

Health Care Consolidation Vertically Integrated Project Syllabus

[COURSE NUMBER HERE], Variable Credits

Tuesdays, 5-5:50pm, Old Civil Engineering G10

Instructor Information

Name	Role	Email
Dr. Cici McNamara	Faculty advisor	cmcnamara30@gatech.edu
TBD	Graduate student advisor	TBD

General Course Information

Description

This is a Vertically Integrated Project (VIP) in which students will work in a multidisciplinary team to build a database on changes in ownership in health care industries in the past decade. Our focus will be on mergers and acquisitions (M&A) in the hospital industry. Our goal will be to develop and make publicly available a database of M&A transactions between hospitals in the U.S. for research purposes.

Pre- &/or Co-Requisites

There are no pre-requisites or co-requisites for this course.

Course Goals and Learning Outcomes

- Data documentation and management
- Presentation skills
- Familiarity with policy issues around consolidation in health care markets
- Time management
- Teamwork in a vertically separated context
- Ability to identify, articulate, and pose solutions for issues in workflow

Course Requirements & Grading

VIP teams function like real-world project teams. Members work on different aspects of a shared project, ranging from sophomores to graduate students, and from first-time participants to those with multiple semesters of experience. Students may enroll for variable credit hours, which are considered in grading.

Grading Overview

Each student is evaluated across three core areas, with three mandatory requirements. Regardless of role or experience, students must demonstrate achievement in all three areas:

1. Documentation and Records (33%)

- Contribute to team documentation: Slack “Group notebook” tabs

2. Personal Contributions (33%)

- Post in Slack individual work plan for each week
- Post in Slack individual accomplishments for each (and how they relate to previous week’s posted workplan)
- Engage actively in the project

- Pursue knowledge relevant to the project
- Contribute to project progress and knowledge acquisition by posting questions, feedback, and findings in Slack

3. Teamwork and Interaction (33%)

- Participate in peer evaluations. Failure to submit results in a full letter grade deduction
- Attend meetings on time
- Collaborate toward team goals
- Coordinate and assist teammates
- Contribute to team presentations
- Communicate on Slack. DMs do not constitute teamwork and do not contribute toward achievement in this area

Credit hours

Student effort should be proportional to the number of credit hours in which the student is enrolled. The correspondence between credit hours and workload is as follows:

- 1 credit: 3 hours outside of team meeting
- 2 credits: 6 hours outside of team meeting
- 3 credits: 9 hours outside of team meeting

See the VIP website for more information: <https://vip.gatech.edu/prospective-students/>

Rubric

See attached.

Grading Scale

Your final grade will be assigned as a letter grade according to the following scale:

A	90-100%
B	80-89%
C	70-79%
D	60-69%
F	0-59%

Course Materials

Course Website and Other Classroom Management Tools

All communications will take place on Slack. No communications will take place via e-mail or Canvas. Link to Slack channel: https://join.slack.com/t/healthcarecon-mki1893/shared_invite/zt-3nk606on4-prRgj7FIBlnHcC-n7ESnsQ

Course materials will be stored on Dropbox. A link will be shared on Slack.

Peer Evaluation Portal

Peer evaluations are administered by the VIP Program [Click Here](#) to access peer-evaluations from off campus. [Click here](#) to access from on campus. You will be prompted to sign in. Users can only log in from on campus or via [VPN](#). Students can only access the peer evaluation portion of the system during active evaluation periods.

Course Policies, Expectations, & Guidelines

VIP is a collaborative, multidisciplinary, project-based learning and research experience. Your success in this course depends not only on your technical contributions but also on your active engagement with your team and the broader learning process.

Your Role in the Learning Process

As a VIP student, you are expected to:

- Take initiative in exploring and applying knowledge relevant to your project.
- Collaborate effectively with team members across disciplines and experience levels.
- Document your work thoroughly.
- Reflect on your learning and contributions throughout the semester.

This course is a real-world team environment, where learning is dynamic, self-directed, and collaborative. Your growth depends on your willingness to engage, contribute, and learn from others.

Team Meetings and Participation

Attendance and active participation in **team meetings** and **sub-team meetings** are required. These meetings are essential for:

- Coordinating project tasks and timelines.
- Sharing progress and receiving feedback.
- Learning from peers and mentors.
- Contributing to team decisions and direction.

Failure to attend meetings without valid reason may negatively impact your grade and your team's progress. If you anticipate missing a meeting, communicate with your team and advisor in advance.

Use of External Resources

You are encouraged to consult external sources to support your learning and project work. However:

- Do **not present someone else's work as your own**.
- Always **cite and reference** external materials used in your documentation, code, presentations, or other deliverables.
- Proper attribution is essential to maintain transparency and integrity in a collaborative research environment.

Academic Integrity

Georgia Tech aims to cultivate a community based on trust, academic integrity, and honor. Students are expected to act according to the highest ethical standards. [Review Georgia Tech's Honor Code](#) and the [student Code of Conduct](#).

Any student suspected of cheating or plagiarizing on a quiz, exam, or assignment will be reported to the Office of Student Integrity, who will investigate the incident and identify the appropriate penalty for violations.

Accommodations for Students with Disabilities

If you are a student with learning needs that require special accommodation, [contact the Office of Disability Services](#) (404-894-2563) as soon as possible to make an appointment to discuss your special needs and to obtain an accommodations letter. Please also e-mail me as soon as possible in order to set up a time to discuss your learning needs.

Attendance

Attendance at VIP meetings is expected. Students should notify the instructor of unavoidable absences in advance via Slack. Excessive absences will be reflected in grading.

Student-Faculty Expectations Agreement

At Georgia Tech, we believe that it is important to strive for an atmosphere of mutual respect, acknowledgement, and responsibility between faculty members and the student body. [The Student-Faculty Expectations](#) articulate some basic expectations that you can have of me and that I have of you. In the end, simple respect for knowledge, hard work, and cordial interactions will help build the environment we seek. Therefore, I encourage you to remain committed to the ideals of Georgia Tech while in this class.

Student Use of Mobile Devices in the Classroom

Students are not to use mobile devices in the classroom. Excessive use of mobile devices will be reflected in grading.

Student Well-Being

At Georgia Tech, we are concerned about your overall physical, social, and mental well-being. A [comprehensive list](#) of wellness related resources has been compiled and maintained by the Office of the Vice President for Student Engagement and Well-being ([student-resource-guide \(gatech.edu\)](http://student-resource-guide.gatech.edu))

Health Care Consolidation Vertically Integrated Project Grading Rubric

Standard Met	Area	Expectations
Documentation (1/3 of grade)		
___	Consistent to-do lists	Leaves each meeting with work to do; checks items off list as tasks/work are completed; progress/work can be tracked over time. Communicates to-dos in Slack.
___	Explanation of what was done (in individual notebook/documentation)	Sufficient explanation of work, progress, and next steps. Someone knowledgeable/skilled in the field would be able to understand decisions made, repeat what was done, and obtain the same result. Summarizes progress in Slack.
___	Reflects on what did/did not go well	Discusses what did and did not go well. Seeks help from teammates as necessary to overcome obstacles. Summarizes changes to original approach in Slack.
Contributions (1/3 of grade)		
___	Proactive	Identifies or asks for tasks to do; does not stop working and searches for solutions when obstacles arise – checks team documentation, searches online, reaches out to teammates, etc.
___	Learning	Acquires knowledge or skills needed for the project.
___	Quality of effort	Work is timely, thorough, and accurate; Student comes to meetings prepared.
___	Appropriate level of contribution	Considering the course level and number of credit hours, contributions to the project were appropriate. Early-stage contributions may include obtaining skills needed to do the work.
Teamwork (1/3 of grade)		
___	Attitude and participation	Demonstrates interest in the project; treats teammates with respect; pays attention to the people speaking during meetings; avoids distractions during meetings; participates in discussions around others' work; acknowledges the value of others' contributions.
___	Engages with others' work	Knows what others on the team/subteam are doing; checks in/stays abreast of their progress; gives teammates constructive feedback and suggestions; helps or provides guidance to teammates; helps keep the team/subteam moving forward.
___	Communicates well	Facilitates communication within the team; exchanges relevant information with teammates; clear and timely communication.
___	Adaptable	Able to pivot when plans change or problems arise; willing to accept help; solicits and listens to suggestions and feedback; uses suggestions and feedback to improve.
___	Peer evaluations	Completed peer evaluations by the deadline. Provided thoughtful feedback.