

Syllabus for MGT 4390 (WE, ACE)

Strategic Management and Policy

Fall 2017

Course Information

Section 02 - Class Hrs: MW 09:30 - 10:50 am; Location: 140 SHB (CRN 81742)

Instructor Contact Information

Instructor: Christopher M. Cassidy, Ph.D.

Office Hours: MW 11:00 am - 1:00 pm, and by appointment

E-mail: cassidy@shsu.edu

Phone: 294-1975

Office: 206C SHB

General Information

Catalog Description: MGMT 4390: Strategic Management and Policy. The evaluation of external environmental factors and internal organizational strengths and weaknesses for the purpose of formulating organization strategies. Prerequisites: MGT 3310, MKT 3310, FIN 3320, MGMT 3370, and senior standing. Credit 3.¹

Overview. Strategic Management is designed to integrate your business skills, knowledge, and understanding to explain organizational performance. Emphasis will be placed on the critical analysis of business activity, the identification of business problems, and the communication of your analysis to various audiences. Topics may include:

Industry and competitor analysis; corporate governance; organizational culture, business ethics, leadership, top management decision making; case analysis; strategic issues facing organizations: ethics, social responsibility, globalization, mergers, acquisitions, downsizing, bankruptcy, outsourcing, and off-shoring.

Required Materials:

Textbook: Hitt, Ireland, and Hoskisson, 2015. *Strategic Management: Competitiveness and Globalization – Concepts, 11e*. Cengage Publishing. ISBN-13: 978-1-285-42517-7. This is an expensive textbook. If you are looking for economical alternatives, the textbook can be found for significantly less on the internet. Electronic, rental, and used versions are also encouraged.

Cases: The three cases may be purchased from the Ivey website: <https://www.iveycases.com/Default.aspx>

- 1) Coral Divers Resort (Revised). Paul Beamish & Kent E. Neupert. Richard Ivey School of Business Case #: 9B08M041; Date: 4/18/2008. ISBN: 2818440034336
- 2) Walmart Store, Inc. Mary Crossan & Ken Mark. Richard Ivey School of Business Case #: 9B06M068; Date: 8/28/2006. ISBN: 2818440034343
- 3) Lincoln Electric: Venturing Abroad. Christopher Bartlett & Jamie O'Connell. Harvard Business School Case #: 9-398-095; Date: 1/14/1998. ISBN: 2818440034657

The textbook and cases are on 2-hour reserve at the library and may not be removed from the library. Other required readings will be provided or can be downloaded from the library databases.

Syllabus: This syllabus contains course information: contact information for the instructor, a list of assignments, the schedule, course learning objectives, course policies and procedures. Assignment descriptions and rubrics will be posted on Blackboard. All assignments will be submitted through Blackboard.

¹ In fall 2015, MGMT 4370 was renamed to MGMT 3370 and made a prerequisite for MGMT 4390. The prerequisite change has been delayed. Due to the heavy workload in both classes, students are strongly discouraged from taking MGMT 3370 (MGMT 4370) and MGMT 4390 simultaneously.

Course Schedule for All Sections

Class	Date	Day	Topics and Activities	Readings and Assignments
1	23-Aug	W	Introduction to Strategy	Read: Syllabus
2	28-Aug	M		Read: Ch. 1
3	30-Aug	W	SBDC - Client NDA Briefing	Read: Ch. 2
	4-Sep	M	Holiday - Labor Day	
4	6-Sep	W	SBDC Briefing & Team Selection	Due: Résumé, Cover Letter ; Syllabus Quiz ; Strat. Pre-test
5	11-Sep	M	Competitive Advantage	Read: Ch. 3
6	13-Sep	W	Conducting a Strategic Analysis	Read: Ch. 4
7	18-Sep	M	Competitive Strategies	Read: Ch. 5
8	20-Sep	W	The Strategic Management Process	Read: Ch. 6
9	25-Sep	M	Analyzing Cases	Due: PR#1
10	27-Sep	W	Case 1: Wal-Mart	Read: Wal-Mart Case;
11	2-Oct	M	Synergy	Due: Exam 1 MC (Ch. 1-5 - take in ProctorFree);
12	4-Oct	W	Writing Effective Reports for Clients	Due: Exam 1 Essays (Wal-Mart)
13	9-Oct	M	Corporate Strategies	Read: Ch. 7
14	11-Oct	W	Strategy Failures	Read: Ch. 8; Due: Team Paper Draft #1 ; PR#2
15	16-Oct	M	Hybrid and combination Strategies	Read: Ch. 9; Due: CE#1 ; PE#1
	18-Oct	W	No Class - Team Work Day	NACRA Read: Ch. 11
16	23-Oct	M	Case 2: Lincoln Electric.	Read: Lincoln Electric Case
17	25-Oct	W	Strategy Implementation	Due: Exam 2 MC (Ch. 6-9 - take in ProctorFree); PR#3
18	30-Oct	M	The Power of Incentives	Due: Exam 2 Essays (Lincoln Electric)
19	1-Nov	W	Organizational Controls	Read: Ch. 10, Kerr Article
20	6-Nov	M	Governance, Leadership, & Culture	Read: Ch. 12
21	8-Nov	W	Innovation	Read: Ch. 13; Due: PR#4
22	13-Nov	M	Case 3: Coral Divers	Read: Coral Divers Case; Due: Team Paper Draft #2
23	15-Nov	W	What is Strategy?	Due: Exam 3 MC (Ch. 10-13 - take in ProctorFree);
24	20-Nov	M	Review of Group Project	Due: Exam 3 Essays (Coral Divers);
	22-Nov	W	Holiday - Thanks Giving	
25	27-Nov	M	Teams 01 & 02 Presentations	Due: Team Presentation PowerPoints ; PE #2 ; PR#5
26	29-Nov	W	Teams 03 & 04 Presentations	
27	4-Dec	M	Teams 05 & 06 Presentations	
28	6-Dec	W	Final Lecture	Due: PE #3 ; CE#2 ; PR#6 ; Team Strategic Analysis Paper

- Progress Reports (PR#1-6) are due on the first class on or after the 5th and 20th of each month starting 20 Sep
- Each exam will consist of multiple-choice questions over the chapters in each block and a series of short essays applying the material in the chapters to the case. Both the multiple choice questions and essays will be completed out of class through blackboard and ProctorFree.

List of Assignments	Type Assignment	Points
Strategy Pretest & Syllabus Quiz (10 pts. each)	Individual	20
Résumé & Employment Cover Letter (10 pts. each)	Individual	20
2 Course Evals (CE) & 3 Peer Evals (PE) (10 pts. each)	Individual	50
6 SBDC Progress Reports (PR) (10 pts. each)	Individual	60
Contribution and Professionalism	Individual	100
3 Exams, Multiple-Choice (50 pts. each)	Individual	150
3 Exams, Essays (100 pts. each)	Individual	300
Team Strategic Analysis (Research Project and Paper)	Team	200
Team Presentation	Team	100
Total		1000

Course Learning Objectives

1. **Critical Thinking, Problem Solving, and Analytical Methods:** Students will demonstrate the ability to analyze business situations, apply both quantitative and qualitative rigor, think critically, and solve complex problems in ambiguous situations. Students should be able to: distinguish between problems and the symptoms of problems; recognize situations that require additional information; search for and find supporting information; and use information to effectively craft arguments and solve problems.
2. **Business Policy and Strategy Disciplinary Knowledge:** Students will demonstrate a thorough understanding of theory, methods and problems associated with organizational analysis, strategy formulation, strategy implementation, and strategy evaluation so that they can apply that theory in complex or ambiguous “real world” situations, and make recommendations that will maximize an organization’s performance, achieve its goals, and fulfill its mission.
3. **Communications**
 - a. **Written Communications:** Students will demonstrate proficiency in communicating strategic management concepts in formal Business English.
 - b. **Verbal Communications:** Students will demonstrate proficiency in communicating strategic management concepts in a formal presentation.
4. **Team Work:** Students will demonstrate proficiency in the leadership, followership, and interpersonal skills needed to function as part of a team.

Course Policies and Administration

1. Professionalism: Performance that would get you fired by an employer, will earn you an F in this course. Performance that might get you reprimanded will be evaluated under the category of professionalism.

The use of phones, laptop computers, PDAs and calculators are permitted for course purposes and note taking only. Do not use electronic devices such as music players, headphones, earpieces, etc., in class. While I view the need to be “connected” with an open mind, I do not view the use of technology in class for non-class purposes as acceptable. If you are anticipating an important phone call, put your phone on vibrate, and answer it in the hall.

I will collect some contact information and your photo during the first week of classes. If you miss getting your picture taken by me, I will expect you to send me one by e-mail. For situations not addressed by the policies listed in this syllabus, I may adjust or change the policies (if appropriate) and will inform the class. I may amend the syllabus, course package, assignment instructions, or assignment schedule as the course progresses.

2. E-mail and BlackBoard Accounts: You must have a functioning SHSU e-mail account by the end of the first day of class and be knowledgeable in its use. I use e-mail routinely to communicate with students. It is your responsibility to check your e-mail daily. Assignment scores and other protected information will only be distributed through secure university computer systems.

This course will utilize Blackboard to support the distribution of assignment instructions, the submission of assignments, the administration of the multiple choice component of exams using ProctorFree, the scoring of assignments, and the distribution of assignments scores. It is your responsibility to be functionally literate with Blackboard and ProctorFree, and to have them operating by the end of the first day of class. If you cannot reliably submit assignments through Blackboard, and take exams using ProctorFree, you will perform poorly in this course.

3. Scores and Grades: No incompletes will be awarded in this class. No late or makeup assignments will be accepted after the last day of class. I prefer to hear your concerns about your performance during the term and prior to the submission of graded assignments. I will not entertain grade appeals after grading assignments or

after submitting final grades. Do not wait until the end of the term to see me regarding problems with the course material or your performance. There is nothing that either of us can do after your work has been scored or grades have been assigned. I will make grade changes upon notification if due to computational errors.

Students who desire a specific grade in the course are expected to adjust their performance to the level needed to earn that grade. Historically, I have curved this course.

Grades will be assigned at the end of the class, only after every student has submitted every assignment and those assignments have been scored. Grades will be assigned based on the total number of points earned in the course. The following percentages of points in the course guarantee the following grades:

Grading Criteria

90% and over = A	80% and over = B	70% and over = C	60% and over D	under 60% F
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The instructor may curve grades in the course by lowering the percentage of points needed for specific grades.

4. Attendance and Excused Absences: As required by SHSU policy, class attendance is mandatory. You will be considered tardy if you are not present when I take attendance. You will be considered absent if you arrive more than 10 minutes after the scheduled start of class. Two tardies will be treated as one absence. Students are not eligible to makeup In-Class activities that occur during unexcused absences.

Arrive at class on time and prepared for class. I record attendance at the beginning of class and will usually do so visually. I will call out names if I do not see everyone. As a courtesy, let me know by e-mail if you will be absent or late. You may attend another section of the same class (on the same day) to receive attendance credit.

Excused Absences: You will not be penalized for excused absences. I excuse all absences that conform to University policy (see section on religious observance). The University permits you two absences without penalty. University and other excused absences will apply to the total count of absences before unexcused absences. If you must miss class for reasons not covered by university policy, please coordinate with me in advance. I reserve the right to excuse other absences on a case by case basis. I do not excuse absences that reflect poor decision-making and time management to include: equipment and technology failures, unreliable transportation, law enforcement action, and slowdowns due to weather or traffic. I will excuse absences required by your illness, the illness of legal dependents, funerals, military service, court orders, funded job interviews, and intercollegiate activities. I may excuse other absences based on the merits of your situation, the value to the University, and my judgment. When in doubt, ask me.

In-Class Activities: Case discussions, exercises, and presentations represent unique events that are almost impossible to make-up. Avoid missing these activities.

Penalties for Unexcused Absences: Absences, in excess of those permitted by the university or excused by me, will result in the following penalties: I will deduct 1% from the total points available in the entire course for the first unexcused absence, 2% for the second, 3% for the third, 4% for the fourth, and so forth. You will be awarded an F in the class if you miss seven or more class sessions. It is your responsibility to monitor your attendance and the consequences thereof.

Student Absences On Religious Holy Days Policy: Section 51.91 l(b) of the Texas Education Code requires that an institution of higher education excuse a student from attending classes or other required activities, including examinations, for the observance of a religious holy day, including travel for that purpose. A student whose absence is excused under this subsection may not be penalized for that absence and shall be allowed to take an examination or complete an assignment from which the student is excused within a reasonable time after the absence.

University policy 861001 provides the procedures to be followed by the student and instructor. A student desiring to absent himself/herself from a scheduled class in order to observe (a) religious holy day(s) shall present to each instructor involved a written statement concerning the religious holy day(s). This request must be made in the first fifteen days of the semester or the first seven days of a summer session in which the absence(s) will occur. The instructor will complete a form notifying the

student of a reasonable time frame in which the missed assignments and/or examinations are to be completed.

Unless negotiated otherwise, all assignments due during an excused absence must be completed prior to the absence.

5. Assignment Deadlines, Late Policy, In-Class Assignments. You must complete and turn in all assignments to pass the course. Submit out-of-class assignments through Blackboard. Out-of-class assignments are due at 6 am on the day listed in the class schedule. To be certain your assignments are on time, submit assignments to Blackboard before 6 am on the date listed in the syllabus. Late work will be assigned a score of zero. If Blackboard service is interrupted, submission by email before 6 am can be used to demonstrate that your work was completed on time. Assignments submitted by email must still be submitted through Blackboard within 24 hours after the resumption of service. Late penalties will apply to on-time assignments that are submitted to blackboard more than 24 hours after the resumption of service.

Important: An excused absence does not excuse you of your responsibility to complete and turn in assignments by the deadline. If you know in advance that you will be absent on the day an assignment is due, you must complete and submit it early.

In-Class Assignments – Exercises, Simulations, and Cases: To get credit for in-class assignments you must be present. I am glad to clarify course material provided you attended class on the day I presented it. To obtain any missed material, coordinate with fellow students to share notes. Makeup assignments will only be offered for in-class activities for which you have an excused absence and must be coordinated in advance. If your excused absence is both unavoidable and un-anticipatable, you must contact me immediately following your absence and submit the completed in-class assignment within 2 working days of your return.

Results oriented employers are not impressed when they give an employee weeks or months to complete work, the employee procrastinates, and then some technical failure, computer malfunction, illness, accident, or emergency prevents them from completing and submitting their work by the deadline. Such situations represent cases of poor planning or execution. No excuse is acceptable in such circumstances. Excuses such as “The assignment is done but on a disk I left at home”, “My computer crashed”, “I got a flat tire”, or “The dog ate my PDA”, make you look irresponsible to your employer and peers.

Assignment Return: Unless otherwise announced in class, out-of-class writing assignments will generally be returned in class within 5 weekdays. Other assignments will be returned the following class period. On-time assignments that are not submitted according to the instructions may take additional time. If you are not in class to receive your scored assignments, be sure to ask your instructor for them.

6. Intellectual Courtesy: Be courteous and respectful to each other. This class is an appropriate forum to discuss the complex and controversial issues related to business. Be aware that others may present ideas that contradict your beliefs. The discussion of assumptions and debate about the outcomes of those assumptions is expected and encouraged. This discussion will be open to a wide range of intellectual, philosophical, and emotional interpretation. Your understanding of many issues will be challenged and hopefully enlarged. You will come to realize that many controversial issues are controversial because of unexamined perspectives and that through examination of those perspectives you will realize that there are no quick and easy solutions to complex problems.

It is not my intention, nor should it be anyone else's intention, to embarrass any person in this class. I expect that no matter what the topic and/or your personal beliefs, you will conduct yourself professionally and politely with respect to each other. Our discussion will be subjected to intense analysis and scrutiny, but personal attacks of any kind will not be tolerated. This class is not an appropriate forum for debating tactics (e.g. *ad hominem* attacks) that would discourage another classmate's participation.

Personal or side conversations should be taken to the hallway.

7. Messages and memos for me. I will inevitably forget your concern or request for an appointment unless you submit it in writing. Ensure that your written or e-mail message includes your name, class and section, date, a complete description of your concern or request, and if applicable, your suggested solution.

Note: I strongly prefer to be contacted by e-mail or in writing. If your email requires a reply, I will generally get back to you within two days. I check my phone messages weekly; therefore I discourage you from leaving phone messages if promptness is desired.

A note on E-mail: I personally view e-mail as a quick & informal communications media and therefore ignore construction, grammar, and spelling errors in e-mail messages. Other instructors and employers may view e-mail as a formal media. If you communicate with e-mail extensively, you should understand and write appropriately for your intended audience. If you are unsure of your audience, use formal written English in all communications.

8. Academic Integrity and the Originality of Student Work. Learning is a collaborative effort involving the individual, your classmates, your professor(s), and the resources of the institution. It is the rare student who can master a discipline without any outside assistance. The following discussion of academic integrity makes the distinction between 1) learning and the 2) demonstrable proof that learning has occurred (usually shown through individual and team assignments). You may learn in any way that works for you. I encourage the use of collaborative methods to learn the material. I prohibit the use of collaborative methods when producing assignments intended to evaluate if individual learning has occurred.

Your professional integrity is very important. Your reputation will be severely damaged if you compromise that integrity by engaging in dishonest actions or by violating promises. Integrity is more than just refraining from lying, stealing, and cheating. Your personal integrity will be compromised if you tolerate conduct in yourself or others that is inconsistent with societal ethics and institutional values.

I expect your assignments in this class to reflect your effort. Individual Assignments should reflect your individual effort, not the efforts of others. The same philosophy applies to the aggregate efforts of students working in assigned teams on team assignments. Your team assignments should reflect your team's efforts, not the efforts of other teams. All assignments are to be accomplished individually with the exception of assignments explicitly identified in this document as team assignments. The use of completed assignments and/or course materials from other students or teams, in the present or previous semesters, is prohibited. The use of those materials will be treated as the theft of intellectual property and an act of academic dishonesty. If I observe you committing an act of academic dishonesty, I will subject you to the highest possible level of university approved sanctions, the lowest of which is you will fail the course.

Theft is the taking of something that does not belong to you. Cheating is defined as either providing or accepting unauthorized assistance on graded assignments. Plagiarism is claiming credit for the work of others. Each destroys the desirable qualities of the university environment: trust, mutual respect, self-betterment, and intellectual creativity. Academic dishonesty harms the reputation of every honest person, the reputation of the university as a whole, and weakens the credibility of every alumni of SHSU in the eyes of potential employers. I strongly urge each of you to report any person you believe to be acting dishonestly to me, the department head, or the dean. Your reputation is at stake.

To prevent any possible misunderstanding related to your academic integrity on research assignments, document your sources well so that I can find the relevant sources you use. Borrow freely, but cite the original author. Do not use un-cited sources from other students or teams. This also applies to previous academic work you may have produced for other classes. I highly recommend that you avoid extensive use of direct quotations. I want to read your analysis, not the analysis or opinions of another scholar.

The failure to properly cite referenced work (referring to incompetence as opposed to dishonesty) will result in a minimum one-letter grade penalty on the assignment. So that you will understand how serious I am about plagiarism, know that *I will presume dishonesty unless there is sufficient evidence of incompetence*. If you have any questions about what to cite or how much information to provide, please consult an appropriate citation and style guide, use the resources on the Library website (<http://shsulibraryguides.org/>), visit the Writing Center for their expert advice, or consult with me.

Business Librarian: Professor Lisa Shen is the business librarian. She can provide you with her expertise on how to cite and reference source material as you produce scholarly research. She can be contacted at: lshen@shsu.edu.

Sam Houston Writing Center: The Writing Center is located in Farrington 111. Writing tutors can work with you one-on-one to help you generate, organize, or revise a draft of any assignment. Please drop by or call 936-294-3680 to schedule an appointment.

9. Copyright Notice: Unless noted otherwise, all materials provided in this class are someone's intellectual property including: the textbook, the cases, course handouts, course notes, evaluations, videos, assignments, exercises, etc. These materials are subject to legal copyright protection. These copyrights are held by the original author(s). You may not make copies of materials used in this class or adapt them without the copyright holder's written approval.

I will post supplemental materials on Blackboard. You are welcome to use these for your own personal use and for course purposes. You may not distribute or share these materials without my written permission. You may not make audio or video recordings of lectures or the content of in class activities.

10. Students with Disabilities: It is the policy of Sam Houston State University that no otherwise qualified disabled individual shall, solely by reason of his/her handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any academic or Student Life program or activity. Any student with a disability that affects his/her academic performance should contact the Office of Services for Students with Disabilities in the Lee Drain Annex (phone 936 294-3512; TDD 936-294-3786).

All disclosures of disabilities will be kept strictly confidential. SHSU adheres to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations for students with disabilities. If you have a disability that may affect adversely your work in this class, then I encourage you to register with the Office of Services for Students with Disabilities. Notify me the first week of classes so that I can coordinate with the Office of Services for Students with Disabilities to accommodate your needs. There may be a significant delay in preparing alternative course materials unless I am notified promptly.

NOTE: No accommodation can be made until you register with the Office of Services for Students with Disabilities.

11. Discrimination: Sam Houston State University complies with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act. Sexual misconduct, as defined in the University's Sexual Misconduct Policy, constitutes a form of sex discrimination prohibited by Title IX and Title VII. These statutes and others in federal, state, and local law prohibit discrimination based on inclusion in protected groups.

The University's *Sexual Misconduct Policy & Procedures and Discrimination and Equal Employment Opportunity* (ER-7) policy each address these important topics and provide guidance to resolve concerns. You may access both policies at http://www.shsu.edu/intranet/policies/finop/human_resources/ or by visiting the Human Resources website: <http://www.shsu.edu/dept/human-resources/index.html>. If you have any questions, concerns, or comments please call HR at (936) 294-1070.

Sam Houston State University is committed to a discrimination-free learning environment. If you believe that you have been discriminated against based on your inclusion in a protected group, in this or any class, bring the matter to the attention of the offender. If the situation is not resolved, elevate your concern to the appropriate university personnel at the level of the department, college, or university.

12. Visitors in the Classroom: Only registered students, SHSU faculty, SHSU administrators, and invited guests may attend classes. One-time exceptions can be made on a case-by-case basis with the approval of the

professor. In all cases, visitors must not present a disruption to the class by their attendance. Students wishing to audit a class must apply to do so officially, through the Registrar's Office.

13. Team Strategic Analysis Research Projects: There is one team project in this class that will result in a research paper and presentation. Students will self-select into teams of 3-5 students on the 2nd day of class. The instructor will assign a local company to each team to analyze. Because of the multi-disciplinary nature of these projects, teams should select their members to include a cross section of different skills and majors. When deciding whom to recruit for your team, consider all other factors likely to enhance team success.

Each team will produce a written strategic analysis of their assigned firm and make an in-class presentation of their analysis. Your Team Presentation will last 20 minutes and conclude with recommendations for the owner or management to address the issue. Following each team presentation, the audience will continue the analysis as a case discussion for an additional 10 minutes. This audience discussion will be evaluated and the audience will earn contribution points.

As a participant in these projects, you are required to sign legally binding confidentiality agreements that protect the client organization's intellectual property. If you are not willing to be so bound, you will need to take this class from a different instructor next semester.

Every student will complete a confidential peer evaluation of their team members. Anyone identified as contributing less (or more) to their team will earn points that are proportionate to their contribution.

Honors Credit: Honors College Students who desire to take MGMT 4390 for Honors Credit may do so by recruiting and analyzing a company as an individual research project **instead** of as a team research project. Students taking the course for honors credit should plan to complete their Strategic Analysis early enough to submit and present their project at the Undergraduate Research Symposium. If interested in this option, notify the instructor by providing the forms from the Honors College one week prior to the Honors College deadline and meeting with the instructor to set up a schedule for the semester.

14. Class Roster and Team Project Topics: I provide a class roster for purposes of internal team management. Teams will provide the instructor with a list of their members before the 3rd day of class. The course instructor will update the syllabus posted on Blackboard if changes occur.

MGMT 4390, Teams and Topics Assigned for Strategic Analysis Research Projects

Teams 4390-2-1:	Teams 4390-2-2:	Teams 4390-2-3:
Teams 4390-2-4:	Teams 4390-2-5:	Teams 4390-2-6:

Class Rosters (current as of 22 Aug 2017)**Section 2: MW 9:20-10:50 am**

#	Names	Team
1	Alvarez Gutierrez, Ruth D.	
2	Anders, Marcus T.	
3	Cazares, Aracely	
4	Darner, Joshua K.	
5	David, Chance T.	
6	Flickinger, Emily K.	
7	Greer, Trevor D.	
8	Habegger, Norma	
9	Harris, Kevon C.	
10	Keen, Averil T.	
11	Loftus, Tyson W.	
12	Lovejoy, Dane C.	
13	Lowry, Taylor A.	
14	Mataragio, Rachel	
15	May, Stephanie K.	
16	Oversby, Neil J.	
17	Pineda, Joyce	
18	Pinkard, Luke W.	
19	Riley, John C.	
20	Romero, Astrid A.	
21	Scott, Cory J.	
22	Southerland, Hunter J.	
23	Talerico, Tony	
24	Walker, Sarah A.	
25	White, Kayla N.	
26	Williams, Michael	

Notes: