

Course: Course Number (MGMT 307),
Course Name (Management of Organizations)
Class: Classroom Location Bell Tower Bel 1494 6:00 – 9:00 PM PST
Instructor: Dale S. Deardorff, MA, MS, DM, Adjunct Instructor, Business
Management School.
Email: Dale.Deardorff@CSUCI.edu
Phone: Office Extension
Office Location: MVS Hall 2122 2nd floor
Office Hours: Wednesday from 3:00-6:00 each week; in-person, on campus.

Instructor Communication Policy:

Please email me with any questions or concerns. I will respond within 24 hours Monday – Friday. I may not be available as quickly on weekends, but leave a message and I will respond as quickly as possible. If it is an emergency please call me or text me at 818-703-4444. If you would like to set up a Zoom meeting, please contact me in advance.

Course Description and Objectives

The MGMT 307 Management of Organizations you will get an integrated overview of management philosophy, managing yourself & others, and performance and resource management for business managers. Special emphasis is on the role of organizational management and the efforts and challenges for new managers. Your personal and professional and management skills will be enhanced and developed.

Through the use of a complex business scenario (PacWest Life Sciences), the course analyzes the major elements of management in a high technology organization and the manager interactions required among participants in a collaborative Team environment. The course is designed to replicate the typical organizational management situations and objectives required in a modern VUCA (Volatility, Uncertainty, Complexity, and Ambiguous) based organization. Each week, there is an evolving course scenario which will provide unique challenges and opportunities.

The PacWest Life Sciences Company Project is a fictitious, Calabasas based, high technology medical devices company which has two locations; design & assembly, and sales (Calabasas, California) and manufacturing and fabrication (El Paso, Texas). The company has a digital stethoscope product line that is offering new technologies with Blue Tooth capabilities. It is an evolving story each week used as the course case scenario which contains business details and challenges for success. Each student will be on a Management Team which will experience challenges to complete management activities and challenges common to modern organizations. The course will provide both personal and professional growth in managing yourself and others, Leadership, Strategic Management, Complex Opportunity Decision Making and Financial Responsibility in modern organizations.

Program Learning Outcomes:

- 1) Demonstrate high proficiency in managerial thinking, oral and written communication, organizational effectiveness and efficiency challenges, and collaboration skills.
- 2) Demonstrate, orally and in writing, analytical and integrative skills in making strategic management decisions.

- 3) Demonstrate an understanding of management, and the operating environment of modern business organizations.
- 4) Produce written innovative and integrative strategic business objectives, including team-based plans, schedules and decisions that adapt to uncertain and unpredictable organizational environments.
- 5) Demonstrate an understanding of relevant management disciplines.
- 6) Demonstrate manager-based skills in a variety of situations and settings.

*By the successful completion of this course, your **course** learning outcomes will be:*

- 1) A clear understanding of current organizational management.
- 2) A demonstration of managerial risks, challenges and for an high technology organizational culture.
- 3) Refinement of advanced business manager skills and tools.
- 4) Development and refinement of analytical and critical thinking skills.
- 5) Demonstration of working in an management position in a VUCA (Volatile, Complex, Uncertain, and Ambiguous) business environment.

Some of the most important topics or projects covered in this course:

- 1) Management Development of Organizational Challenges & Opportunities.
- 2) Opportunity and Idea Strategy Formulation and Evaluation.
- 3) Analytical Resource Allocation and Decision Making.
- 4) Fiduciary Enterprise Financial Responsibility.
- 5) Analytical Research Methodologies.
- 6) Negative Risk & Positive Opportunity Management.

Course Requirements

- **Prerequisites** - Prerequisite(s): For Business majors: [BUS 309/ECON 309](#) and [BUS 310](#) and [MGT 326](#) with grades of C- or better and Junior Standing; for all other majors: Junior Standing, Principles, methods, and procedures for planning, organizing, leading, and controlling organizational actions.
- **Required Materials and Texts** - Course materials may be available from the CI Bookstore: <http://www.csuci.bkstr.com>

- (1) Principles of Management version 1.1 (Digital Download):
https://saylordotorg.github.io/text_principles-of-management-v1.1/index.html

Harvard Business Review Books are also available thru Amazon at the links provided below the descriptions:

- (2) HBR's 10 Must Reads on Managing People (with featured article "Leadership That Gets Results," by Daniel Goleman) (HBR Handbooks) Paperback – February 7, 2011, Harvard Business Review Press, Boston, MA. – ISBN: 9781422158012

https://www.amazon.com/Managing-featured-Leadership-Results-Goleman/dp/1422158012/ref=sr_1_1?crid=12UWRSDEA2ZWE&dib=eyJ2IjojMSJ9.gSjN1tF6UuwNZjoJmV8AYFvrD1e-ibF7qV6Mfk_9rg5Yc_yGf83yOpkNo3B5y-ZhRJ_FiCAoTrX39RXG9ecPFHEEOZ4GURDGXzI5m6PL6Qqb3AVCv6UvtpjDjRi3mMYqyC8m_rTjKhZRHIFCSSvCxiA6NGWQXIE5AMHf-

[PM4W9zywU6suLLVbhN6JiBroeK6qeAOJXqjTGL-z0sZBAotY_VQDfKJ_WhEAeNsyqaQ_ig.4jSVnSvH8aNKIWZ9A-8agZgRmWpvX6TC3VHakF7Tj5A&dib_tag=se&keywords=hbr+managing+people&qid=1735264686&srefix=on+managing+people%2Caps%2C224&sr=8-1](https://www.amazon.com/Managing-Yourself-Measure-Clayton-Christensen/dp/1422157997/ref=sr_1_1?crid=2K5NDM6158Z55&dib=eyJ2IjojMSJ9.SZaoe-zonoxYEAbIUmw-LgVbLsiWbK8NYqr1MtTU5sftLuULarKhoY_YiKnXKqyGQQel6cFwCIJyDrf47w3kD61LTG51no1byLjLSy0K7Q3Q1yUwtpR9tA2xPiMfe_hXLQZsnrgSBFFFnU1ITREHiRH0UNmZNSA1Xb35jrg8NZEhX0hyXv_L4zBiV9n8uqK8u2c-HuGDIm9VWMzlyC3qqr9UP9Wsqg4QTTiTtU8hbKs.RtuisldA9zIHbUjbnCQ-4OBhzdQ5Rmh8QkMWvkQVH40&dib_tag=se&keywords=hbr+managing+people&qid=1735264686&srefix=on+managing+people%2Caps%2C224&sr=8-1)

- (3) HBR's 10 Must Reads on Managing Yourself (with bonus article "How Will You Measure Your Life?" by Clayton M. Christensen) (HBR Handbooks) Paperback – January 10, 2010, Harvard Business Review Press, Boston, MA. – ISBN: 9781422157992

https://www.amazon.com/Managing-Yourself-Measure-Clayton-Christensen/dp/1422157997/ref=sr_1_1?crid=2K5NDM6158Z55&dib=eyJ2IjojMSJ9.SZaoe-zonoxYEAbIUmw-LgVbLsiWbK8NYqr1MtTU5sftLuULarKhoY_YiKnXKqyGQQel6cFwCIJyDrf47w3kD61LTG51no1byLjLSy0K7Q3Q1yUwtpR9tA2xPiMfe_hXLQZsnrgSBFFFnU1ITREHiRH0UNmZNSA1Xb35jrg8NZEhX0hyXv_L4zBiV9n8uqK8u2c-HuGDIm9VWMzlyC3qqr9UP9Wsqg4QTTiTtU8hbKs.RtuisldA9zIHbUjbnCQ-4OBhzdQ5Rmh8QkMWvkQVH40&dib_tag=se&keywords=hbr+managing+yourself&qid=1735264686&srefix=hbr+managing+yourself%2Caps%2C456&sr=8-1

- (4) HBR's 10 Must Reads for New Managers (with bonus article "How Managers Become Leaders" by Michael D. Watkins) (HBR Handbooks) Paperback – February 28, 2017, Harvard Business Review Press, Boston, MA. – ISBN: 9781633693029

https://www.amazon.com/Managing-featured-Leadership-Results-Goleman/dp/1422158012/ref=sr_1_1?crid=12UWRSDEA2ZWE&dib=eyJ2IjojMSJ9.gSJn1tF6UuwNZjoJmV8AYFvrD1e-ibF7gV6Mfk_9rg5Yc_vGf83yOpkNo3B5y-ZhRJ_FiCAoTrX39RXG9ecPFHEEOZ4GURDGXzI5m6PL6Qqb3AVCv6UvtpjDiRi3mMYgyC8m_rTjKhZRHiFCSSvCxiA6NGWQXIE5AMHf-PM4W9zywU6suLLVbhN6JiBroeK6qeAOJXqjTGL-z0sZBAotY_VQDfKJ_WhEAeNsyqaQ_ig.4jSVnSvH8aNKIWZ9A-8agZgRmWpvX6TC3VHakF7Tj5A&dib_tag=se&keywords=hbr+managing+people&qid=1735264686&srefix=on+managing+people%2Caps%2C224&sr=8-1

Asynchronous Discussions

You are required to participate in a graded discussion thread each week. You will find these in the Canvas course module and they require you to provide (1) one initial discussion no later than Wednesday COB. You are required to provide an additional (2) two discussions threads to your peers comments for a total of three (3) graded discussions each week.

Grading Criteria:

Your grade will be based on the criteria below:

- **Frequency:** You must post (3) times on (3) separate days in the TDA to get full credit.
- **Timeliness of post:** Initial post must be completed by Wed. of the week and response to others are posted by the end of that week.
- **Quality of post:** Appropriate comments, thoughtful, reflective, and respectful of others' postings. You are allowed to disagree with each other but not argue.
- **Relevance of discussion post and response to other posts:** Initial post and response to others are related to the discussion content and must help move the conversation forward in a positive direction.

Course Grading Criteria

Total Percentage	Letter Grade
95 – 100	A
90 – 94	A-
87 – 89	B+
83 – 86	B
80 – 82	B-
77 – 79	C+
73 – 76	C
70 – 72	C-
60 – 69	D

All of your course requirements are graded using points. At the end of the course, the points are converted to a letter grade using the scale in the table below.

Final grades are based on the percentage equivalent in the chart below and are not rounded to the next higher letter grade.

Grades will be translated into a 1000 point scale:

Letter Grade	Points	Percentage
A	900–1,000	90% to 100%
B	800–899	80% to 89.9%
C	700–799	70% to 79.9%
D	600–699	60% to 69.9%
F	599 and below	Below 60%

Points will be assigned based on the following general criteria:

- Reading assigned online lectures and other materials.
- Depth and quality of thinking and reflecting evidenced in class discussions and written work submitted.
- Timely submission of all assignments.
- Cooperative and collaborative effort.
- Professional and respectful behavior and attitude.

Schedule of Assignment

Below are tentative due dates for major assignments/exams (*please consider the academic calendar for campus holidays when planning your schedule, <https://www.csuci.edu/calendars/index.htm>*):

Late work is accepted with a 10% late grading deduction. All course word documents submitted will adhere to APA 7.0 format standards. All written assignments will be evaluated using the required format guidelines for Cover Sheets, consistent text font style, and size, use of Figure label ID's for all images, figures and graphics, Headings and Reference Page Citation indents and Internet Citations. All PPT documents submitted require a Cover Sheet but no reference page.

Exams and Team Assignments	Description	Due Date
Team Contract	Team will construct a Team Contract for all team members establishing the teams "Norms", rules and operating guidelines for all team work constructed in the course.	End of Week 1
Individual Skills Resume	Individuals will construct a management skills resume and provide to team for review and evaluation.	End of Week 1

LPI Individual Skills Profile	Individuals will complete the LPI Individual survey questionnaire at the first live class lecture and submit.	End of Week 1
Management Communications assignment	Team will construct a written communication to a German Client in English and then use Google Translate to change the message to German for communication focusing on the 7 C's of communication.	End of Week 2
Porters Five Forces & Four Actions Framework	Team will construct a Porter's Five Forces diagram for the course scenario and then use strategy development templates to construct a Business Level, Corporate Level and Functional level series of strategies and complete a Four Actions Framework	End of Week 3
Ethics Company Analysis	Team will construct a feasibility analysis for the El Paso manufacturing organization based on a manufacturing ethical situation	End of Week 4
Management Team LPI Score Evaluation	Team evaluate LPI Team Profile to determine areas of strengths and identify leadership gaps.	End of Week 4
OKR (Objectives and Key Resources) development exercise	Team will construct a series of OKR's based on the leadership gaps identified in the Team LPI results profile	End of Week 5

<p>-Micro-Planning Scheduling Exercise</p>	<p>Team will develop a micro-plan for the implementation of a new product line taking into account development time, marketing cycle, prototype evolution and initial fabrication schedules conflicts.</p>	<p>End of Week 6</p>
<p>Measuring People organizational Evaluation assignment</p>	<p>Team will develop a measurement profile and performance review for the key members of the management members at PacWest Life Sciences.</p>	<p>End of Week 7</p>
<p>Managing VUCA (Volatility, Uncertainty, Complexity, Ambiguity) exercise</p>	<p>Team will construct a SPST (Stability, Predictability, Simplicity, Transparency) matrix mapping the PacWest Life Sciences organization.</p>	<p>End of Week 8</p>
<p>Managing Change ADKAR Exercise</p>	<p>Team will use the ADKAR process change model to identify required areas of change and provide mapping for a plan forward.</p>	<p>End of Week 9</p>
<p>Risk Analysis & Risk Register Assignment</p>	<p>Team will create a PacWest Life Sciences Risk Register which contains both Positive and Negative Risks</p>	<p>End of Week 10</p>
<p>Big Data Analytics assignment</p>	<p>Team will review PacWest Life Sciences manufacturing reliability data from excel file and create a set of data analytics analysis charts (bar, line, scatter, pie) to represent data.</p>	<p>End of Week 11</p>

<p>-Managing Opportunities assignment exercise</p>	<p>Team will review opportunities for the digital stethoscope market and construct a Pro/Con listing of the product features offered for a new line of adhesive digital stethoscope bubbles.</p>	<p>End of Week 12</p>
<p>ROI (Return on Investment) Assignment Exercise</p>	<p>Team will construct a financial ROI evaluation of the three different PacWest Life Sciences product lines to determine a fiduciary analysis and recommendation for moving forward.</p>	<p>End of Week 13</p>
<p>Managing Difficult People Assignment Exercise</p>	<p>Team will construct an organizational conflict "Trust" model of personal to determine who needs additional coaching for personal behaviors or need to be terminated.</p>	<p>End of Week 14</p>
<p>Live Presentation</p>	<p>Team will construct a PPT presentation that all team members will help to present during the final live lecture.</p>	<p>End of Week 15</p>
<p>Peer Review</p>	<p>Each Team member will construct a confidential qualitative and quantitative management evaluation of the performance of their team members to be used for performance reviews.</p>	<p>End of Week 16</p>

<p>Team Final Report</p>	<p>Team will construct a Final APA format Report for PacWest Life Sciences that describes the activities and results from the last 16 weeks including recommendations for improvements.</p>	<p>End of Course</p>
<p>Team Management Report</p>	<p>Each Team member will assume the role of team manager and rotate the position so that all of the team members lead the team activities at least twice during the course. At the end of the week, they will create a Team Management report which will lay out the strategy for the next week's assignment and performance review of the team members activities.</p>	<p>TBD based on team members team assignments.</p>

Attendance and Participation Policy

Attendance is required in person on Tuesday nights from 6:30 PM to 9:30 PM. During these sessions, you will be broken into your course leadership teams and will be required to participate in break-out groups for specific exercises. For other activities, you may be working in your course teams. Each Tuesday night session is graded and you will receive credit for attending. If you miss more than 2 sessions, your grades will be adjusted downward significantly. If you miss 5 or more sessions, you will not be able to complete and pass the course.

Each week, your team will be required to conduct and record a virtual ZOOM session Team Planning Meeting. These will be determined by the team and the instructor will not attend them but will review the recording after it is uploaded. Team can have as many meetings as they want based on the team member's needs.

Class Recording Policy

Students may not record (audio or video) in this class except in accordance with approved ADA accommodations. Any recordings made in connection with a disability accommodation are for the student's personal academic use only and may not be distributed in any manner to any other individual. CFA additional note to faculty: You may feel otherwise and take a different position. In certain course assignment you will be required to conduct recorded video presentations and customer out-briefs.

Resources for Students of All Abilities

If you are a student with a disability requesting reasonable accommodations in this course, please visit Disability Accommodations and Support Services (DASS) located on the second floor of Arroyo Hall or call 805-437-3331. All requests for reasonable accommodations require registration with DASS in advance of needed services. You can apply for DASS services. Faculty, students, and DASS will work together regarding classroom accommodations. You are encouraged to discuss approved accommodations with your faculty.

Campus Public Health Requirements

County Department of Public Health to promote safety during the COVID-19 pandemic for CSUCI students, employees, and visitors on the campus, to help prevent and protect themselves and others from the spread of the virus. Students are required to adhere to all health and safety requirements outlined on the University's website regarding COVID-19, including wearing masks properly during each class session. Failure to do so may result in removal from the classroom and, in keeping with CSU policy, the student may also be denied access to campus/programs.

Civil Discourse

Please review Ch. 7 and 9 in the Recognize & Refer Handbook for more information and ideas on how to respond to disruptive behavior. *You may wish to include the following statement:* "All students, staff, and faculty on our campus are expected to join in making our campus a safe space for communication and civil discourse.

If you are experiencing discomfort related to the language you are hearing or seeing on campus
Master of Business Administration

(in or out of classes), please talk with a trusted faculty or staff member. Similarly, please consider whether the language that you are using (in person or on Canvas) respects the rights of others to “engage in informed discourse and express a diversity of opinions freely and in a civil manner” (language from Academic Senate Resolution SR 16-01, Commitment to Equity, Inclusion, and Civil Discourse within our Diverse Campus Community).

In addition, students whose conduct adversely affects the learning environment in this classroom may be subject to disciplinary action. Students that disrupt this course may receive a verbal and written warning from the instructor, they may be excused from the class for the day, they may be excused from the class for up to one class period, and/or they may be referred to the Dean of Students office for further review and possible disciplinary action.”

Academic Dishonesty

By enrolling at CSU Channel Islands, students are responsible for upholding the University’s policies and the Student Conduct Code. Academic integrity and scholarship are values of the institution that ensure respect for the academic reputation of the University, students, faculty, and staff.

Cheating, plagiarism, unauthorized collaboration with another student, knowingly furnishing false information to the University, buying, selling, or stealing any material for an examination, or substituting for another person may be considered violations of the Student Conduct Code. If a student is found responsible for committing an act of academic dishonesty in this course, the student may receive academic penalties including a failing grade on an assignment or in the course, and a disciplinary referral will be made and submitted to the Dean of Students office. For additional information, please refer to [CSUCI’s Academic Dishonesty Policy](#).

All written assignments will be screened using via Turnitin or some other similarity detection services that compare the work against a large database of past work. The use of ChatGPT or other AI generated tools is acceptable only for research content, not for construction of final assignment submissions. For any additional required clarity please contact me to discuss.

ACADEMIC DISHONESTY

The maintenance of academic integrity and quality education is the responsibility of each student within this university and the California State University system. Cheating or plagiarism in connection with an academic program at a campus is listed in Section 41301, Title V, California Code of Regulations, as an offense for which a student may be expelled, suspended,

or given a less severe disciplinary sanction. Academic dishonesty is an especially serious offense and diminishes the quality of scholarship and defrauds those who depend upon the integrity of the campus programs. Such dishonesty includes:

A. CHEATING

Intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise.

Comments:

1. Faculty members are encouraged to state in advance their policies and procedures concerning examinations and other academic exercises as well as the use before

examinations of shared study aids, examination files, and other related materials and forms of assistance.

2. Students completing any examination should assume that external assistance (e.g., books, notes, calculators, conversation with others) is prohibited unless specifically authorized by the instructor.
3. Students must not allow others to conduct research or prepare any work for them without advance authorization from the instructor. This comment includes, but is not limited to, the services of commercial term paper companies.
4. Substantial portions of the same academic work may not be submitted for credit in more than one course without authorization.

B. FABRICATION

Intentional falsification or invention of any information or citation in an academic exercise.

Comments:

1. “Invented” information may not be used in any laboratory experiment or other academic exercise without notice to and authorization from the instructor. It would be improper, for example, to analyze one sample in an experiment and covertly “invent” data based on that single experiment for several more required analyses.
2. One should acknowledge reliance upon the actual source from which cited information was obtained. For example, a writer should not reproduce a quotation from a book review and indicate that the quotation was obtained from the book itself.
3. Students who attempt to alter and resubmit returned academic work with intent to defraud the faculty member will be in violation of this section. For example, a student may not change an answer on a returned exam and then claim that they deserve additional credit.

C. FACILITATING ACADEMIC DISHONESTY

Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Comments:

1. For example, one who knowingly allowed another to copy from his or her paper during an examination would be in violation of this section.

D. PLAGIARISM

Intentionally or knowingly representing the words, ideas, or work of another as one's own in any academic exercise.

Comments:

1. Direct Quotation: Every direct quotation must be identified by quotation marks, or by appropriate indentation or by other means of identification, and must be promptly cited in a footnote. Proper footnote style for any academic department is outlined by the APA Style Manual. This publication is available in the CSUCI Bookstore and is at the reference desk of the Library.
2. Paraphrase: Prompt acknowledgment is required when material from another source is paraphrased or summarized in whole or in part in your own words. To acknowledge a paraphrase properly, one might state: "to paraphrase Locke's comment . . ." and conclude with a footnote identifying the exact reference. A footnote acknowledging only a directly quoted statement does not suffice to notify the reader of any preceding or succeeding paraphrased material.
3. Borrowed Facts or Information: Information obtained in one's reading or research which is not common knowledge among students in the course must be acknowledged. Examples of common knowledge might include the names of leaders of prominent nations, basic scientific laws, etc.

Materials which contribute only to one's general understanding of the subject may be acknowledged in the bibliography and need not be immediately footnoted. One footnote is usually sufficient to acknowledge indebtedness when a number of connected sentences in the paper draw their special information from one source. When direct quotations are used, however, quotation marks must be inserted and prompt acknowledgment is required.

Additional Student Resources

- ***Emergency Intervention and Basic Needs***

If you or someone you know is experiencing unforeseen or catastrophic financial issues, skipping meals, or experiencing homelessness/housing insecurity (e.g. sleeping in a car, couch surfing, staying with friends), please know that you are not alone. There are resources on campus that may assist you during this time. The Dolphin Pantry is currently located in Arroyo Hall and offers free food, toiletries, and basic necessities for current CI students. For additional assistance, please contact the Dean of Students office at (805) 437-8512 or visit Bell Tower 2565. Please visit the website for the most up-to-date information on the Basic Needs Program at CI: <https://www.csuci.edu/basicneeds/>.

- ***Counseling and Psychological Services (CAPS)***

CAPS is pleased to provide a wide range of services to assist students in achieving their academic and personal goals. Services include confidential short-term counseling, crisis intervention, psychiatric consultation, and 24/7 phone and text support. CAPS is located in Bell Tower East, 1867, and can be reached at 805-437-2088 (select option 2 on voicemail for 24/7 crisis support; or text "Hello" to 741741); you can also email us at caps@csuci.edu or visit our website at <https://www.csuci.edu/caps>.

- **Writing & Multiliteracy Center**

The Writing and Multiliteracy Center (WMC) provides all CI students with FREE online support services and programs that help them become more effective writers and communicators.

WMC peer consultants help students at any stage of the composition process in any discipline for writing or speaking (such as online slideshow presentations). Students are also welcome to bring in other types of non-academic or creative work. WMC professional consultants are CI faculty who can help students working on graduate-level writing or personal and research statements required for graduate school applications. WMC tutors can also help those who want to talk about or wish to learn new skills in speaking in academic or online contexts.

Students can drop in for a 30 min tutorial session or ask for one-hour sessions for longer projects. Make an appointment by visiting <http://www.csuci.edu/wmc>.

- **Title IX and Inclusion**

Title IX & Inclusion manages the University's equal opportunity compliance, including the areas of affirmative action and Title IX. Title IX & Inclusion also oversees the campus' response to the University's nondiscrimination policies. CSU Channel Islands prohibits discrimination and harassment of any kind on the basis of a protected status (i.e., age, disability, gender, genetic information, gender identity, gender expression, marital status, medical condition, nationality, race or ethnicity, religion or religious creed, sexual orientation, and Veteran or Military Status). This prohibition on harassment includes sexual harassment, as well as sexual misconduct, dating and domestic violence, and stalking. For more information regarding CSU Channel Islands' commitment to diversity and inclusion or to report a potential violation, please contact Title IX & Inclusion at 805.437.2077 or visit <https://www.csuci.edu/titleix/>.

- **Preferred Pronouns**

Students have the option to update their chosen/preferred name, pronouns, and gender identity through their myCI portal, within CI Records. Additionally, students may request to change their email address to match their chosen name. Click the menu items below for more details. Visit the [Registrar's Gender Identity and Pronouns](#) page for instructions.

- **Campus Tutoring Services**

You are encouraged to make early and regular use of campus tutors and/or peer-led study groups. For campus tutoring locations, subjects and hours, go to: <http://go.csuci.edu/tutoring>.

- **Digitally Accessible Course Materials--ALLY**

CSUCI is committed to providing you with the best learning experience possible. With this goal, we have activated ALLY in your Canvas courses. ALLY is a product that focuses on making

digital course content more accessible to all students.

You will now be able to download most course files in the format that fits best with your learning needs; PDF, HTML, .EPUB and Audio files are now available for most content items. To learn more about formats available as well as what each format offers visit Ally Support. Should you have any questions or experience issues while using ALLY, please contact [ITS Solution Center](#) at (805) 437-8552.

****THIS SYLLABUS IS SUBJECT TO CHANGE. I WILL DO MY BEST TO NOTIFY YOU IN ADVANCE.****