



**SPM 3306 Sport Marketing**  
**Spring 2025**  
**University of Florida**  
**Department of Sport Management**

**COURSE INFORMATION**

Credits: 3  
Dates: January 13<sup>th</sup> – April 23<sup>rd</sup>  
Location: FLG 285  
Class Meets: M/W/F Period 2 (8:30 AM – 9:20 AM)

**INSTRUCTOR INFORMATION**

Instructor: Kelsey Garrison, M.S.  
Office: Yon Hall 007  
Email: [kelseygarrison@ufl.edu](mailto:kelseygarrison@ufl.edu)  
Office Hours: **By Appointment**

**COURSE DESCRIPTION**

This course offers a comprehensive introduction to fundamental sports marketing concepts with an emphasis on the marketing mix, consumer behavior, segmentation, positioning, strategic planning, and creating marketing plans. The course aims to develop crucial marketing analysis skills and improve managerial decision-making.

*Prerequisite: SPM 2000 and MAR 3023 with minimum grades of C.*

**COURSE FORMAT**

**Instructional Methods:** Instructional methods may vary from day-to-day. Provided below are examples of normal class activities.

- **Lectures** – Introducing key concepts and theories relevant to that day’s topic.
- **Review Activities** – Aimed at getting the students thinking by connecting to the previous lecture. May include multiple choice questions or short answer questions.
- **Breakout Group Activities** – Applying concepts and theories from that week’s topic to their final marketing plan project.
- **Current Sport Issues Presentation** – Students will present recent sport issues (10 minutes) that are related to that week’s topics (or sport in general) and will lead the discussion about those issues (5 minutes). The total presentation should be a minimum of 15 minutes; anything less will result in a deduction of 20% from the assignment’s total points.

**Minimum Technology Requirements:** The University of Florida expects students to acquire computer hardware and software appropriate to his or her degree program. Technology will be an important component of this course. Please bring your smartphone, laptop, tablet, or other smart device with you to class. Be sure that these devices are charged and connected to the

internet (UF Wifi networks include: *eduroam* and *ufgetonline*), they will be utilized as a part of regular class activities.

**Minimum Technical Skills:** To complete your tasks in this course, you will need a basic understanding of how to operate a computer, and how to use word processing software.

*If you are unable to comply with these requirements, please see me for accommodations.*

## COURSE OBJECTIVES

SPM 3306 will introduce students to the application of principles of sport marketing. The function of the course is to offer students with an up-to-date understanding of sport marketing concepts as they are currently being applied in various sport management contexts. In addition, it is intended to provide a foundation for those students who plan to do advanced study and work in marketing, consumer behavior, and related fields.

Learning objectives	Method	Learning outcomes
Identify key sport marketing concepts and theories that underline sport marketing processes	Warm-up Activities, Quizzes, Exams	Acquire in depth knowledge of material applicable in the sport marketing field
Discuss the nature and scope of opportunities in the sport industry	Breakout Group Activities, Current Sport Issues Presentation	Understand the nature and opportunities in sport industry and develop the ability to communicate one's argument logically
Analyze and criticize the current sport marketing issues and strategies	Current Sport Issues Presentation, Data Visualization, Marketing Plan	Critical thinking and presentation skills
Create a sport marketing plan	Marketing Plan	Presentation skills and marketing plan creation knowledge

## REQUIRED AND RECOMMENDED MATERIALS

**Recommended Textbook:** Dees, W., Walsh, P., McEvoy, C., & McKelvey, S. (2022). *Sport Marketing* (5<sup>th</sup> ed.), Champaign, IL: Human Kinetics. ISBN:978-1-4925-9462-8

- This book is available via UF all access (a lower cost option for UF students). Go to <https://www.bsd.ufl.edu/allaccess> - or see PDF with instructions on how to do this on Canvas.

**Additional readings will be posted on the Canvas**

## CANVAS (E-LEARNING)

Course news, information, syllabus and some class materials may be found online at Canvas (<https://elearning.ufl.edu>). Student will need to use their own Canvas account to log into the class site. If you are new to Canvas, watch the [Canvas Overview video](#). If you have any questions regarding Canvas, refer to the [Canvas Guides](#).

## OFFICE HOUR AND CONTACT INFORMATION

Virtual and face-to-face office hours are held by scheduled appointment, via Zoom or at Yon Hall 007. Use Canvas mail and/or UF email ([kelseygarrison@ufl.edu](mailto:kelseygarrison@ufl.edu)) ONLY for general course inquiries, such as questions related to the course content, grades, special circumstances, and needed accommodations. All online correspondence must have your **FULL NAME** in the message body and contain **SPM3306** in the subject line.

*Please allow for 24 hours for a response on weekdays and 48 hours for a response on weekends.*

## COURSE & UNIVERSITY POLICIES

### ATTENDANCE POLICY

Students will have 2 free absences without point deduction (EXCEPT guest speaker and group presentations days). **After that, Students will have 50 points deducted from their final grade for each class missed.** The instructor will randomly check the attendance. ***Arriving to class after the instructor has started class will be considered an “unexcused” absence.***

In general, acceptable reasons for absence from or failure to participate in class include illness, serious family emergencies, special curricular requirements (e.g., judging trips, field trips, professional conferences), military obligation, severe weather conditions, religious holidays, and participation in official university activities such as music performances, athletic competition or debate. Absences from class for court-imposed legal obligations (e.g., jury duty or subpoena) will be excused.

**Documentation must be provided** in order for an absence to be excused. These absences will be accommodated in a way that does not arbitrarily penalize students who have a valid excuse. Consideration will also be given to students whose dependent children experience serious illness.

Other reasons also may be approved. This course will follow [the UF Guideline](#) on absences, religious holidays, illness policy, and so forth.

### COURSE CONDUCT

Students are expected to bring paper and pens or pencils to class daily for various in-class activities. Phones and laptops are permitted, as students use them to take quizzes and may be invited to research information for case studies and in-class activities. However, these devices are only allowed to be used for course purposes during times explicitly specified by the instructor. Failure to be actively engaged in lectures, discussions, and activities will impact students' participation grades.

Throughout the semester, students will be asked to review course material posted to the Canvas site prior to arriving at the class. This may include articles, videos, and podcasts. Students are expected to fully complete the review of these items prior to arriving to class and should be prepared to engage in discussion about the material.

Due to the nature of this course, questions will be asked that prompt various opinions. Students are encouraged to debate and disagree with one another, but it is crucial they remain respectful of their classmates at all times and always communicate their ideas courteously.

## HONOR CODE POLICY

UF students are bound by The Honor Pledge which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: “On my honor, I have neither given nor received unauthorized aid in doing this assignment.”

The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions.

Each student has a responsibility to understand, accept, and comply with the University and College’s standards of academic conduct. Examples of academic misconduct:

- Cheating: Use or attempted use of unauthorized materials, student aids or information in any academic exercise.
- Complicity: Aid or attempt to aid another student in committing attendance check and academic misconduct.
- Interference: Preventing another student’s work from being completed.
- Plagiarism: Use of ideas, words or statement of another entity without giving credit to that person.

Violations will not be tolerated and may result in penalties that may include (but are not limited to): A zero on the quiz/exam/assignment, a failing class grade, community service, university expulsion.

Furthermore, students are obliged to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult the instructor in this class.

## USE OF GENERATIVE AI

All written assignments are submitted through Turnitin via Canvas, unless otherwise instructed. Students are to work alone on all assignments and are forbidden from using GPT Chat, other forms of AI, and other aids to complete assignments. In this class I want you to produce all your own work. The only appropriate use of generative AI in this course is for spelling and grammar check purposes. It is important for me to be able to ascertain what you know and can produce unaided on your own.

## ASSIGNMENTS

Assignments must be typed and double-spaced, using 12-point font, Times New Roman, and 1-inch margins. If applicable, upload assignments to Canvas using Word and following [APA guidelines](#). Points are deducted if appropriate grammar, spelling, punctuation, and sentence structure are not used. Proofread all assignments. Include citations if you are citing someone else’s work.

An excessive number of typos and misspellings, or multiple grammatical errors will significantly lower your final grade. Failure to follow guidelines will significantly lower your final grade.

## LATE AND MAKE-UP POLICY

If alternative arrangements are not made in advance, students are permitted to submit assignments **up to one day late** for point deductions. Assignments submitted after the due date will receive a **30% deduction** for late submission. After 24 hours assignments will be locked.

The instructor understands that unexpected situations may arise throughout the semester that may impede a student's ability to attend a class or submit an assignment on time. In the event this occurs, students are strongly encouraged to communicate with the instructor. The instructor would like to help you and is willing to assist should an incident arise but can't modify deadlines or excuse absences if unaware of the circumstances.

Make-up quizzes, assignments, discussions, and other work in this course are consistent with university policies that can be found in the [online catalog](#).

## THE "STUFF HAPPENS" CLAUSE

"The best laid plans of mice and men oft go awry" – Robert Burns. While you may have intentions to complete coursework before the deadline, stuff happens, and I understand that. Rather than force you to come up with an excuse with an expectation/hope that I will ignore my course policies, you will get one opportunity for an automatic 3-day extension for one assignment, no questions asked. To take advantage of this, you must email me BEFORE the assignment is due and just let me know that you want to invoke the **"Stuff Happens" Clause**. You do not need to give me an explanation or reason. It isn't necessary. This is a **one-time deal**. Once you invoke the clause, you cannot use it again. Also, this does not apply to excused absences (you don't need to use the clause if you have an excused absence w/documentation).

## ACCOMMODATING STUDENTS WITH DISABILITIES

Accommodating students with disabilities is very important to me. If you are aware of your disability or might be concerned you have a disability, please register with the Disability Resource Center by visiting their Get Started page at <https://disability.ufl.edu/students/get-started/>, call them at 352-392-8565, online <https://accessibility.ufl.edu/>, or visit the Dean of Students Office. Once registered, please visit with me or send me an email during the first two weeks of class to provide me with a copy of your accommodation letter to ensure I fully understand your needs. It is my goal to provide you with the tools necessary to ensure you are successful in the classroom.

## COURSE EVALUATIONS

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.ua.ufl.edu/students/>. Students will be notified when the evaluation period opens and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.ua.ufl.edu/public-results/>.

## CHANGING NAME DISPLAY IN CANVAS

It is important to the learning environment that you feel welcome and safe in this class and that you are comfortable participating in class discussions and communicating with me on any issues related to the class. If your preferred name is not the name listed on the official UF roll, please let me know as soon as possible by e-mail or otherwise. I would like to acknowledge your preferred name, and pronouns that reflect your identity. Please let me know how you would like to be addressed in class, if your name and pronouns are not reflected by your UF-rostered name. I welcome you to the class and look forward to a rewarding learning adventure together. You may also change your "Display Name" in Canvas. Canvas uses the "Display Name" as set in myUFL. The Display Name is what you want people to see in the UF Directory, such as "Ally" instead of "Allison." To update your display name, go to [one.ufl.edu](http://one.ufl.edu), click on the dropdown at the top right, and select "Directory Profile." Click "Edit" on the right of the name panel, uncheck "Use my legal name" under "Display Name," update how you wish your name to be displayed, and click "Submit" at the bottom. This change may take up to 24 hours to appear in Canvas. This does not change your legal name for official UF records.

## INCLUSION, DIVERSITY, EQUITY, AND ACCESSIBILITY (IDEA) RESOURCES

It is my intent that students from all diverse backgrounds and perspectives be equitably served by this course, that students' learning needs be addressed, and that the diversity that students bring to this class are viewed as inclusive as a resource, strength, and benefit. It is my intent to present materials and activities that are respectful of diversity: gender identity, sexuality, disability, age, socioeconomic status, ethnicity, race, nationality, religion, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally, for other students, or student groups.

## IN-CLASS RECORDINGS

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor. Please refer [UF Regulation 4.040 Student Honor Code and Student Conduct Code](#) for more information.

## GETTING HELP

### STUDENT SUPPORT

- **U Matter, We Care:** If you or a friend is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu) or 352 392-1575.
- **Counseling and Wellness Center:** <https://counseling.ufl.edu/>, 352-392-1575.
- **Sexual Assault Recovery Services (SARS):** Student Health Care Center, 392-1161.
- **University Police Department:** 392-1111 (or 911 for emergencies)  
<http://www.police.ufl.edu/> .
- **Student Health Care Center:** Call 352-392-1161 for 24/7 information to help you find the care you need or visit [shcc.ufl.edu](http://shcc.ufl.edu).

- **UF Health Shands Emergency Room/Trauma Center:** For immediate medical care in Gainesville, call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; [ufhealth.org/emergency-room-trauma-center](http://ufhealth.org/emergency-room-trauma-center).

## ACADEMIC SUPPORT

- **E-learning Technical Support:** UF HELP Desk - 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. <https://lss.at.ufl.edu/help.shtml>
- **Career Connections Center, Reitz Union:** 392-1601. Career assistance and counseling. <https://career.ufl.edu/>
- **Library Support:** <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.
- **Teaching Center, Broward Hall:** 392-2010 or 392-6420. General study skills and tutoring. <http://teachingcenter.ufl.edu/>
- **Writing Studio, 302 Tigert Hall:** 846-1138. Help brainstorming, formatting, and writing papers. <http://writing.ufl.edu/writing-studio/>
- **Student Complaints On-Campus:** <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>
- **On-Line Students Complaints:** <http://distance.ufl.edu/student-complaint-process/>

## TECHNICAL ISSUES

If you encounter a technical issue, please contact [UF Computing Help Desk](#), or utilize the one of the following self-help resources:

- [Which Browsers Does Canvas Support?](#)
- [How Can I Use Canvas on My Mobile Device?](#)
- [Canvas Student Guide](#)
- [Canvas Video Guide](#)
- [Zoom Conferences Student Step-by-Step Guides](#)

## GRADING

### GRADING SUMMARY

<b>Assignment</b>	<b>Points</b>	<b>Percent of Total Grade</b>
Discussion	5 × 12 pts. = 60	12%
Current Issue Presentation	40	8%
Quiz	4 × 20 pts. = 80	16%
Exam	2 × 70 pts. = 140	28%
Group Project	145 pts.	29%
Peer Evaluation	15 pts.	3%
Class Participation	20 pts.	4%
<b>Total</b>	<b>500 pts.</b>	<b>100%</b>



## GRADING SCALE

Overall Course Points	Percentage	Letter Grade
450 pts. – 500.0 pts.	90 – 100%	A
435 pts. – 449.9 pts.	87 – 89.9%	B+
415 pts. – 434.9 pts.	83 – 86.9 %	B
400 pts. – 414.9 pts.	80 – 82.9%	B-
385 pts. – 399.9 pts.	77 – 79.9%	C+
365 pts. – 384.9 pts.	73 – 76.9%	C
350 pts. – 364.9 pts.	70 – 72.9 %	C-
335 pts. – 349.9 pts.	67 – 69.9%	D+
320 pts. – 334.9 pts.	64 – 66.9%	D
300 pts. – 319.9 pts.	60 – 63.9%	D-
299.9 pts. or less	59.9% or lower	E

## GUIDELINES FOR ASSIGNMENTS

**1) Discussion Board (12%):** Students will be required to participate in discussion boards on Canvas. Usually, two questions related to previous chapters' topics will be given. Each student is required to make at least two posts for each discussion. **An initial discussion post in response to the discussion question must be made by Thursday of each module (exact dates are given in each discussion prompt).** The remaining discussion post should be in response to other students' initial discussion post. Those responses should be substantive and provide additional analysis and/or raise additional questions. Each initial post should be between 150-250 words. Responsive posts should be between 100-150 words. These activities will be graded for effort.

**2) Current Sport Issues Presentation (8%):** Students will be partnered into groups of 2 to 3. At the beginning of the semester, students will be required to select a date on which one's group will give a 10-minute current event presentation to the class (+5 minutes for Discussion). Each group should find a current event in the sport industry that relates to current course topics. Some useful resources might be Street & Smith's Sports Business Journal, databases available through the UF Libraries, newspaper such as The New York Times, The Wall Street Journal, magazines such as Sports Illustrated, Forbes, or websites such as ESPN.com, CBSSports.com, etc. Each group member must present one's section. Presentation and link(s) or copy of the original article(s) should be submitted on Canvas **at least two days before** the presentation and will be evaluated as the following criteria:

- a) Summary of the article (including references) 4/40
  - b) How it relates to the topic in the course 4/40
  - c) Three thought-provoking discussion questions on the topic 12/40
  - d) Own critical analysis/findings to the questions above 12/40
  - e) Uploading presentation and copy of the original article on time 4/40
  - f) Presentation skill 4/40
- Total 40 points

Failure to present on the scheduled date without written notification in advance will lose 50% of the total possible points.



**3) In-Class Quiz (16%):** There will be **three in-class quizzes and one take-home quiz** that will comprise 16% of your final grade. The in-class quizzes are to be taken in person during the scheduled class period. The questions will be based on the class materials of the previous two weeks' lectures. A makeup quiz must be requested in writing and will require written medical proof. No requests to retake the quiz will be granted. Taking the quiz outside the classroom or providing access to another is prohibited and will result in a ZERO for the quiz. Students are expected to bring an electronic device (laptop, tablet) that is functional to take the quiz. Hard copies are available upon request with acceptable reason.

**4) Exams I (14%) & Exam II (14%):** There will be two exams that will comprise 28% of your final grade. Everything discussed in class and the assigned readings may appear on the exam. A makeup exam must be requested in writing and will require written medical proof. No requests to retake the exam will be granted.

**5) Marketing Plan Group Project (Written & Oral) (29%):**

Students will be partnered into groups of 4 to 5, forming their sport marketing strategies for the semester. The purpose of this assignment is to provide you with an opportunity to learn the basic overall steps and detail involved in the marketing of a sport product/service. The marketing plan should enable a sport organization to establish objectives, priorities, schedules, budgets, strategies, and checkpoints to measure performance. **Your group has been hired by an organization (each group will choose which sport organization hires them) to develop a marketing plan.**

Each group will give a 15-minute presentation. The final paper of the group project needs to be submitted **by April 28<sup>th</sup>, 11:59 pm**. The length of the written page should be at least 15 pages. (A detailed project guideline will be provided.)

**Evaluation point**

- Executive Summary (up to one page) 5/145
- Table of Contents 3/145
- Summary of organization Introduction and Background Information 10/145
- Environmental Analysis (SWOT) 15/145
- STP Analysis 20/145
- Strategies and Tactics (Marketing Mix) 35/145
- Strategy to Evaluate Marketing Implementation 20/145
- Other student's participation encouragement (2 questions) 10/145  
(either ask questions to the students or bring out questions from the students following their presentation)
- Presentation Time Management 5/145
- Friday Group Work 22/145
- Total 145

**6) Peer evaluation (3%):** All team members should submit peer evaluation regarding group final group project. The form will be uploaded on the course Canvas and should be submitted after the final group presentation (**by April 28<sup>th</sup>, 11:59pm**). A lack of contribution to your team project will significantly affect your grade.

Your average team evaluation at the end of the semester will be used to adjust the amount of team points that you will receive as follows:

<b>Your average evaluation for semester</b>	<b>Your percent of team points received</b>
90% or above	Full points (100%)
85% to 89%	90%
80% to 84%	70%
70% to 79%	50%
69% or below	10%

For instance, let's assume your team performs exceptionally well and earns the maximum number of team points for the semester, which is 145 points. However, if your team feels that you didn't contribute significantly and consequently rates you an average evaluation of 81%, you would receive only 101.5 points ( $145 * 70\%$ ) for all team-based assessments. Conversely, a team member with an average evaluation of 92% would secure the full 145 points for all team-based assessments. This example illustrates how group evaluations can lead to significantly different grades for members within the same team.

Participation in the evaluation process is not optional. If you fail to turn in an evaluation for any person on your team at the time that evaluation is due, you will receive ZERO points for the group project.

### EXTRA CREDITS

There will be several chances for extra credit throughout the semester.

### COPYRIGHT STATEMENT

The materials used in this course are copyrighted. The content presented is the property of UF and may not be duplicated in any format without permission from the College of Health and Human Performance and UF and may not be used for any commercial purposes. Content includes but is not limited to syllabi, quizzes, exams, lab problems, in-class materials, review sheets, and additional problem sets. Because these materials are copyrighted, you do not have the right to copy the handouts, unless permission is expressly granted. Students violating this policy may be subject to disciplinary action under the UF Conduct Code.

*\*\*\*The instructor reserves the right to make changes to the syllabus and outline as the class progresses and circumstances arise. Students will be given notice of any changes in advance\*\*\**

## Course Schedule (Tentative)

	Dates	Topics	Current Issue Presentation	Assignments
1	M Jan. 13	Course Introduction		
	W Jan. 15	Special nature of sport marketing 1		
	F Jan. 17	Special nature of sport marketing 2		
2	M Jan. 20	<b>MLK Jr. Day (No Class)</b>		
	W Jan. 22	Strategic Marketing Management 1		
	F Jan. 24	<b>Group Work Intro</b>		Discussion 1
3	M Jan. 27	Strategic Marketing Management 2	1	
	W Jan. 29	Understanding the Sport Consumer 1		
	F Jan. 31	<b>Group Work</b>		Quiz 1
4	M Feb. 3	Understanding the Sport Consumer 2	2	
	W Feb. 5	Market Research & Data Analytics 1	3	
	F Feb. 7	<b>Group Work</b>		Discussion 2
5	M Feb. 10	Market Research & Data Analytics 2	4	
	W Feb. 12	Marketing Data Visualization 1	5	
	F Feb. 14	<b>Group Work</b>		Quiz 2
6	M Feb. 17	Marketing Data Visualization 2	6	
	W Feb. 19	Market Segmentation & Target Marketing 1	7	
	F Feb. 21	<b>Group Work</b>		Discussion 3
7	M Feb. 24	Market Segmentation & Target Marketing 2	8	
	W Feb. 26	The Sport Product	9	
	F Feb. 28	Exam 1 Review		
8	M Mar. 3	<b>Exam 1</b>		Exam 1
	W Mar. 5	Managing Sport Brands 1	10	
	F Mar. 7	Managing Sport Brands 2	11	
9	M Mar. 10	Promotion & Paid Media	12	
	W Mar. 12	Public Relations	13	
	F Mar. 14	<b>Group Work</b>		Discussion 4
10	M Mar. 17	<b>Spring Break (No Class)</b>		
	W Mar. 19	<b>Spring Break (No Class)</b>		
	F Mar. 21	<b>Spring Break (No Class)</b>		
11	M Mar. 24	Sponsorship, Corporate Partnership, and the Role of Activation 1	14	
	W Mar. 26	Sponsorship, Corporate Partnership, and the Role of Activation 2	15	
	F Mar. 28	<b>Group Work</b>		Quiz 3
12	M Mar. 31	Social Media in Sports 1		
	W Apr. 2	Social Media in Sports 2		
	F Apr. 4	<b>Group Work</b>		Discussion 5
13	M Apr. 7	Group Presentation (2)		
	W Apr. 9	Group Presentation (2)		
	F Apr. 11	Group Presentation (2)		Quiz 4
14	M Apr. 14	Group Presentation (2)		
	W Apr. 16	Group Presentation (2)		
	F Apr. 18	Group Presentation (2)		
15	M Apr. 21	Exam 2 Review		
	W Apr. 23	<b>Exam 2</b>		Exam 2
<b>Final Paper Submission Due: Apr. 28<sup>th</sup> 11:59 pm</b>				