GENERAL COURSE SYLLABUS (201020)

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OFFICE HOURS: MW 9:00 – 10:00 am at EC, TTh 9:00 – 10:00 am at EC, Friday at CC, other times by appointment

Administrative Motto for the Course: "If it is not in writing, it does not exist" -N.J.W.

Mathematical Motto for the Course: “Mathematics is not a spectator sport” -G.J.S.

Mathematical Slogan for the Course: "Expect a lot from yourself and the teacher." -M.McH.

ATTENDANCE POLICY

1. Attendance will be taken every day on student quizzes or by the instructor. Attendance does affect your performance, particularly on the daily, in-class quizzes. So your final grade is certainly affected by attendance but not based upon it. We cover something important at each class meeting. Daily, on-time attendance is expected, so if you are not going to be in class, please notify the instructor prior to class, if possible, by phone, voice mail, e-mail or, most desirably, in writing.

2. Class begins at the scheduled time. As a courtesy to your fellow students and the instructor, please be on time for class. If arriving on time is going to be a regular problem for you, let the instructor know, in writing, immediately, so appropriate arrangements can be made. The beginning of class is just as important as the end, so please be on time. If you do come late, please be seated in the rear of the class, so as to not disturb others by your arrival.

3. If you miss three consecutive classes, the instructor will withdraw you, unless prior arrangements have been made with the instructor. Prior arrangements include a note, in writing, in the instructor's mailbox, voice mail, e-mail or phone call to the instructor.

4. Participation in class is not graded but it is noted. Ask and answer questions in class, it is one of the best ways for you to learn and to help others to learn too. After all, to learn is why you are here.

GRADING POLICY

HOMEWORK

1. Homework is assigned during each class and is to be turned in online as assigned or at the next class meeting if assigned offline. If you miss a class, you are responsible for learning, on your own, what you have missed. This includes getting a copy of any notes, homework assignments and announcements, doing the assigned homework, seeing the instructor or tutor, being prepared for the next class and for the daily quiz or a possible test. I recommend that you learn the name and contact information of at least one other person in the class, so that you can easily obtain what you have missed. Tutoring help is available, free, in the Math Center and so is the instructor, during the office hours above or other times by appointment.

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2. Homework counts toward your final grade according to the following formula:
THE PERCENTAGE OF GRADED PROBLEMS CORRECT – 100 POINTS

That is, homework counts as much as one test, so it is important to do it, to do it all, and to do it all on time.

3. If homework must be submitted later than the assigned date, and, if prior arrangements have not been made in writing, it will receive less credit. Late homework will be penalized. The only Extra Credit opportunities are built into the assignments in the form of projects, bonus problems and the AMATYC contest on Tuesday, March 2.

4. Prepare daily (even weekends!) Preparation, other than homework assignments, is important to your understanding of the material. Please read one or two sections beyond the current homework assignment to prepare for the next class. I do not expect perfect understanding, just some familiarity with what will be covered in the next class. This is also an opportunity to prepare any questions. If you want to do well in this course, expect to spend at least two hours doing homework for each hour of class time. It is important to budget your study time, to review, to learn the new material and to prepare for the daily quizzes properly. This preparation time should include reading ahead, doing homework assignments and studying for quizzes. Test preparation requires additional time. Research has shown that two-thirds of most grades are determined by time spent on task.

QUizzes

5. Daily quizzes will occur. They are worth 10 points each and will consist of short answer questions dealing with the material from the previous one or two assignments, or course-wide concepts that are important and must be remembered for the long term. With prior arrangement, quizzes can be taken earlier but not made up later.

6. Quizzes usually contain five to ten short questions worth one or two points each. The twenty highest quiz scores for the semester, totaling a possible two hundred (200) points, will be included as part of the final grade. It is therefore important to be in class and be prepared to take daily quizzes. Quizzes have occasional bonus problems as well – be sure to try them.

Tests

7. Tests will be graded on a percent basis, so that each test is worth 100 points.

8. Tests are announced in class but are normally assigned outside of class time, either in the Testing Center (see attached) or as take-home assignments. Tests will not be accepted later than one calendar week from assignment date, without prior arrangement, in writing.

9. Since tests have a one-week window of opportunity, make-up tests are not normally given, so be sure to take tests when they are assigned. Tests not taken will be scored as zero.

10. Tests are non-cumulative and will focus on the material covered since the previous test. In all mathematics there is some carry-over of material, but the tests focus is on the new topics.

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11. Your final grade will be determined by totaling the test scores, the homework equivalent score and the quiz equivalent score to get a total out of the possible number of points, and then applying the following approximate criteria:

- **A** 91% of total possible points
- **B** 82% of total possible points
- **C** 73% of total possible points
- **D** 64% of total possible points
- **F** less than 64% of total possible points

**REMEMBER THESE ARE ONLY APPROXIMATE CRITERIA.**

12. The grade of "I" will not be awarded unless at least 75% of the course has been completed, with at least a "C" grade, and prior arrangement has been made with the instructor in writing. You must request an "I" grade in writing and have a serious reason for making this request. If an "I" grade is not completed within one year, it reverts to an "F" grade.

13. The grade of "W" can be awarded by the instructor up to the last day of the semester, Friday, May 18, 2010, but will also be given after three consecutive absences before that time, or, if requested in writing by you. You can request a "W" grade from the registrar only up to the two-thirds point of the semester, Thursday, November 12, 2009. After that date the instructor can award only an “F” or “W” for nonattendance. Regardless of when you withdraw, the instructor should be notified, in writing.

14. The grades of “P/F” must be requested by the end of the official refund period (see calendar) and must receive permission from the instructor.

15. The grade of “AU” (audit) means to enroll in and attend without working for or receiving credit. Students auditing a class must register by the end of the official refund period (see calendar) and must receive written permission to audit from the instructor, who is not required to grade assignments submitted by students who are auditing the class.

16. Partial credit is awarded for both quizzes and tests, so be sure to show all work on quizzes and on tests or no credit will be given for incomplete or incorrect answers. In other words, show it in writing. Homework will occasionally have partial credit.

17. Keep all homework, quizzes and tests that have been returned to you until the end of the course. This will enable you to document, in writing, any concerns and to correct any grading errors.

18. You can calculate your approximate grade at any time during the course by applying the above criteria to the homework assignments already completed and to the quizzes and tests already taken, using the record sheet handout. Compute the percent of possible points you have earned up to that time when you want to know your grade.

**SOME USEFUL TIPS**

1. Neatness does not count toward your grade but it certainly helps the instructor to understand
what you're trying to convey. Homework for graphs and matrices done on graph paper is much easier to read, grade and, believe it or not, even to do.

2. **Keep a record** of your quiz, test and homework results to remind yourself of how you are progressing at any time in the course. You can compare your current scores to the criteria stated in the grading criteria, number 11 above. **Use the record sheet handout provided.**

3. **Put your name on everything**, including all homework, quizzes and tests, in the upper right-hand corner of the first page. Be sure, most especially, to put your name on your textbooks and calculator. On any written assignments to be turned in, also include the date, the page number, the chapter and section of the assignment.

4. **Take careful notes** because things done in class may be easier to understand than those written in the textbook. **Take detailed notes and then review or possibly rewrite them.** Also, many examples done in class should further clarify the material. Be sure to take accurate, complete notes. If you've never tried it, try making flash cards about important ideas.

5. **Follow directions**—Read what is written at the top of a page, before a problem, section or especially a test, then do just what it says. If you are unsure, **explain what you are doing.**

6. **Academic Integrity** — The instructor follows the College **Scholastic Ethics Code**, so a summary copy of the Code is attached. Become familiar with the ethical expectations to which the instructor and the College expect you to adhere. **Cheating will not be tolerated and will result in a zero awarded for the assignment, quiz or test.**

7. **Tutoring** and instructional videos are available in the Math Center (Phone 7863) after August 26. The **normal** hours of operation then are:
   - Monday through, Thursday 9:00 A.M. – 7:00 P.M.
   - Friday 9:00 A.M. – 3:00 P.M.
   - Saturday 9:00 A.M. – 2:00 P.M.

   **I am also available to help, so just ask.** Other faculty are sometimes available in the Math Center near the Library. Instructional tapes and DVD’s are also available in the Library.

8. **Testing** is sometimes done in the Testing Center (Phone 7874). See the attached policies and procedures for the Testing Center. The **normal** hours of operation are:
   - Monday - Thursday 8:15 A.M. - 7:00 P.M. (Last test handed out at 6:00 P.M.)
   - Friday 8:15 A.M. - 4:45 P.M. (Last test handed out at 3:45 P.M.)
   - Saturday 8:15 A.M. - 1:00 P.M. (Last test handed out at 12:00 P.M.)

   **NOTICE: NO NEW TESTS ARE GIVEN ONE HOUR PRIOR TO CLOSING.**

9. **Disabled Student Resources** can provide a variety of support services to you, if necessary. Please notify the instructor or Disabled Student Resources if you can use such services. We can help you but only if you ask. (Phone 7699)

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**NOTE:** Pima Community College is committed to excellence through diversity. Pima Community College provides reasonable accommodations, to those students who qualify under the
Americans with Disability Act (ADA). Appropriate medical documentation will be required
to determine eligibility. Please contact the campus Disabled Students Resource (DSR) office
at 206-7699 to begin the accommodation request process. For more information see
Disabled Student Support at http://www.pima.edu/dsr/

10. Learning and teaching are interactive processes. If you don’t know, ask. If you do
know, answer. Read and reread the book and your notes. Do the homework early.

11. Class Organization--Class will normally begin with answering questions about homework.
Daily quizzes will then be given. New material will then be covered. If a test is imminent,
class time will be set aside for review.

12. Class disturbances
   a. Out of consideration for the entire class, certain electronic devices, such as cellular
      phones, radios, tape players, CD and DVD players, PDA’s, pagers, beepers, iPhones,
iPods, Blackberries, computer downloads, etc., should not be brought into or used in
class, unless in silent mode. If necessary, such items should be set to vibrate not
      ring, beep, warble, play your favorite tune, or make other noticeable noises.
   b. All discussions or concerns with the instructor or with other students should be
      handled outside of class time, usually after class. (See Student Code of Conduct.)
   c. Student behavior that is self-defeating, hostile, or lazy will not be ignored, indulged,
or rationalized. Students are expected to assist in maintaining a classroom
environment that is conducive to learning. In order to assure that all students have
an equal opportunity to gain from time spent in class, unless otherwise approved by
the instructor, students are prohibited from engaging in any form of distraction.
Inappropriate behavior in the classroom shall result, minimally, in a request to leave
the class. Examples of inappropriate behavior include, but are not limited to, the
following: bringing uninvited/unauthorized guests, children or pets into the
classroom, leaving class early regularly, making offensive remarks, prolonged
chattering, sleeping, making excessive noise, challenging instructor authority,
demanding special treatment, missing deadlines, dominating discussions,
interrupting lectures or discussions, overt inattentiveness, etc.

13. Technology--For courses at the level of college algebra and above, expect to use computers
and/or graphing calculators or both for assignments, quizzes and tests. Technology is
supposed to help your understanding; it does not replace learning. Become familiar with the
Computer Commons (Phone 7861) in the Student Center. Learn your calculator manual
thoroughly keep it with you and use it.

14. Find some people with whom to exchange phone numbers or e-mail addresses so that, if you
(or they) miss a class, what happened that day can be found out and learned.

15. Don’t forget, learning is an interactive process. If you do not ask, answer, read, calculate,
draw, discuss, review, take notes, do homework, and study, you won’t learn effectively.

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16. Consider organizing and participating in a study group. They are effective because you and
your peers have to explain concepts to one another and it helps you both to do this.
17. DECIDING ON A CAREER-You should have a career that you plan to pursue identified by the end of your second semester. Your career will determine your major or program of study, and what courses you need to take while at Pima. If you are undecided or having trouble figuring out a career that is a good match for you, get some help. Stop by the Career Center or Information Desk in Building L. Ask for written material, or to see an advisor or counselor. Try going to www.pima.edu. Click “Student Resources.” Click “Career Services.” Click “Career Resources.” This will get you to a number of helpful websites. Call 206-7662 to talk to an advisor or counselor with any questions.

18. See the last page of this syllabus for student suggestions for success.

19. If it becomes necessary to revise the contents of this syllabus, the instructor will immediately notify the students.

FURTHER INFORMATION, INCLUDING A SPECIFIC COURSE OUTLINE, COURSE CALENDAR, TEXTBOOK USED, ETC., WILL BE PROVIDED ON A SEPARATE SHEET.

ACADEMIC CALENDAR FOR THE SPRING 2010 SEMESTER (201020)

- Spring Classes Begin–16 and 8 week classes: January 19
- Add Week: January 19 – January 25
- Drop/Refund/Audit deadline: February 1
- Rodeo Days (no classes): February 25, 26
- 45th Day Census Date: March 4
- Spring Break: March 15 – 21
- Official Student Withdrawal Deadline: April 8
- Evaluation/Assessment/Exam Week: May 12 – 18
- Spring Semester Ends: May 20

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East Campus Mathematics Department Guidelines

As a college student enrolled in an academic course, you are expected to adhere to the standards of behavior outlined in the Student Code of Conduct and the Scholastic Ethics Code. As a citizen of an academic community, you are expected to cooperate with instructors in the performance of their duties and to refrain from obstructing other students in their pursuit of education.

In addition,

1. Learning mathematics requires a time investment on the part of the student. An average time investment is two to three hours per unit per week (e.g. six to nine hours per week for a three-unit class) in addition to the time spent in class.

2. If you are absent from class for any reason, you have assumed the responsibility for learning, on your own, the material presented in that class, obtaining a copy of the notes, assignments, any announcements made in class, and coming prepared to the next class.

3. You are responsible for knowing the information on the class syllabus given to you by your instructor. You may be quizzed on the syllabus.

4. In a class where homework is collected, it must be submitted when requested by the instructor, using the format specified by the instructor.

5. You must be officially enrolled in order to attend class. If you miss more than three classes you may be withdrawn for non-attendance. A student may also be withdrawn from the class due to disruptive behavior; such behavior includes, but is not limited to, talking during lecture. (See the Student Code of Conduct.)

6. Certain electronic devices – cellular phone, radios, tape or disc players and the like – should not be brought into the classroom. Pagers must be set to vibrate.

7. Cheating is grounds for dismissal from class and a grade of F. (See the Scholastic Ethics Code on the next page.)

8. Incomplete (I) grades are rarely awarded and are always at the discretion of the instructor. Very exceptional circumstances must be present, and the student requesting an I must currently be passing the course with a grade of C or better.

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**SUMMARY OF THE SCHOLASTIC ETHICS CODE**

**EXPECTATIONS**

*Students are expected to assist in maintaining a classroom environment that is conducive to learning and teaching. In order to assure that all students have the opportunity to gain from time spent in class, unless otherwise approved by the instructor, students are prohibited from engaging in any form of distraction. Inappropriate behavior in the classroom shall result, minimally, in a request to leave the class.*

I. **The purpose of this code is to encourage and promote positive learning and ethical student behavior, define behavior violating scholastic ethics, specify procedures for the determination of the facts of the alleged violations, and to define penalties. It is the responsibility of the student to maintain the highest ethical standard in academic achievement with the College environment.**

II. **Students assume full responsibility for the content and integrity of the coursework they submit. The following is a guide to assist students in observing positive behavior in scholastic ethics:**
   A. Students must do their own work.
   B. Students may do group work only if authorized by the instructor.
   C. Students must follow all written and/or verbal instructions given by the instructor.
   D. Students must adhere to course requirements as specified in the syllabus.

III. **Scholastic Ethics Violations**
   A. Cheating—intentional deceit during the pursuit of any academic coursework.
   B. Plagiarism—the representing of the work of others as one’s own.
   C. Collusion—obtaining from or giving to another student unauthorized assistance.
   D. Compromising Instructional and Test Materials—unauthorized acquisition of instructional and/or testing materials.
   E. Misrepresentation/Fraud—using false records, false identification papers, or unauthorized ID cards or gaining computer access to official College documents.

IV. If a student is found guilty of violating scholastic ethics, any one or a combination of the following penalties may be imposed:
   1. Student may receive a zero (0) grade on the test, project, or report from the instructor.
   2. Student may receive a "Fail" grade (F) as the semester/session grade from the instructor.
   3. Student may be required to repeat the course by the instructor or Dean of Instruction.
   4. Student may receive a formal written reprimand from the Dean of Instruction.
   5. Student may be excluded from the classroom or class activities for disruptive behavior for the rest of the class period by the instructor. However, the instructor is expected to receive the approval of the Dean of Instruction or designee in order to exclude the student beyond the class period in question.
   6. Student may be suspended from classroom or class activities prior to a mediation hearing for a reasonable period of time by the Dean of Instruction or designee.
   7. Student may be assessed other penalties as determined by the Dean of Instruction or designee. All such penalties may be reviewed by the campus President.
   8. Other appropriate penalties may also be imposed.

If a grade must be recorded due to the completion of a semester, the student may receive a grade of "Incomplete" (I) until the case is determined, at which time the "I" will be changed and the appropriate grade given.

**Students are expected to abide by the Student Code of Conduct, found at [http://www.pima.edu/studentserv/studentrights/student-conduct/index.shtml](http://www.pima.edu/studentserv/studentrights/student-conduct/index.shtml), and the Scholastic Ethics Code, [http://www.pima.edu/studentserv/studentrights/code/](http://www.pima.edu/studentserv/studentrights/code/), also available at PCC campus libraries.**

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WHAT FORMER STUDENTS RECOMMEND
WHEN TAKING DR. WELSH’S MATH COURSES

- Study for the quizzes.
- Read the book every night.
- Go to all the classes.
- Try the homework right after class or as soon as possible, then try again the next day.
- Don’t put off the homework.
- Don’t try to do the homework in class.
- Don’t try to do the homework the night before class.
- Find someone to talk to about the homework.
- Use all the help tricks doing the online homework.
- See the tutors.
- Ask Dr. Welsh for help if you need it; he won’t bite.
- Learn the review chapter really well.
- Use the practice tests at the end of a chapter.
- Take the tests early.
- Look for connections to earlier stuff.

Instructor’s comment: Note how many comments concern homework.
Welcome to the Instructional Testing Center! It is hoped that all students find this unique testing service to be convenient and user-friendly. The following Testing Procedures have been approved by the East Campus Administration of Pima Community College and must be followed in order to take exams in the Center. The course instructor utilizing the Center or the Assessment Testing Center staff can provide copies of the Testing Procedures. These procedures are necessary to provide an effective and secure walk-in testing service that meets the needs of the diverse East Campus Community. ALL STUDENTS USING THE TESTING CENTER ARE REQUIRED TO READ AND UNDERSTAND THESE TESTING PROCEDURES PRIOR TO REQUESTING EXAMS. All questions will be answered in detail by the staff. The Instructional Testing Center staff reserves the right to amend this document.

- **PHOTO IDENTIFICATION IS REQUIRED**: A PCC student ID card is preferred but not required. The Testing Center staff shall retain sole discretion as to whether or not identification presented is acceptable. Notes from instructors or staff are NOT acceptable.

- **STUDENTS WHO NEED SPECIAL TESTING ACCOMMODATIONS**: Students who need special accommodations such as extended test time, assistance of reader/writer or materials in an alternative format, must set up a file in the Disabled Student Resources Office (L-231, phone 206-7699).

- **REQUESTING EXAMS**: Students will be admitted for testing with only one exam at a time although they may test throughout the day. **In order to obtain an exam, students are required to know the following:**
  - Their PCC Student Number
  - The name of their course instructor
  - The course in which they are enrolled
  - The exam number they require
  - Students are to provide pens, pencils, and/or erasers

- **CELL PHONES ARE NOT ALLOWED**: If a cell phone, pager or any unapproved electronic device rings or is used for any reason during the testing process, the exam will be terminated.

Students request an exam, present identification, sign in, and then obtain a locker key to secure personal belongings. To check out a locker, students are to leave his/her picture I.D. with the testing staff. Students may place items too large for a locker on the shelf prior to entering the testing room. Students not wishing to use the shelves or the lockers may not leave their belongings in the testing room or office. Pima Community College is not responsible for lost, stolen, or abandoned items.

Students may also bring into the testing room and use only materials specifically authorized in writing on the exam by the course instructor. This may include items such as calculators, textbooks, notebooks, books, notes, note cards, crib sheets, scratch paper, dictionaries, etc. Test-takers may use only the scratch/graph/other paper provided in the testing room or with their exam and may not, under any circumstance, use their own material unless it has been authorized by the course instructor and inspected by the testing center staff. Test-takers may not share materials during exams. **PLEASE NOTE**: Use of the Testing Center constitutes the test-taker's implied consent to the staff's inspection of any item(s) taken into and/or out of the testing room. Personal items such as a caps, sweaters, coats, etc. taken into the testing room must remain off the desktop at all times. Earplugs are recommended for students sensitive to noise. No other items are allowed in the testing room.

At the completion of the exam, students are to discard or attach all scratch paper(s) to the exam. Materials such as note cards and or/crib sheets used during the exam must be stabled and turned in. The staff is not responsible for stapling students' work to exams. Students may not remove paper(s) of any kind from the Testing Center.
GENERAL INFORMATION:

- While the Testing Center staff makes every effort to ensure that students are issued correct exams, errors sometimes occur. Students must make sure that they have received the correct exam and bring any errors to the immediate attention of the staff.
- Test-takers may see the staff if there is a question about the exam. Test-takers may not ask a classmate.
- Once an exam has been issued, students are not to remain in the office for any reason but must proceed immediately into the testing room and begin. Students in possession of an exam may not talk to anyone except the staff, regardless of whether they are in the testing room or office area.
- Students are responsible for observing all time limits indicated in writing on the exam. The Testing Center staff will indicate the start date and time and the end date and time on all exams but will not be responsible for ensuring that students observe time limits imposed by the instructor.
- Students should not leave their seats until they have checked their work and are ready to turn in their test. Once a student has exited the testing room, the test must be turned in immediately. Students may not leave the area until the staff collects their exam.
- Breaks during exams are not allowed. IF A TEST-TAKER MUST LEAVE THE TESTING ROOM, THE EXAM MUST BE SURRENDERED AND WILL NOT BE REISSUED WITHOUT INSTRUCTOR APPROVAL.
- Test-takers should not sit near classmates taking the same exam unless there are no other seats available because the staff may relocate the students.
- Test-takers should keep work confined to one desk only. Furniture should not be moved for any reason. Aisles must remain free of clutter at all times.
- When finished, test-takers are not to discuss the exam with or within earshot of anyone who has not tested yet. Test-takers should not permit anyone to discuss the exam with them.
- In the event that all seats in the testing room are occupied, students will be given numbers and seated in the order in which they came to the Center. Students who do not immediately respond when their number is called will be bypassed and required to take a new number.
- Students not admitted for testing for any reason will be given a written "Gold Slip" to give to their instructor explaining why they were not admitted.
- Children are not allowed in the testing room nor are they permitted to remain unattended in the office. Please make baby-sitting arrangements prior to coming in for an exam.
- All tests must be turned in at closing time -- completed or not.
- Cell phones, Food, water bottles, beverages, tobacco, candy, personal stereo, walkie-talkies, any type of electronic devices, pets/animals (except assistance animals), etc are not permitted in the testing room.

EXAMS REQUESTED LAST HOUR OF TESTING: Tests will not be issued during the last hour before closing. Exams issued after an instructor's deadline has passed will be marked as such and may or may not be accepted by the instructor. Any exam deadline information recorded on the Testing Center deadline calendar is unofficial and subject to change without notice. Official exam deadline information must be obtained from the course instructor. Students are encouraged to not wait until the last minute before their deadline or last test times because they may not get in or have time to complete their exam. Students still waiting after the last hour of testing cannot be seated even if they are still holding a number.

All students are expected to know and comply at all times with the College Student Code of Conduct and Code of Academic Ethics. Copies of these documents may be obtained from the Office of the Dean of Student Development. All students are; in addition, required to conduct themselves in a quiet, orderly fashion and cooperate with the Testing Center staff at all times. Violation(s) of the College Student Code of Conduct, the Code of Academic Ethics, and/or the Testing Center Student Testing Procedures will not be tolerated and will be reported in writing to the course instructor and the Division Dean. The course instructor will determine the course of action to be taken. Testing privileges may be suspended for cause. Incidents of a serious and/or disruptive nature may also be reported to the P.C.C. Department of Public Safety (Campus Police).

LOCATION:  L-117  
PHONE:  206-7874  
HOURS:  
M-TH    8:15 A.M. - 7:00 P.M. (LAST TEST 6:00 P.M.)  
FRIDAY  8:15 A.M. - 4:45 P.M. (LAST TEST 3:45 P.M.)  
SATURDAY  8:15 A.M. - 1:00 P.M. (LAST TEST 12:00 P.M.)  

THE ASSESSMENT/INSTRUCTIONAL TESTING CENTER OBSERVE ALL COLLEGE HOLIDAYS & RECESSES.