



College of Health and Human Services

HCIP 6108 – Spring 2024 | Intermediate Decision Analysis | 3 Credits

Days/Time, Location: Wednesdays, 5:30 PM – 8:15 PM, College of Health and Human Services, 290

Faculty Information: Timothy J. Lowe, PhD

Adjunct Professor of Public Health Sciences

College of Health and Human Services

Email: tlowe13@charlotte.edu

Office Hours: Following class or by appointment via Zoom or Piazza

Graduate Assistant: Sravani Railla

Email: srailla@charlotte.edu

My preferred method of contact is by [Piazza](#). This is a tool that allows us to discuss questions openly and for your classmates to benefit from answers to previous questions. I will respond to all emails within 48 hours Monday-Friday. Please keep in mind that it will generally take longer to receive a reply via email.

Course Overview

This course addresses the use of quantitative management tools for medical decision making in populations. Topics addressed include the use of decision trees, Markov models, and Monte Carlo simulation and other forecasting methods to address uncertainty in medical decision-making. Students will work in teams to complete assignments culminating in a real-world decision model addressing a current medical topic. Recent statistics coursework and statistical programming competency are required.

Course Prerequisites:

Students are expected to have completed a course in basic statistics, healthcare research, and statistical programming before registering for this course.

Course Objectives:

After completing the course, students will be able to do the following:

- Apply probability-based techniques to resolve healthcare decision problems
- Identify and use the complex variables needed to successfully conduct decision analysis in healthcare
- Build forecasting models that assist with healthcare decision-making
- Use selected software to generate computer solutions of statistical and other quantitative decision models
- Learn through project and case studies the application of quantitative decision making to find solutions to real life business problems in healthcare settings
- Apply statistical inference and hypothesis testing methods in drawing evidence-based conclusions from data analyses
- Demonstrate skills in communicating the methods, analysis, and results of healthcare decision problems

Instructional Method:

Teaching strategies for each session will typically consist of the Socratic teaching method; the delivery of

focused and probing questions that stimulate critical thinking and discussion around key concepts derived from required and supplemental course materials as well as real-world healthcare problems. Students will be expected to attend class prepared and having read the materials. Each class will consist of a discussion of the materials and team-based collaboration and execution of a project. Teams will be expected to collectively present the project approach, rationale, and results throughout the course in written and oral formats (i.e., project deliverables).

Team-Based Participation:

Team-based participation in a project is designed for students to learn how to share ideas, critique ideas, and work in a cooperative framework. It is designed to mimic the matrix environment common in healthcare and healthcare analytics settings. For most, the process is smooth with occasional differences in opinions or difficulty arranging a mutually agreeable solution. There are times, however, when students do not participate in contributing to class efforts. All students are expected to contribute in a *meaningful* way to the course. ***Please note*** you are receiving graduate credit and commensurate levels of maturity and effort are expected. **Peer evaluations will be conducted within each group at the end of the semester to assure fairness in grading.**

Course Requirements:

- **Class Attendance & Participation:** It is expected that students will attend all classes and participate in all ten discussion forums. It is the student's responsibility to make-up for missed classes and complete all assignments. Team-based participation in this project is designed for students to learn from each other in addition to helping students refine communication and business skills. For most, the process is smooth with occasional differences in opinions or difficulty arranging a mutually agreeable solution. There are times, however, when students do not participate in class efforts. All students are expected to contribute in a *meaningful* way to the course. ***Please note*** you are receiving graduate credit and commensurate levels of maturity and effort are expected. **Peer evaluations will be conducted within each group at the end of the semester to assure fairness in grading.**
- **Team-based Project:** Students will work with a team on a project topic of their choice related to a *healthcare decision (e.g., new vs. old treatment)*. The topic should include a *healthcare intervention (e.g., medication, device, procedure, use of healthcare professionals, etc.)*. One student per group will be selected as the team leader and will be responsible for facilitating communication and participation of team members on project content outside of class. Each team will complete several project deliverables (i.e., study proposal, protocol, statistical analysis plan, report & abstract, and manuscript) throughout the course. Data needs will be assessed and presented during the protocol stage. Students will use Rational Will software in addition to dataset management and statistical analysis software (e.g., SAS, R, Python, STATA, SPSS, etc.) for completion of the project. Students will be required to present each project deliverable in a professional manner during class using visual aids such as Microsoft PowerPoint. Final project deliverables include the written manuscript, PowerPoint presentation of the background, methods, and principal findings, and the Self & Peer Evaluation of Group Performance form.

Course Materials

Required Equipment:

- Laptop or PC
- Access to internet with secure connection, virus protected
- Microsoft Office (all assignments must be turned in as a .doc or .docx, or PDF file) and presentations should be given in PowerPoint

Required Text & Software:

- Cost-Effectiveness Analysis in Health: A Practical Approach (Feb 29, 2016)
Peter Muennig and Mark Bounthavong (you can purchase the newest version or an older version to save

\$\$ -- the editions are almost identical)

http://www.amazon.com/Cost-Effectiveness-Analysis-Health-Practical-Approach/dp/1119011264/ref=sr_1_2?ie=UTF8&qid=1461636005&sr=8-2&keywords=cost+effectiveness

- Rational Will 6.1 – (make sure you purchase the student version) - Students are required to purchase the software license for the completion of assignments - \$99.00 (note: the software is Windows-based; if you have a Mac you will need to install a Windows emulation program such as Parallels, Boot Camp, VirtualBox, etc.): <https://www.spicelogic.com/Products/Rational-Will-29/Pricing>

Optional Text:

- Cost-Effectiveness in Health and Medicine (2nd Edition)
Peter J. Neumann, Gillian D. Sanders, Louise B. Russell, Joanna E. Siegel, and Theodore G. Ganiats
https://www.amazon.com/Cost-Effectiveness-Health-Medicine-Peter-Neumann/dp/0190492937/ref=pb_sbs_14_1?encoding=UTF8&pd_rd_i=0190492937&pd_rd_r=31T4YB725J6FW5PQN345&pd_rd_w=2FgL0&pd_rd_wg=WHGaR&psc=1&refRID=31T4YB725J6FW5PQN345

Supplementary Material:

Provided via UNCC Canvas

- Reports of the ISPOR-SMDM Modeling Good Research Practices Task Force – 1 to 7 (*Society for Medical Decision Making* www.smdm.org)
- *International Society for Pharmacoeconomics & Outcomes Research (ISPOR) - Task Force Index* (<https://www.ispor.org/taskForces/TFindex.asp>)
- Published articles for enhancing content, methodological critique, and discussion

Grading Criteria

Evaluation Methods:

Discussion Forums (2 points each x 10)	20%
Research Proposal	10%
Research Protocol	10%
Statistical Analysis Plan	15%
Report & Abstract	15%
Self & Peer Evaluation of Group Performance	5%
Final PowerPoint Presentation	5%
Final Manuscript	20%

Total	100%

***NOTE** – Written and oral presentation of each deliverable will be due on the same date. **Past due deliverables** will be accepted with a **5% deduction** for each day they are late.

Grading Scale

- A = 90-100%
- B = 80 - 89%
- C = 70 - 79%
- U = 69% & below

Course Schedule

Below is a course schedule of the weeks/modules, dates, and topics covered throughout the course.

Week	Lecture Date / Homework	Topics / Concepts
1	01/10/2024 Required HW: Muennig & Bounthavong – Chapters 3, 5, & 12 Howard 1966 <i>Discussion Week 1</i> <i>Optional: If you need to brush up on your stats then read Kroese 2018</i>	1. Introductions & Review of Syllabus 2. <i>Lecture: Introduction to Decision Analysis & Review of Basic Probability I</i>
2	1/17/2024 Required HW: ISPOR Task Force Overview of SMDM Models - Report 1 Rosenzweig 2014 Lowe – Tips on Proposal Writing <i>Discussion Week 2</i>	1. <i>Lecture: Developing a Research Project & Finding the Data You Need</i> 2. Team Assignments 3. Team Working Session – Proposal Development 4. Team Leader Session DUE: Discussion Week 1
3	01/24/2024 Required HW: Muennig & Bounthavong – Chapters 4, 6, 7, & 8 ISPOR Drug Cost Task Force Reports 1 - 2 <i>Discussion Week 3</i>	1. <i>Lecture: Review of Basic Probability II</i> 2. Team Working Session – Proposal & Presentation Development 3. Team Leader Session DUE: Discussion Week 2
4	01/31/2024 Required HW: ISPOR Drug Cost Task Force Reports 3 - 6 Prieto et al. 2003 Werner et al. 2012 <i>Discussion Week 4</i> <i>Optional: Neumann, Sanders, Russell et al. – Chapters 2 & 4</i>	Submission Deadline 11:59 pm: Written Proposal & Presentation 1. <i>Lecture: Introduction to Cost-Effectiveness and Cost-Utility Analysis</i> 2. Research Proposal Presentations 3. Team Working Session – Protocol Development 4. Team Leader Session DUE: Discussion Week 3
5	02/07/2024 Required HW: Carta & Conversano 2020 Komorowski & Raffa 2016 Sonnenberg et al. 1993 <i>Discussion Week 5</i>	1. <i>Lecture: Introduction to Decision Trees</i> 2. Team Working Session – Protocol Development 3. Team Leader Session DUE: Discussion Week 4

6	<p>02/14/2024</p> <p>Required HW: ISPOR Task Force Overview of SMDM Models Reports 2-5</p> <p><i>Discussion Week 6</i></p> <p><i>Additional Material on Markov Chains (Optional): Chen 2016; Bradley 2017; McKinney et al. 2018</i></p>	<ol style="list-style-type: none"> 1. <i>Lecture: Medical Markov Models and Monte Carlo Simulation 1</i> 2. Team Working Session – Protocol & Presentation Development 3. Team Leader Session <p>DUE: Discussion Week 5</p>
7	<p>02/21/2024</p> <p>Required HW: Muennig & Bounthavong – Chapter 9 ISPOR Task Force Overview of SMDM Models Reports 6-7 Attema et al. 2012 Thabane et al. 2013</p> <p><i>Discussion Week 7</i></p> <p><i>Optional: Neumann, Sanders, Russell et al. – Chapters 5 & 6</i></p>	<p>Submission Deadline 11:59 pm: Written Protocol & Presentation</p> <ol style="list-style-type: none"> 1. <i>Lecture: Medical Markov Models and Monte Carlo Simulation 2</i> 2. Research Protocol Presentations 3. Team Working Session – Statistical Analysis Plan 4. Team Leader Session <p>DUE: Discussion Week 6</p>
8	<p>02/28/2024</p> <p>Required HW: ISPOR Task Force - Quality Improvement in CEA Ho 1995 Lammers et al. 2003</p> <p><i>Practice Exercise in Rational Will</i> <i>Discussion Week 8</i></p>	<ol style="list-style-type: none"> 1. <i>Lecture: Conducting Sensitivity Analyses; Introduction to Rational Will Software</i> 2. Rational Will Demonstration. Examples: https://www.spicelogic.com/Products/Rational-Will-29/Videos 3. Team Working Session – Statistical Analysis Plan 4. Team Leader Session <p>DUE: Discussion Week 7</p>
9	<p>03/06/2024</p>	<p style="text-align: center;">Spring Break (no class)</p>

10	03/13/2024 Required HW: ISPOR Task Force - Transferability of Economic Evaluations Develesschauwer et al 2014 Gandhi et al. 2015 Discussion Week 10 Optional: Neumann, Sanders, Russell et al. – Chapters 9 & 13	Submission Deadline 11:59 pm: Written SAP & Presentation <ol style="list-style-type: none">1. Lecture: Decision Trees vs. Random Forest Analysis2. Statistical Analysis Plan Presentations3. Team Working Session – Programming Models4. Team Leader Session DUE: Practice Exercise in Rational Will Discussion Week 8
11	03/20/2024 Required HW: ISPOR Task Force - Economic Evaluation of Adverse Drug Events Mahan et al. 2011 Discussion Week 11	<ol style="list-style-type: none">1. Lecture: Choosing an Appropriate Statistical Test2. Team Working Session – Programming Models3. Team Leader Session DUE: Discussion Week 10
12	03/27/2024 Required HW: Citrome et al. 2014 Makin & De Xivry 2019	Submission Deadline 11:59 pm: PDF of Decision Model <ol style="list-style-type: none">1. Lecture: SAS Tricks: setting up procedures and interpreting output (COVID-19 and Flu data)2. Team Working Session – Report & Abstract Development3. Team Leader Session DUE: Discussion Week 11
13	04/03/2024 Required HW: ISPOR Task Force - Applying Dynamic Simulation Modeling Methods in Health Care Delivery Research	Submission Deadline 11:59 pm: Report & Abstract <ol style="list-style-type: none">1. Lecture: SAS Tricks: Patient matching; Correcting for Statistical Error2. Team Working Session – Report & Abstract; Manuscript Development3. Team Leader Session
14	04/10/2024 Required HW: ISPOR Task Force Report – CHEERS Checklist Jensen et al. 2016	Submission Deadline 11:59 pm: Draft of Final Manuscript <ol style="list-style-type: none">1. Lecture: R Tricks: Programming Statistical Tests in R2. Team Working Session – Manuscript Development3. Team Leader Session
15	04/17/2024 Required HW: Mauskopt et al. 2021	Submission Deadline 11:59 pm: Draft of Final PowerPoint Presentation <ol style="list-style-type: none">1. Lecture: CHEERS Checklist2. Team Working Session – PowerPoint Presentation3. Team Leader Session
16	04/24/2024 Required HW: None	<ol style="list-style-type: none">1. Manuscript and PowerPoint Feedback & Peer-Review Process2. Team Working Session – Review Manuscript and PowerPoint Feedback & Revise
17	05/01/2024	Reading Period (No class)

FINAL EXAM	05/08/2024	Submission Deadline 11:59 pm: Final Manuscript (Word) and Final PowerPoint Presentation <ol style="list-style-type: none"> 1. Final PowerPoint Presentation & Submission 2. Final Manuscript submission 3. Self & Peer Evaluation of Group Performance
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Note: “Muennig & Bounthavong” and “Neumann, Sanders, Russell et al.” refer to the course and optional textbooks. Other materials are available in Canvas under the Files/Readings folder.

Syllabus Subject to Change: The contents of this syllabus are as complete and accurate as possible at the time of creation, and there may be adjustments depending on the progress we make toward our course goals and objectives. I will inform you on the Canvas course site of any changes as they may occur throughout the semester. However, it is your responsibility, as the student, to keep track of announced changes that have been made to successfully complete the requirements of the course.

Late Activities Policy: Any late activity (i.e., assignments, discussion posts, quiz, exams, team project & presentation) will incur a 10% reduction in points (from the original total points available) for each day it is late, up until the time I post grades or solutions (whichever comes first). Plan your time accordingly. I will not accept late activities after I post solutions or grades unless there is a documented and excused (via the Dean of Students Office) extenuating circumstance (e.g., illness with a doctor’s note).

Working Individually & Collaboratively within this Course: Assignments and exams should be completed individually. You may, however, work with your peers on problem-solving exercises if you choose to do so. If you choose to work together on problem-solving exercises, then please identify, at the top of your discussion post of your solutions, with whom you worked; though, everyone will submit his/her own solutions in the discussion post. The data analytics team project requires collaboration among 4-5 students per team. The team project will involve data management, analysis (i.e., applying the appropriate *descriptive and inferential statistical methods*), as well as *data visualization techniques* of a health dataset of your team’s choice using SAS programming. The goal is to draw evidence-based conclusions. Information and instructions regarding course activities, including the team project, are provided in Canvas.

NOTE: *Students should check the Canvas course site and their UNC Charlotte email at least once per day during the semester to be aware of any course announcements.*

Recommended Flash Drive: In conversations with campus IT, students no longer have access to an H: drive and IT won't allow us to save files on the individual computer workstations in the labs (since files are deleted every week). Additionally, IT indicated that they would have to remove the application that maps files from a Google drive to SAS each week in the lab. Therefore, each student will need to bring her/his own flash drive with them if using on-campus computers (in labs), in which case a 10 GB (or greater) flash drive to save files and work should be sufficient.

Code of Student Responsibility: “The *UNC Charlotte Code of Student Responsibility* (the Code) sets forth certain rights and responsibilities in matters of student discipline. The Code defines these responsibilities and guarantees you certain rights that ensure your protection from unjust imposition of disciplinary penalties. You should familiarize yourself with the provisions and procedures of the Code” (Introductory statement from the UNC Charlotte brochure about the Code of Student Responsibility). The entire document may be found at this Internet address: <https://legal.uncc.edu/policies/up-406>

Academic Integrity: All students are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Students are expected to submit their own work, either as individuals or contributors to a group assignment. Definitions and examples of plagiarism and other violations are set forth in the Code. The Code is available from the Dean of Students Office or online at: <https://legal.uncc.edu/policies/up-407>

Faculty may ask students to produce identification at examinations and may require students to demonstrate that graded assignments completed outside of class are their own work.

AI use: The following materials, equipment, websites, or tools are prohibited for completing course assignments, quizzes or examinations, or other academic exercises unless I explicitly permit such use for legitimate pedagogical purposes: ChatGPT or other generative artificial intelligence tools or online course material suppliers such as CourseHero or Chegg.

SimCheck: As a condition of taking this course, papers that the instructor in good faith suspects are in whole or in part plagiarized may be subject to submission for textual similarity review to [SimCheck](#) or another service for the detection of plagiarism. Such works will be included as source documents in the SimCheck or other plagiarism detection service reference database solely for the purpose of detecting plagiarism of such papers. No student papers will be submitted to SimCheck or other plagiarism detection service without a student's [written consent and permission](#). If a student does not provide such written consent and permission, the instructor may: (i) require a short reflection paper on research methodology; (ii) require a draft bibliography prior to submission of the final paper; or (iii) require the cover page and first cited page of each reference source to be photocopied and submitted with the final paper.

Title IX Reporting Obligations Regarding Incidents of Sexual Harassment, sexual assault, dating violence, domestic violence, or stalking: UNC Charlotte is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these incidents, know that you are not alone. UNC Charlotte has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with legal protective orders, and more.

Please be aware that many UNC Charlotte employees, including all faculty members, are considered [responsible employees](#) who are required to relay any information or reports of sexual misconduct they receive to the Title IX Coordinator. **This means that if you tell me about a situation involving sexual harassment, sexual assault, dating violence, domestic violence, or stalking, I must report the information to the Title IX Coordinator.** Although I must report the situation, you will still have options about how your case will be handled, including whether you wish to pursue a formal complaint. Our goal is to make sure you are aware of the range of options available to you and have access to the resources you need.

If you wish to speak to someone confidentially, you can contact any of the following on-campus resources, who are not required to report the incident to the Title IX Coordinator: (1) University Counseling Center ([counselingcenter.uncc.edu](#), 7-0311); (2) Student Health Center ([studenthealth.uncc.edu](#), 7-7400); or (3) Center for Wellness Promotion ([wellness.uncc.edu](#), 7-7407). Additional information about your options is also available at [titleix.uncc.edu](#) under the "Students" tab.

Course Credit Workload: This is a 3-credit graduate course which requires three hours of 'classroom' instruction and at least six hours of out-of-class student work each week for approximately 15 weeks. That means students are expected to spend at least nine hours/week on this course across activities such as: readings, analyses, (library) research, assignments, discussion posts, preparing for exams, etc.

Disability Accommodations: UNC Charlotte is committed to access to education. If you have a disability and need academic accommodations, please provide a letter of accommodation from Disability Services early in the semester. For more information on accommodations, contact the Office of Disability Services at [704-687-0040](tel:704-687-0040) or visit their office in Fretwell 230.

Diversity Statement: UNC Charlotte strives to create an academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability,

age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

All students are required to abide by the [UNC Charlotte Sexual Harassment Policy](#) and the policy on [Standard for Responsible Use](#) of University Computing and Electronic Communication Resources. Sexual harassment, as defined in the UNC Charlotte Sexual Harassment Policy, is prohibited, even when carried out through computers or other electronic communications systems, including course-based chat rooms or message boards.

Religious Accommodation: It is the obligation of students to provide faculty with reasonable notice of the dates of religious observances on which they will be absent by submitting a Request for Religious Accommodation Form (<https://legal.uncc.edu/sites/legal.uncc.edu/files/media/UP409-ReligiousAccommodationForStudents.pdf>) to their instructor prior to the census date for enrollment for a given semester <https://legal.uncc.edu/policies/up-409>. The census date for each semester (typically the tenth day of instruction) can be found in UNC Charlotte's Academic Calendar (<https://registrar.uncc.edu/printable-calendar>).

CHHS Laptop Policy: ALL STUDENTS, graduate and undergraduate, taking CHHS courses, are required to possess a laptop with webcam and microphone. Our courses may require a laptop or other compliant device for in-class assignments. Please note that Chromebooks won't satisfy this policy. NinerTech offers compliant models at student discounted pricing that may represent a savings over regular commercial purchase.

Students may avail themselves of loaner equipment such as that provided via [Atkins Library](#), but should not rely on that option for all their computing needs. This requirement extends to non-majors, pre-majors and postbaccalaureate students enrolling in any of our CHHS courses and to students enrolling in courses delivered by CHHS faculty under a designation or cross-list not associated with one of our programs.

Diversity, Equity, & Inclusion: The College of Health & Human Services (CHHS) values human diversity in all its richly complex and multi-faceted forms, whether expressed through, but not limited to, race and ethnicity, culture, political and social views, religious and spiritual beliefs, language and geographic characteristics, gender, gender identities and sexual orientations, learning and physical abilities, age, and social or economic classes. It is the intent of CHHS that students from all diverse backgrounds and perspectives be well served by this course, that students' learning needs be addressed both in and out of class, and that the diversity that students bring to this class be viewed as a resource, strength, and benefit. For more information on diversity and inclusion please visit diversity.charlotte.edu

Wellness Statement: It is common for college students to experience challenges that may interfere with academic success such as academic stress, sleep problems, juggling responsibilities, life events, relationship concerns, or feelings of anxiety, hopelessness, or depression. If you or a friend is struggling, we strongly encourage you to seek support. Helpful, effective resources are available on campus at no additional cost.

If you are struggling academically with this class, please contact me by email at tlowe13@charlotte.edu

Meet with your academic advisor if you are struggling academically in multiple classes, unsure whether you are making the most of your time at UNC Charlotte, or unsure what academic resources are available at UNC Charlotte.

Visit the Counseling and Psychological Services website at <https://caps.charlotte.edu/> for information about the broad range of confidential on-campus mental health services, online health assessments, hours, and additional information.

Call CAPS at (704) 687-0311 if interested in scheduling an appointment with a counselor. After-hours

crisis support is also available through this phone number.

Campus Emergencies: UNC Charlotte and your instructor have a primary responsibility for ensuring student safety. Students are notified of impending or imminent threats via the [NinerAlert](#) system. In the event of an imminent emergency, please follow all university and/or instructor guidelines.

Disruptions to university operations are communicated via the [NinerNotice](#) system. All students are automatically enrolled in NinerNotice to receive important texts and other UNC Charlotte communications.

Classroom Expectations: This syllabus contains the policies and expectations that I have established for HCIP 6102. Please read the entire syllabus carefully before continuing in this course. These policies and expectations are intended to create a productive learning atmosphere for all students. Unless you are prepared to abide by these policies and expectations, you risk losing the opportunity to participate further in the course.

Classroom Conduct: I will conduct this class in an atmosphere of mutual respect for all persons. This principle is rooted in the College of Health and Human Services statements regarding [diversity, access and inclusion](#).

I encourage your active participation in class discussions. Each of us may have strongly differing opinions on the various topics of class discussions. The conflict of ideas is encouraged and welcome. The orderly questioning of the ideas of others, including mine, is similarly welcome. However, I will exercise my responsibility to manage the discussions so that ideas and argument can proceed in an orderly fashion. You should expect that if your conduct during class discussions seriously disrupts the atmosphere of mutual respect I expect in this class, you will not be permitted to participate further.

Course Content Recording or Sharing Is Prohibited: Electronic video and/or audio recording is not permitted during class unless the student obtains permission from the instructor. If permission is granted, ***ANY*** distribution of the recording is prohibited. Students with specific electronic recording accommodations authorized by the Office of Disability Services do not require instructor permission; however, the instructor must be notified of any such accommodation prior to recording. Any distribution of such recordings is prohibited.

All students are prohibited from copying and sharing old exams, course notes, tests, lecture slides, assignments, or online content on any other website, device, student groups, etc., as this infringes on the professor's rights and is a copyright infringement. Sharing any content without explicit permission of the instructor will result in an Academic Integrity Violation.

Instructor's absences or tardiness: If I am late in arriving to class, you must wait a full 20 minutes after the start of class before you may leave without being counted absent, or you must follow any written instructions I may give you about my anticipated tardiness.

Preferred Gender Pronoun: This course affirms people of all gender expressions and gender identities. If you prefer to be called a different name than what is indicated on the class roster, please let me know. Feel free to correct me on your preferred gender pronoun. If you have any questions or concerns, please do not hesitate to contact me.

Class Attendance Policy: Students are expected to attend every class and remain in class for the duration of the session. Failure to attend class or arriving late may impact your ability to achieve course objectives which could affect your course grade. An absence, excused or unexcused, does not relieve a student of any course requirement. Regular class attendance is a student's obligation, as is a responsibility for all the work of class meetings, including tests and written tasks. Any unexcused absence or excessive tardiness may result in a loss of participation points.

Last Date of Attendance: The United States Department of Education requires UNC Charlotte's Office of Financial Aid to determine if a student who receives financial aid and fails to earn a passing grade in a course has actually

attended and/or completed the course. Because I do not take regular attendance for this course, the date I will report as your last date of attendance will be the latest of the following:

- The date you last participated in an online discussion or activity;
- The date you last submitted an assignment/project/test/tutorial/quiz; or
- The date you last initiated contact with me to ask a question about the course or course content.

If you earn an F or U grade, your last date of attendance will be reported to the United States Department of Education. *This may require you to pay back any financial aid funds received for this course.* (For additional information, see [Last Date of Attendance FAQs](#) on the Registrar's website.)

Class Absence(s): The authority to excuse a student's class absence(s) and to grant a student an academic accommodation (turn in a late assignment(s), provide extra time on an assignment, reschedule an exam(s) etc.) sits with the individual instructor. Students are encouraged to work directly with their instructors regarding their absence(s). Note: The Dean of Students Office can assist faculty members in the verification a student's class absence(s) for documented situation related to medical, psychological, personal crisis, or military absences.

Cell Phone and Computer Use in the Classroom (this will vary by faculty preference): The use of cell phones, smart phones, or other mobile communication devices is disruptive, and is therefore prohibited during class. Except in emergencies, those using such devices must leave the classroom for the remainder of the class period. Students are permitted to use computers during class for note-taking and other class-related work only. Those using computers during class for work not related to that class must leave the classroom for the remainder of the class period.

Withdrawal Policy: Students are expected to complete all courses for which they are registered at the close of the add/drop period. If you are concerned about your ability to succeed in this course, it is important to make an appointment to speak with me as soon as possible. The University policy on withdrawal allows students only 16 credit hours to withdraw from courses. It is important for you to understand the financial and academic consequences that may result from [course withdrawal](#).

University Policy Addressing Incompletes: The grade of I is assigned at the discretion of the instructor when a student who is otherwise passing has not, due to circumstances beyond his/her control, completed all the work in the course. The missing work must be completed by the deadline specified by the instructor, and no later than 12 months. If the I is not removed during the specified time, a grade of F, U, or N, as appropriate, is automatically assigned. The grade of I cannot be removed by enrolling again in the same course, and students should not re-enroll in a course in which they have been assigned the grade of I.

Additional Student Support & Available University Resources

University Writing Resources Center: For those of you who may need or wish to seek assistance with improving your writing for assignments/reports, I encourage you to visit the University Writing Resources Center (WRC) for free tutoring and assistance. I encourage you to visit the WRC if you have any questions about your writing prior to submission deadlines. To learn more, visit their website, call, or email:
<https://writing.uncc.edu/writing-resources-center> | 704-687-1899 | wrc@uncc.edu

Atkins Library Research Help Desk: The Atkins library also has resources available to guide you when conducting any research you may need throughout this course. To learn more, visit their website:
<https://library.uncc.edu/atkins/researchconsultation>.

Counseling Center: Graduate school, and life experiences outside of graduate studies, can be stressful at times. You may find it helpful to chat with someone at the University's Center for Counseling and Psychological Services (CAPS) (<https://caps.uncc.edu/>), which is free for students. CAPS is staffed with qualified professional counselors

who are trained to support and guide students through difficult transitions, experiences, and feelings. Please do not hesitate to contact them any time:

- Phone Number: 704-687-0311
- Location: The office is in the Christine F. Price Center for Counseling & Psychological Services (CAPS) – behind the Student Health Center (corner of Mary Alexander Rd. & Cameron Blvd.)
- Office Hours: Monday-Friday 8 am - 5 pm, with evening hours available by appointment
- For emergencies after hours, you can call Campus Police (704-687-2200).

Additional Student Support Services:

- [University Center for Academic Excellence \(UCAE\) | \(704\) 687 7837 | uncc-ucae@uncc.edu](#)
- [Veteran Student Services | 704-687-5488 | veteranservice@uncc.edu](#)
- [Multicultural Resource Center | 704-687-7121 | mrc@uncc.edu](#)
- [List of computer labs on campus](#)
- [Atkins Library Laptop Lending program](#)