team) in BSG game	200
BSG Report: (team) turn in to Canvas	100
	<u>400</u>
Total Points Available	1,000

Grading related issues

Final grade will be calculated on the weighted value of all components. Final grades will be given on the basis of the guidelines provided by school. The professor reserves the right to change the method for determining course evaluation at any time.

A+: 1000-980	A: 979-930	A-: 929-900
B+: 899-880	B: 879-830	B-: 829-800
C+: 799-780	C: 779-730	C-: 729-700
D: 699-600	F: <599	

Other than exams, I take the following approach to evaluating both oral and written work (including class participation and online discussions).

My notation	Grade range	Quality
√+ (“check +”)	A to B+	Easy to read/follow; shows deep critical thinking and connects to course material; a logical, easy to read structure; no major grammatical errors
√ (“check”)	B to C	Professional; solid structure; shows some critical thinking; minor grammatical errors
√- (“check -”)	D and below	Unprofessional; inconsistent; poorly structured; little or no critical thinking or link to course material; numerous grammatical errors

Rubrics for each assignment will be provided in the assignment

Peer Evaluations: Your final grade will be adjusted with your peers’ score.



CONTENT:

Weekly Discussion Contribution (Individual)

You are also required to participate in the online discussion forums for each topic. I will create discussion topics/forums each week. I will monitor your online contribution and award a **participation** score based on the quality of your class discussion. At a minimum, you must contribute at least two meaningful discussion items per week unless the schedule below indicates that there is no online discussion for the week.

Weekly Challenge Questions (Individual)

There are a number of specific questions at the end of each chapter which require you to apply knowledge of the readings. Answers are to be submitted using TurnItIn. The length of each answer depends on the complexity of the question. You will use your prepared answers to contribute to the class discussion. You will turn in for a grade four sets of challenge questions. Other sets of questions should be prepared to guide discussion, but you are not required to turn them in.

Quizzes/ Assignments (Individual)

This course requires that you watch the online lectures and contribute to an online discussion (chatroom) of topics selected by the instructor. You should read the textbook chapter before watching the online video lecture. The lecture does not provide an in-depth discussion of the textbook. Instead, it supplements your reading and challenges your thinking. After you watch the lecture, you should take the online quiz. The only deadline is that you must have completed all chapter quizzes prior to the start of the midterm or final exam covering those chapters.

Current Events Presentation (Individual)

The purpose of this requirement will be to showcase your knowledge of a current event topic from a journal, magazine, Internet article, etc. **that is related to the course content, i.e Business Strategy.**

You will be required to present the material and lead a meaningful discussion on the topic. You are required to use PowerPoint/Prezi, google slides, handouts and/or any aides you may need to explain and lead this discussion. This should last between 5-10 minutes.

You are required to turn in a printed copy of your presentation to me when you present.

Comprehensive Case Analysis (Team)

You will perform a comprehensive analysis. The analysis must include an evaluation of the relevant external forces and an internal analysis leading to a SWOT analysis. From the facts of the case, you will derive a strategic recommendation and implementation plan as of the end of the case timeline.

Following your recommendation, you will **update** the case with current information. The length of this case analysis should be between eight and ten typed pages, double-space, using 12-point font and one-inch margins. In addition to the case analysis, you must provide a minimum of four references dated after the end of the case. This case must be submitted to Canvas online.

Case Analysis (Individual)

You will analyze cases during the term. All case analyses must be submitted to Canvas online. For each case, you will be given a list of specific questions. Answer each question separately. Do not write a generic “essay” about the case.

Industry Analysis Paper (Team)

Each team will identify and analyze a specific industry. The team will evaluate the industry using material from the textbook Chapter 2 (External Analysis). I will provide Information on the format and content of this paper in a separate document. Although the team is awarded the grade on this paper, based on peer-evaluations of the work performed, you may receive a higher or lower grade than that assigned to paper. Teams must submit this paper to TurnItIn online.

BSG Project (group 400 points) (Team)BSG Project (group)

Quiz #1: (individual) in BSG game	10
Quiz #2: (individual) in BSG game	10
Comprehensive Exam: (individual) in BSG game	30
3 year strategic plan: (team) in BSG game	50
Game Score: (team) in BSG game	200
BSG Report: (team) turn in to Canvas	100
	<u>400</u>

Team Size: Teams will be self-formed of 3-5 students per team. I will expect an email from a representative of each team letting me know who is on the team. Try to get a good balance of backgrounds and skill sets amongst your teammates. You will need to pick a team leader and name of your team. Please send me an email with the team name in the subject heading along with the class information. When a team communicates with me, use your team leader and only that individual should ask questions for the team. Sample subject heading in email:

Subject: BUS499- Online – Team Funtrepreneurs

BSG – Business Strategy Game

The Business Strategy Game (BSG) is a dynamic-interactive simulation. Class members are divided into teams of three to four students (co-managers). Each team is assigned to run an athletic footwear company in head-to-head competition against companies run by other class members. Companies compete in a global market arena, selling branded and private-label athletic footwear in four geographic regions—Europe-Africa, North America, Asia-Pacific, and Latin America.

Successful management of a firm requires a balanced emphasis among all functional areas. The computer simulation allows students to apply business concepts, skills and techniques in an international competitive and goal-oriented environment. The effectiveness of team decisions rests both on the theoretical correctness of each simulated yearly decision and on the competitive decisions of other teams.

I will provide the Company Registration Code here or in an announcement via Canvas.

The BSG website is: <http://www.bsg-online.com>.

Quiz #1: (individual 10 points)

Quiz #2: (individual 10 points)

Comprehensive Exam: (individual 30 points)

The 2 quizzes and the comprehensive exam are administered within the BSG game; therefore, you will need to complete those items within the BSG website.

3-year strategic plan: (team 50 points)

The 3-year strategic plan is administered within the BSG game; therefore, you will need to complete that item within the BSG website.

Game Score: (team 200 points)

BSG Report: (team 100 points)

Each team will prepare and submit a final written analysis of its BSG company performance. All team members must contribute. Participation in this activity will be evaluated by each teammate and will contribute to the student's attendance/participation grade.

The final written report must include discussion of all information from items 1-6 below and from one of the items from 6-9.

1. Analysis of the two companies that the team considers its strongest/closest competitors including detailing the actions the firm would take to out-compete these close rivals in the next two years.
2. Analysis of "lessons learned" about crafting a winning strategy and what managers of a company should or should not do.
3. What strategic moves were successful? What changes were made during the game in response to competitive forces?
4. What are the plans to continue the company in the next two years? What would you do differently if you were to play the game again?
5. Review of the financial and strategic performance including total annual revenues, EPS, ROE, credit rating and stock prices, trends in the image rating, trends in global unit sales, and trends in the company's market share.

Pick ONE of the following four items

6. Analysis of company's pricing strategy
7. Analysis of the company's production strategy and workforce compensation strategy.
8. Analysis of the company's marketing strategy.
9. Analysis of the company's financial strategy.

BSG Report will be submitted on CANVAS

MANDATORY CSUCI TESTING FOR CAPSTONE:

THIS is TBD and I will let you know via Announcement.

BAT Testing: tentative date 11/10

This test is mandatory from the business school. Instructions will be given in Class.

CLA Testing: tentative date 10/20

This test is mandatory from the business school. Instructions will be given in Class. MVS does this for accreditation and to ensure that MVS is holding you to high standards of critical thinking and writing, and MVS would really appreciate if you give this your best effort. Instructions will be given in Canvas.

TENTATIVE SCHEDULE

Legend:

- **T: Textbook**
- **BSG: Business Strategy Game – please refer to the BSG schedule or the BSG website for scheduling**

All BSG Decisions are due Wednesday night at 11:59PM

All Assignments are due 5:59PM at the end of each Module on Thursday of last date on module

#	SUBJECT AREA	REQUIRED READINGS	ASSIGNMENT/ DELIVERABLE	BSG
1 8/25 - 9/1	Introductions & Course Overview “What is Strategy and the Strategic Management Process”	T (Ch. 1)	<ul style="list-style-type: none"> • Watch the Orientation recorded lecture • Watch the Chapter 1 recorded lecture • Take the online quiz for Chapter 1 no later than 5:59pm Online Discussion <ul style="list-style-type: none"> • Participate in the posted discussions. Discussion cutoff at 5:59pm 	<ul style="list-style-type: none"> • Read the online BSG Manual • Watch the BSG PowerPoint Presentation • Form BSG teams no later than 5:59pm • Receive BSG codes as soon as your team is formed
2 9/8 – 9/15	“Evaluating a Firm’s External Environment”	T (Ch. 2) Porters 5 Forces Disruption - Christensen Tony Seba	<ul style="list-style-type: none"> • Read the textbook for Chapter 2: External Analysis • Watch the Chapter 2 recorded lecture • Take the online quiz for Chapter 2 no later than 5:59pm • Turn in answers (Canvas) to Challenge Questions 2.1, 2.5, 2.6, 2.7, 2.8 no later than 5:59pm Online Discussion <ul style="list-style-type: none"> • Participate in the posted discussions. Discussion cutoff at 5:59pm Current Events	<ul style="list-style-type: none"> • Watch tutorials in the BSG website • Submit Practice Year 11 decision SEE BSG SCHED.
3 9/22 – 9/29*	“Evaluating a Firm’s Internal Capabilities”	T (Ch. 3)	<ul style="list-style-type: none"> • Read the textbook for Chapter 3: Internal Analysis • Watch the Chapter 3 recorded lecture • Take the online quiz for Chapter 3 no later than 5:59pm • Turn in answers to Challenge Questions 3.1, 3.2, 3.4, 3.5 (Canvas) no later than 5:59pm • Read the <i>Robin Hood</i> case available on Canvas • Watch the <i>Robin Hood</i> recorded lecture on how to do case analysis Online Discussion <ul style="list-style-type: none"> • Participate in the posted discussions. Discussion cutoff at 5:59pm Current Events	<ul style="list-style-type: none"> • Complete BSG Quiz 1 • Submit Practice Year 12 decision SEE BSG SCHED.

4 10/6 – 10/13	“Cost Leadership” & “Product Differentiation”	T (Ch. 4) T (Ch. 5)	<ul style="list-style-type: none"> Read the textbook for Chapter 4: Cost Leadership Watch the Chapter 4 recorded lecture Take the online quiz for Chapter 4 no later than 5:59pm Read the textbook for Chapter 5: Product Differentiation Watch the Chapter 5 recorded lecture Take the online quiz for Chapter 5 no later than 5:59pm Turn in (Canvas) the <i>Amazon</i> Case Analysis Turn in (Canvas) answers to Challenge Questions 5.1 and 5.2 no later than 5:59pm <p>Online Discussion</p> <ul style="list-style-type: none"> Participate in the posted discussions. Discussion cutoff at 5:59pm 	<ul style="list-style-type: none"> Reset the BSG simulation to Year 11 Submit Year 11 decision Submit Year 12 decision Complete Quiz 2 <p>SEE BSG SCHED</p>
5 10/20 – 10/27 CLA Test 10/20	“Vertical Integration” CSUCI Mandatory Testing: CLA Test 10/20	T (Ch. 6) Swatch Group	<ul style="list-style-type: none"> Read the textbook for Chapter 6: Vertical Integration Watch the Chapter 6 recorded lecture Take the online quiz for Chapter 6 no later than 5:59pm Turn in answers to Challenge Questions 6.1, 6.5, 6.6, 6.7 (Canvas) no later than 5:59pm Turn in the Industry analysis paper (Canvas) no later than 5:59 Begin analysis of Comprehensive Case on <i>Kodak</i> Turn in (Canvas) the analysis of <i>Swatch</i> Case no later than 5:59pm <p>Online Discussion</p> <ul style="list-style-type: none"> Participate in the posted discussions. Discussion cutoff at 5:59pm <p>Current Events</p>	<ul style="list-style-type: none"> Submit Year 13 decision Submit Year 14 decision <p>SEE BSG SCHED</p>

6 11/3 - 11/10 BAT Test 11/10	“Corporate Diversification” CSUCI Mandatory Testing: BAT Test 11/10	T (Ch. 7)	<ul style="list-style-type: none"> Read the textbook for Chapter 7: Corporate Diversification Watch the Chapter 7 recorded lecture Take the online quiz for Chapter 7 no later than 5:59pm Online Discussion <ul style="list-style-type: none"> Participate in the posted discussions. Discussion cutoff at 5:59pm Current Events	<ul style="list-style-type: none"> Submit Year 15 decision Submit Year 16 decision Submit Year 15-17 Three Year Plan SEE BSG SCHED
7 11/17 – 11/24 Turkey Day No Class	“Strategic Alliances” & “Mergers and Acquisitions”	T (Ch. 9) T (Ch. 10)	<ul style="list-style-type: none"> Read the textbook for Chapter 9: Strategic Alliances Watch the Chapter 9 recorded lecture Take the online quiz for Chapter 9 no later than 5:59pm Read the textbook for Chapter 10, Mergers and Acquisitions Watch the Chapter 10 recorded lectures Take the online quiz for Chapter 10 no later than 5:59pm Current Events	<ul style="list-style-type: none"> Submit Year 17 decision Submit Year 18 decision The BSG Comprehensive Exam is available Finish the BSG Comprehensive Exam SEE BSG SCHED
8 12/1 – 12/8	Finals and Final work to be turned in		<ul style="list-style-type: none"> Turn in the Comprehensive Case on <i>Kodak</i> (Canvas) no later than 5:59pm on Sunday Complete the participation assignment Turn in peer evaluation on Canvas (this is different than the one due in the BSG game) Turn in the Industry and Firm analysis paper (Canvas) no later than 5:59 	<ul style="list-style-type: none"> Turn in the in the BSG Report/ presentation (Canvas) SEE BSG SCHED



BSG Schedule:

Industry 1 Schedule

[Print](#)

ASSIGNMENT	DEADLINE
BSG Quiz 1 Available	24-Aug-2022 23:59 PM
Decision Round Practice Year 11	14-Sep-2022 23:59 PM
Decision Round Practice Year 12	28-Sep-2022 23:59 PM
BSG Quiz 1 Deadline	28-Sep-2022 23:59 PM
BSG Quiz 2 Available	28-Sep-2022 23:59 PM
Decision Round Data Reset to Year 11	02-Oct-2022 23:59 PM
Decision Round Year 11	05-Oct-2022 23:59 PM
Decision Round Year 12	12-Oct-2022 23:59 PM
BSG Quiz 2 Deadline	12-Oct-2022 23:59 PM
Decision Round Year 13	19-Oct-2022 23:59 PM
Decision Round Year 14	26-Oct-2022 23:59 PM
Decision Round Year 15	02-Nov-2022 23:59 PM
Decision Round Year 16	09-Nov-2022 23:59 PM
3-Year Strategic Plan	09-Nov-2022 23:59 PM
Decision Round Year 17	16-Nov-2022 23:59 PM
Decision Round Year 18	23-Nov-2022 23:59 PM
Company Presentations	30-Nov-2022 23:59 PM

Class Protocol:

No late quizzes/assignments/tests:

Quizzes, tests and assignments will not be accepted late. Papers are submitted in hard copy at the beginning of class due date. Please do not send papers to me by email unless instructed. If you miss a deadline/test, there is no make-ups unless you have an emergency (i.e. medical) with proof of situation.

Writing Standard: The standard of writing is that of an upper division class. Students should have already achieved correct grammar and punctuation skills; those who have not should catch up by asking for help from the writing center or studying *The Elements of Style* or similar instruction. Poor writing will count against your assignment's grade. References/Bibliographies and writing must be APA style. **I do not accept handwritten assignments.**

Contacting the Professor: The best way to reach me is my *CSUCI email*: michael.seay@csuci.edu—although, sometimes it may take up to 48 hours to reply. *For truly urgent matters phone (805-377-5786).* **If you need to talk to me, text me first as I am typically in meetings or unavailable at the exact moment. You must use your CSU email account for all communication in this class.** It is your responsibility to check your CSU email account and eCollege course web site regularly (at least once a day) for additional announcements and communications. Zoom works too... <https://csuci.zoom.us/my/mikeseay>

All email communications should have the following subject heading: **BUS499-Online (insert day of the week, i.e. Mon or Wed.)**, followed by a brief summary of the question such as "BUS499-Mon: Assignment 1 ftp upload question." I will respond to emails usually within 24 hours.

Attendance: In person – come to class on time and every week!

Online - In the online learning environment, much of your learning is achieved by interacting with the professor and other students in the online discussion forum. Your attendance will be determined by viewing online lectures each week and by contributing to the online discussion each week.

I will evaluate your participation by your contribution to the online discussions relevant to the **quality** and quantity of your postings. At a minimum, you must contribute at least once a week (equivalent to a C), acceptable contribution should be at least two postings per week (equivalent to a B), and an exceptional contribution should be three or more quality postings per week (equivalent to an A). Don't just post something for the sake of "punching your posting ticket." Contribute in a meaningful and substantive way for full credit.

I will also evaluate your class participation by your contribution to your team (BSG simulation, BSG report/presentation, and Team Industry Analysis). You will complete a teammate evaluation form to assess your team participation.

The Learning Management System

The Learning Management System (LMS) in this course is CILearn.

- You submit written work using TurnItIn. Each assignment is listed in the Assignment folder within the *Content* link within CILearn.
- You contribute to class discussion using the *Discussion* link within CILearn.
- You take quizzes and exams by clicking on the Content link within CILearn.
- You watch recorded lectures by clicking on the Content link within CILearn.

Online Course Netiquette Guidelines¹ (if we need to move to an online format because of Covid)

You should **check the course web site and your CI mail once every day** for announcements and updates while the class is in session. Respond to instructor and classmates inquiries in 24 hours or sooner.

1. Review all discussion postings before posting your own to prevent redundancy.
2. Be aware that typing in all capital letters indicates shouting.
3. Be careful with humor and sarcasm. Both can easily be misunderstood!
4. Check your writing for errors by reviewing what you've written before submitting it.
5. Acronyms (LOL, etc.) and emoticons (smilies) are commonly used online, but be careful not to overuse them.
6. Many communications with your instructor or fellow students are best handled through email. Only post on the classroom discussion board if the conversation is relevant to others in the class.
7. Respect the privacy of your classmates and what they share in class.
8. Ask classmates for clarification if you find a discussion posting offensive or difficult to understand.
9. Avoid sweeping generalizations. Back up your stated opinions with facts and reliable sources.
10. Understand that we may disagree and that exposure to other people's opinions is part of the learning experience.
11. Be respectful of each other. We're all in this together. Before posting a comment, ask whether you would be willing to make the same comment to a person's face.
12. Keep in mind that everything you write, indeed every click of your mouse is recorded on the network server. On the Internet there are no take backs.
13. Keep in mind that you are taking a college class. Something that would be inappropriate in a traditional classroom is also inappropriate in an online classroom.

Accessing Course Materials: Please monitor Canvas frequently for assignments, quizzes and documents. Please check your CSUCI email regularly for correspondence.

Disclaimer: Information contained in this syllabus, other than that mandated by the University, may be subject to change with advance notice, as deemed appropriate by the instructor.

Cheating, Plagiarism and Other Forms of Academic Dishonesty

All work that students submit, as their own work must, in fact, be their own work. In accordance with CSU Channel Islands policy on academic dishonesty, students in this course who submit the works of others as their own (plagiarize), cheat on tests and examination, help other students cheat or plagiarize, or commit other acts of academic dishonesty will receive appropriate academic penalties, up to including failing the course. Papers with plagiarized ideas or language

¹ Adapted from <http://blogs.lsc.edu/expectations/netiquette-guidelines/>

will be graded “F” and must be rewritten with proper use of quotations and referencing. The final grade will be given after which it will be lowered 2 full letter grades.

The Internet is a great source of information and I encourage you to use it for research. However, do not copy another author’s writing word for word, except for brief passages to support your thesis. When using another writer’s work, accurately identify it with a proper citation and footnote. Plagiarism or cheating on test and exams will result in an “F” (0 points) on the test or exams, very likely resulting in a lower or possibly a failing final grade in the course. Plagiarism on individual assignments or project deliverables will result in a 0 point grade for that document. In case where the cheating or plagiarism was premeditated or planned, students may receive and “F” for the course.

Disabilities Accommodations

Cal State Channel Islands is committed to equal educational opportunities for qualified students with disabilities in compliance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. The mission of Disability Accommodation Services is to assist students with disabilities to realize their academic and personal potential. Students with physical, learning or other disabilities are encouraged to contact the Disability Accommodation Services office at (805) 437-8510 for personal assistance and accommodations. All requests for accommodations require appropriate advance notice to avoid delay in services. Please discuss approved accommodations with me.

Final Thoughts:

“Good fortune is what happens when opportunity meets with planning.”
Thomas Edison 1847-1931

“I am a great believer of luck, and I find the harder I work, the more I have of it.”
Thomas Jefferson, 3rd President 1743-1826

“Never confuse activity with achievement.”
John Wooden, 1910-2010