



SCHOOL OF DENTAL HYGIENE

COURSE NUMBER & TITLE: DNTH 414; Clinical Supervision and Management in Dental Hygiene

CURRICULUM LEVEL: Undergraduate Senior Level

COURSE CREDIT HOURS: Three (3) hours

CLASS LOCATION: ODU main campus, Health Sciences Building, Room 301

CLASS DAY & TIME: Mondays, 8:00am to 9:00am (EST)

COURSE DESCRIPTION & PURPOSE: A study of basic management skills that influence healthcare supervision including basic management functions, customer service, policy formulation, employees orientation, workplace violence, team leadership, decision making, and cultural diversity management. Emphasis is on application of the principles and theories of management to clinical dental hygiene supervision. The purpose of this course is to prepare dental hygiene students with management skills needed to be effective healthcare supervisors.

PREREQUISITES: DNTH 304, DNTH 305, and DNTH 315.

INSTRUCTOR: Teaching Assistant Fatimah Alshehri, RDH, BSDH

Office Location: ODU Main Campus, Health Sciences Building, Room 3100

Office Hours: Thursdays from 1:00pm to 4:00pm (EST)

Office Phone: (757) 685-6220

Email Address: falsh001@odu.edu (emergencies only)

INSTRUCTOR EMAIL POLICY: The Blackboard course messaging system will be used for communication in this course. Please allow 24 hours for a response; correspondences sent on the weekend will be addressed the next business day. You are expected to regularly check for messages by using the “*Email/Messages*” tab in Blackboard. For immediate emergencies, please contact me through the university email. falsh001@odu.edu

METHODS OF DELIVERY: This on-campus, face-to-face course uses a variety of learning methods including: Lectures, guest speakers, class participation, audio-visual aids, individual and collaborative group work, written assignments, reading assignments, videotapes, Internet

activities, and handouts will be utilized as needed. The Blackboard learning management system provided to you by ODU is where course content will be housed.

REQUIRED TEXTBOOK:

Students can purchase the following required textbook from the University Village Bookstore, or order textbooks through the university bookstore webpage: www.odu.bkstr.com

McConnell, Charles R. (2016). *Umiker's Management Skills for the New Health Care Supervisor* (7th ed.). Sudbury: Jones & Bartlett Learning, LLC. ISBN 9781284121322

SUPPLEMENTAL READINGS: Additional readings and resources for this course will be provided online through Blackboard with each listed module.

RECOMMENDED TEXTS: It is recommended that you obtain the latest edition of the APA citation manual since most of the assignments for this course require the use of APA style referencing.

American Psychological Association sponsoring body. (2020). *Publication manual of the American Psychological Association: The official guide to APA style* (Seventh ed.). Washington, DC: American Psychological Association. ISBN-10: 143383216X

METHODS OF EVALUATION: Throughout the semester, students will be evaluated by a variety of methods including group and individual projects and assignments, homework, oral presentation, written work, quizzes, tests and an exams. Evaluation is completed according to the assignment criteria or rubric. Some assignments are not assigned a grade. Regardless, completion of all is expected. Below is a list of graded assignments:

	List of Graded Assessments:
	The following is a list of graded assessments. Due dates can be found in the syllabus course schedule and will be discussed in class.
1.	<u>Homework Assignments-</u> (Exercises, worksheets, studies cases, and self-assessment quizzes) Submitted on time for credit.
2.	<u>Program Implementation Project & Presentation-</u> Use the five basic management functions (planning, organizing, staffing, coordinating and controlling) to help with a successful project implementation and orally present it to the class. This will be a collaborative group activity.
3.	<u>Dress Code Policy Paper-</u> Develop a dress code policy for the School of Dental Hygiene. This will be an individual activity.
4.	Three Tests - Short answer (e.g., multiple choice, true/false, matching).
5.	Final Exam (Comprehensive).

TESTING PROTOCOL: Tests will cover lecture materials, assigned and PowerPoints. The final exam will be comprehensive. All exams will be proctored through Zoom technology utilizing the self-recording method during a provided time of 24-48hrs. Students will be required to have a microphone and camera to complete exams. Be sure that you are familiar with Zoom

technology prior to completing the exam. Exams will not be graded if self-recording of exam completion is not submitted.

- Hardware Requirements: A desktop computer or a laptop, a webcam, a microphone (built-in or external), a smartphone and a reliable internet connection. NOTE: Tablets and Chromebooks are not compatible with some BB testing options.
- Software Requirements: Chrome, Firefox, Edge, Safari and Zoom application for Windows or Mac.

How to record exams: 1) Update your Zoom Recording Settings. 2) Start Meeting with Video and Audio ON. 3) Select Record to the Cloud from Meeting Control Bar at bottom of Zoom meeting window. 4) Show your student ID. 5) Position your webcam to show a wide view of yourself and your work area. 6) You may not refer to any notes, textbooks, or internet resources during the exam. 7) You should not communicate with anyone by any means during the exam. 8) Be sure to Submit your exam before you leave the Zoom meeting. 9) Select End Meeting after you submit your exam, which will stop your recording. 10) Submit your recording under “*Tests Recording*” tab in Blackboard.

NOTE: You have 24 hours from the close of the exam to submit your recording via the Tests Recording in Blackboard. When you receive the email notification, copy the URL and password under Share recording with viewers within your email. Exams will not be graded if self-recording of exam completion is not submitted. There will be a practice submission under “*Practice Zoom Recording*” tab in the Blackboard.

GRADING CRITERIA:

ASSIGNMENT WEIGHTS:

Assignment	Undergraduate DNTH 400
Homework Assignments (individual activity)	10%
Program Implementation Project & Presentation (group activity)	20%
Dress Code Policy Paper (individual activity)	15%
Test #1	10%
Test #2	10%
Test #3	10%
Final Exam	25%
Total Grade	100%

GRADING SCALE:

93 - 100	A
85 - 92	B
77 - 84	C
70 - 76	D
69 and	F

below	
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ATTENDANCE POLICY: All students are required to attend each class session and be on time. If you have an emergency and unable to attend class, you must contact the course instructor immediately via email. You will need to submit official documentation the day you return verifying the need to be excused from class. The only excused absences are official physician documentation and documented death in the family. Late arrivals to class are considered unexcused absences. Each unexcused absence will result in a grade penalty of one percentage point reduction from the final grade.

MISSED TESTS & EXAMS: Make up examinations will not be given for unexcused absences. Late arrivals to class are considered unexcused absences. The only excused absences are official physician documentation and documented death in the family. For an unexcused absence, a grade of zero (0) will be recorded for the tests and exams. This is a School of Dental Hygiene policy.

SUBMITTING ASSIGNMENTS: All written assignments must be submitted on the due dates and time indicated on the syllabus. Students should be submitting their individual work unless indicated as a group or peer assignment on the activity or rubric. Assignments should be submitted electronically via Blackboard. Follow submission guidelines provided with each assignment in the “*Assignments & Submissions*” Blackboard tab. Electronic assignments are to be submitted as Microsoft Word documents (.doc, .docx, or .pdf). If you have technical problems contact the ITS Customer Service Help Desk at 757-683-3192 or via email occshehelp@odu.edu for assistance. Be sure your name, date, and any other requested information is clearly provided.

LATE ASSIGNMENTS: Assignments submitted after the established deadlines will be penalized by the grade. Two points will be deducted each day an assignment is not submitted (to include weekend and business days). One point will be deducted for an assignment submitted on the assigned day, but after the established time. Some assignments are not assigned a grade but a penalty of a one point deduction from the final grade will occur for each if not turned in or completed by the end of the semester. Any missing portion of an assignment will not be accepted late and all portions of assignments must submitted together by the due dates.

STUDENT EXPECTATIONS: As a health care provider, you are required to show professionalism, ethical behavior, and effective communication skills and you must reflect these skills in your assignments. In this class, it is your responsibility to learn. You must fully engage in the learning process and take an active role in your own learning. In order to be successful in this class, I recommend that students exhibit respect, open communication, keep an open mind and be prepared and ready to learn. All students are expected to:

- Adhere to all of the policies outlined in this syllabus
- Read assigned course materials in each module
- Maintain academic integrity
- Be on time and prepared for class
- Ask for help when needed

COMPUTER AND CELL PHONE USE IN CLASS: Please do not use computers in class unless taking notes during lecture. Cell phones should be placed on silent and not be used during class. Failure to follow this policy can result in points deducted from the student's final grade. You are also expected to abide by this policy during the presentation activity.

GENERAL COMPUTER AND TECHNICAL REQUIREMENTS: Students will need Laptop or PC with camera, microphone and Microsoft office suite. Students must activate their Old Dominion University email and MIDAS ID accounts and have access to the Internet with Netscape or Internet Explorer Web Browsers. All exams will be proctored through Zoom technology utilizing the self-recording method, you will need Zoom downloaded on your computers.

IMPORTANT ADDITIONAL UNIVERSITY & SCHOOL OF DENTAL HYGIENE STATEMENTS:

STATEMENT OF STUDENT RESPONSIBILITIES AND ACCOUNTABILITIES:

Attendance. Due to the unique responsibilities and accountabilities associated with becoming a competent professional provider of health care, the progressive nature of the curriculum, the legal issues associated with providing patient/client care, the provision of quality health services and future employability, attendance and class participation are required. Should an absence be necessary, the student must contact the course instructor immediately via email and call the School of Dental Hygiene at 757-683-3338.

- A note on official stationery from a physician or other appropriate healthcare provider must be submitted to your instructor(s) the day you return verifying the need to be excused from class, lab and/or clinic, and date(s) for the required absence.
- Each unexcused absence will result in a grade penalty of one percentage point reduction from the final grade in the course(s) missed.
- Make up quizzes, tests and exams will not be given for unexcused absences.
- Late arrivals to class are considered unexcused absences.
- Students who miss a regularly scheduled test are to follow the steps below:
 1. For an unexcused absence, a grade of zero (0) will be recorded for the quizzes, tests, exams, practicals, and for attendance.
 2. For an excused absence, make-up quizzes, tests, exams and practicals must be taken within two days of returning from a documented excused absence. Failure to do so will result in a zero (0) for that quiz, test, exam or practical. Make-up test format will be decided by instructor. Possible formats will include but not be limited to:
 - a. oral exam
 - b. essay
 - c. short answer
 - d. listing
 - e. demonstration/performance
 - f. combination of these

Meeting Established Deadlines. All course related assignments are to be submitted to the course instructor on the established due dates. Work submitted after the established deadlines

will be penalized by the grade. Students are encouraged to keep a duplicate copy of all assignments submitted.

Honor Code. By attending Old Dominion University you have signed a pledge accepting the responsibility to abide by the following Honor Code: "We the students of Old Dominion University, aspire to be honest and forthright in our academic endeavors. Therefore, we will practice honesty and integrity and be guided by the tenets of the Monarch Creed. We will meet the challenge to be beyond reproach in our actions and our words. We will conduct ourselves in a manner that commands the dignity and respect that we also give to others." This is an institutional policy approved by the Board of Visitors. The University Honor Code applies to all assignments.

Plagiarism. All academic work submitted to fulfill a course requirement is expected to be result of each student's own thought, research and self-expression. A student will have committed plagiarism if he or she reproduces someone else's work without acknowledging its source; or if a source is cited which the student has not cited or used. Examples of plagiarism include: submitting a research paper obtained from a commercial research service, the Internet, or from another student as if it were original work; making simple changes to borrowed materials while leaving the organization, content, or phraseology intact; or copying material from a source, supplying proper documentation, but leaving out quotation marks. Plagiarism also occurs in a group project if one or more of the members of the group does none of the group's work and participates in none of the group's activities, but attempts to take credit for the work of the group.

Code of Student Conduct. All students are expected to abide by the Student Code of Conduct as found in the *Old Dominion University Student Handbook* and *University Catalog*. The School of Dental Hygiene undertakes to provide persons treated in the Dental Hygiene Care Facility with safe, ethical, and evidence-based oral healthcare. Endangering health and welfare by use of unsafe and unethical practices and /or not following standard dental hygiene treatment protocols is grounds for the removal of students from the dental hygiene program.

Students' papers and projects may be used anonymously for necessary review without notification.

Accommodations. Students are encouraged to self-disclose disabilities that have been verified by the Office of Educational Accessibility by providing Accommodation Letters to their instructors early in the semester in order to start receiving accommodations. Accommodations will not be made until the Accommodation Letters are provided to instructors each semester.

School of Dental Hygiene Policy on Professionalism in the Use of Social Media:

The Internet has created the ability for dental hygiene students and oral health professionals (dental hygienists and dentists) to communicate and share information quickly to reach millions of people easily. Participating in social networking and other similar Internet opportunities can support students' and dental hygienists' personal expression, enable individuals to have a professional presence online, foster collegiality and camaraderie within the profession, provide opportunity to disseminate public health and other health messages. Social networks, blogs, and other forms of communication online also create new challenges to the patient-oral health provider relationship. Oral health professionals and students must weigh a number of considerations when maintaining a presence online.

- (a) Standards of patient and colleague privacy and confidentiality must be maintained in all environments, including online, and oral health professionals and students must refrain from posting identifiable person information online.
- (b) When using the Internet for social networking, oral health professionals and students must use privacy settings to safeguard personal information and content to the extent possible, but realize that privacy settings are not absolute and that once on the Internet, content is likely there permanently. Thus, oral health professionals and students should routinely monitor their own Internet presence to ensure that the personal and professional information on their own sites and, to the extent possible, content posted about them by others, is accurate and appropriate.
- (c) If interacting with patients on the Internet, oral health professionals and students must maintain appropriate boundaries of the patient-oral health provider relationship in accordance with professional ethical guidelines just as they would in any other context.
- (d) To maintain appropriate professional boundaries oral health professionals and students should consider separating personal and professional content online.
- (e) When oral health professionals or students see content posted by colleagues that appear unprofessional or a violation of the Code of Ethics of the American Dental Hygienists' Association, they have a responsibility to bring that content to the attention of the individual, so that he or she can remove it and/or take other appropriate actions. If the behavior significantly violates professional norms and the individual does not take appropriate action to resolve the situation, the dental hygienist and or students should report the matter to appropriate authorities, e.g., the State Board of Dentistry, the University Honor Council.
- (f) Oral health professionals and students must recognize that actions online and content posted may negatively affect their reputations among patients, colleagues, employers and potential employers and may have consequences for their careers now and in the future, and can undermine public trust in the dental hygiene profession.

Adapted heavily from the AMA Policy: Professionalism in the Use of Social Media Approved - May 17, 2012.

ODU reign responsibly/commitment to adhering to coronavirus safety guidelines: The university will work to create a campus environment that supports safe behaviors and reduces the spread of COVID-19 (Coronavirus). A healthy environment will only be supported if everyone – students, faculty, staff, and visitors - takes responsibility for their own health and safety and the health and safety of those around them. We all must make a commitment to following current Center for Disease Control and Prevention (CDC) and the Virginia Department of Health guidance and best practices. While Old Dominion University cannot guarantee immunity from sickness, we will do our best to provide a healthy environment. We will be directed by the Governor's guidelines as well as the guidance of health officials. As a Monarch citizen, you are encouraged to reign responsibly by demonstrating such care for protecting yourself and others through your compliance. By adhering to safety guidelines, you are helping to keep your family and friends safe along with other students, faculty and staff and their families—Monarch Nation is everywhere! **COMMITMENT STATEMENT:** As a Monarch, I commit to taking the following actions to Reign Responsibly in reducing the spread of the Coronavirus:

1. Staying Informed

- I commit to completing any Coronavirus related training provided by the University.
- I commit to visiting the ODU Coronavirus page to stay informed on University guidelines and updates.
- 2. Following Guidelines
 - I commit to following guidelines set forth by the University and the Commonwealth of Virginia.
 - Wearing face coverings and practicing physical distancing.
 - Cleaning my hands frequently with soap and water for at least 20 seconds or using hand sanitizer that contains at least 60% alcohol.
- 3. Caring for Yourself
 - I commit to self-monitor for Coronavirus symptoms daily.
 - I commit to avoiding close contact with people.
 - I commit to staying home and contacting my health provider if I am exhibiting any symptoms of the Coronavirus.
- 4. Caring for others
 - I commit to maintaining a clean space by disinfecting or cleaning frequently touched surfaces daily.
 - I commit to participating in screening and testing to help reduce the spread of the Coronavirus.

Course Disclaimer: Every attempt is made to provide a syllabus that is complete and that provides an accurate overview of the course. However, circumstances and events may make it necessary for the instructor to modify the syllabus during the semester. This may depend, in part, on the progress, needs, and experiences of the students.

GENERAL COURSE OBJECTIVES:

At the completion of this course, the student should be able to:

1. Demonstrate a willingness to accept the responsibilities of supervision along with its perceived advantages.
2. Explain the essential elements of effective customer service.
3. Establish the basic management functions.
4. Reflect on the importance of the effective team leadership on the team functioning.
5. Describe the perceived differences between the conceptions of leading and managing.
6. Develop a comprehensive policy for a healthcare organization.
7. Appreciate the importance of affording new employees with orientation program and training.
8. Identify strategies of decision making and problem solving.
9. Examine the supervisory principles in the maintenance of a safe workplace.
10. Discuss the significant role of managing cultural diversity workforce in the healthcare organization.

SPECIFIC OBJECTIVES BY CHAPTER & TOPIC:

Upon completion of each instructional unit, the student should be able to:

1. Chapter __1__ ; “Do You Really Want to Be a Supervisor?”:
 - a. Define the terms supervision, management, supervisor and manager.
 - b. Explain the basic management functions of supervisors.
 - c. Determine the essential supervisory skills.
 - d. Evaluate the potential pitfalls that can interfere with the development of the supervisor.
 - e. Display an interest in the traits exhibited by effective supervisors.
2. Chapter __2__ ; “Customer Service”:
 - a. Identify the essential elements of customer service.
 - b. Differentiate between the external and internal customers in health care management.
 - c. Examine the principles of effective customer satisfaction system.
 - d. Deduce how the managed care may impact the delivery of services to the customers.
 - e. Display an interest in the techniques that can be applied in improving customer service.
3. Chapter __3__ ; “Basic Management Functions”:
 - a. Define the concepts of planning, organizing, staffing, coordinating and controlling.
 - b. Establish the significance of goals and objectives in planning.
 - c. Examine the elements of a typical action plan.
 - d. Evaluate how coordinating and controlling related to other management functions.
 - e. Reflect on the effectiveness of staffing roles and assigning tasks in organizing.
4. Chapter __4__ ; “Team Leadership”:
 - a. Define the kinds of teams to be found within the organization.
 - b. Describe the characteristics of an effective team.
 - c. Examine the more common reasons for team failure.
 - d. Discuss the responsibilities of team leadership.
 - e. Reflect on the advantages and disadvantages of the use of special-purpose teams.

5. Chapter __5__ ; “Leaders and Managers”:
 - a. Identify the various styles of leadership.
 - b. Compare and contrast leading and managing within the organizational settings.
 - c. Discuss the characteristics of effective team leaders.
 - d. Analyze the relationship between leadership and organizational culture.
 - e. Display an interest in common mistakes occurred while fulfilling leadership responsibilities.
6. Chapter __6__ ; “Policies and Policy Making”
 - a. Describe the overall purpose and function of the policies.
 - b. Differentiate between organizational policies and departmental policies.
 - c. Examine the essential steps of formulating policy.
 - d. Evaluate potential problems concerning policies.
 - e. Appreciate the importance of comprehensive policies addressing all aspects of the organization’s operations.
7. Chapter __7__ ; “Orientation and Training of New Employees”
 - a. Identify the primary objectives of an orientation program.
 - b. Differentiate between general orientation programs and departmental orientation programs.
 - c. Discuss the preparations ways for the arrival of new employees.
 - d. Examine the agenda of the orientation programs.
 - e. Reflect on the importance of communicating essential departmental values to new employees.
8. Chapter __8__ ; “Decision Making and Problem Solving”:
 - a. List the basic steps of solving problems.
 - b. Describe the role of group problem solving activities.
 - c. Examine the basics of consensus decision making.
 - d. Evaluate how the dual cognitive functions influence the decision making and problem solving.
 - e. Reflect on the importance of decision making and problem solving in healthcare organizations.
9. Chapter __9__ ; “Safety and Workplace Violence”
 - a. List common causes of violence in the healthcare workplace.
 - b. Explain the effects of workplace violence on victims.
 - c. Appraise supervisory principles for reducing workplace violence.
 - d. Determine essentials steps of the violence-control program and policies.
 - e. Indicate a commitment to the laws and standards pertinent to workplace violence.
10. Chapter __10__ ; “Cultural Diversity: Managing the Changing Workforce”:
 - a. Define the terms diversity management, cultural diversity and core values.
 - b. Identify the responsibilities of supervisors in managing a diverse work group.
 - c. Describe the essential elements of a diversity management program.
 - d. Deduce how the value modification impact on managing a diverse workforce.

e. Adopt an appreciation of the changing composition of the American healthcare workforce.

SYLLABUS COURSE SCHEDULE:

This schedule is based on the Spring semester of 2021 for a 16-weeks long course. **The schedule is subject to change due to unforeseen events.**

SEMESTER WEEK NUMBER :	DAY/DATES/TI MES OF THE WEEK:	CHAPTERS, TOPICS:	Have items in this column completed BEFORE class. For assignment details, look in “Assignments & Submissions” tab. Complete any additional reading assignments and activities listed within each module.
WEEK 1	Mon., 1-18-21	Martin Luther King, Jr. Day No assignments; No class	Martin Luther King, Jr. Day No assignments; No class
WEEK 2	Mon., 1-25-21 8am – 9am	Class introduction Discuss syllabus Chapters 1-2 “Do You Really Want to Be a Supervisor?” “Customer Service” Teacher Lecture	READ: pages 55-125 VIDEO: “Students Are Not Customers” DUE: Supervision Self-Assessment Quiz DUE: Homework #1 “Identifying Customers and their Needs”
WEEK 3	Mon., 2-1-21 8am – 9am	Chapter 3 “Basic Management Functions”	READ: pages 128-162 In-class Partner Activity: Think-Pair- Share
WEEK 4	Mon., 2-8-21 8am – 9am	Chapter 3 “Basic Management Functions” Teacher Lecture	READ: pages 162-192 In-class Group Activity: Brain Drain
WEEK 5	Mon., 2-15-21 8am – 9am	TEST #1	
WEEK 6	Mon., 2-22-21 8am – 9am	Chapters 4-5 “Team Leadership” “Leaders and Managers” Teacher Lecture	READ: pages 508-554 Pages 588-638 In-class Group Activity: Definitions and Applications DUE: Leadership Style Self- Assessment Quiz
WEEK 7	Mon., 3-1-21 8am – 9am	Chapter 6 “Policies and Policy Making” Teacher Lecture	READ: pages 301-323 In-class Individual Activity: What/How/Why Outlines

			DUE: Program Implementation Project & Presentation
WEEK 8	Mon., 3-8-21 8am – 9am	TEST #2	
WEEK 9	Mon., 3-15-21	SPRING BREAK No assignments; No class	SPRING BREAK No assignments; No class
WEEK 10	Mon., 3-22-21 8am – 9am	Chapter 7 “Orientation and Training of New Employees”	READ: pages 495-534 Guest Speaker: Mrs. Debra Couch DUE: Homework #2 “The Orientation Agenda Worksheet Activity”
WEEK 11	Mon., 3-29-21 8am – 9am	Chapter 8 “Decision Making and Problem Solving” Teacher Lecture	READ: pages 1596-1658 In-class Group Activity: Pass the Problem DUE: Dress Code Policy Paper
WEEK 12	Mon., 4-5-21 8am – 9am	Chapter 9 “Safety and Workplace Violence”	READ: pages 579-620 DUE: Homework #3 “Safety and Workplace Violence Post-Class Exercise”
WEEK 13	Mon., 4-12-21 8am – 9am	TEST #3	
WEEK 14	Mon., 4-19-21 8am – 9am	Chapters 10 “Cultural Diversity: Managing the Changing Workforce” Teacher Lecture	READ: pages 899-919 VIDEO: “Why Cultural Diversity Matters?”
WEEK 15	Mon., 4-26-21 8am – 9am	Chapters 10 “Cultural Diversity: Managing the Changing Workforce”	READ: pages 919-946 In-class Group Activity: Imaginary Show and Tell DUE: Homework #4 “Cultural Diversity Case Studies”
WEEK 16	Mon., 5-3-21 2pm – 4pm	FINAL EXAM	

SYLLABUS COURSE ACTIVITY SHEET:

WEEKS		Teacher Lecture	Video Media	Group Work	Partner Work	Individual Work	Guest Speaker	Student Oral Presentation	Quiz/Test/Exam
1		MLK, Jr. Day							
2		X	X			Homework #1			Supervision Self Assessment Quiz
3					Think- Pair-Share				
4		X		Brain Drain					
5									Test #1
6		X		Definitions and Applications					Leadership Style Self Assessment Quiz
7		X				What/How/Why Outlines		program Implementation Project & Presentation	
8									Test #2
9		Spring Break							
10						Homework #2	X		
11		X		Pass the Problem		Dress Code Policy Paper			
12						Homework #3			
13									Test #3
14		X	X						
15				Imaginary Show and Tell		Homework #4			
16									Final Exam
TOTAL:		6	2	4	1	6	1	1	6