Title: California State and Local Government.

*Minimum 48 lecture hours/semester.
Partially satisfies the American History and Institutions requirement.
Recommended: Eligibility for ENGL 836.*

Dept. Number and Section: Political Science 301 AA: CRN: 80704.

Semester: Fall, 2016: Tuesday, 08/18/15 to Tuesday, 12/15/15.

Hours: 3 lecture hours per week. 3.0 Semester Units.

Days, Hours and Location: TTH: 08:10 to 09:25 AM Room, 8-8213.

Grading method: Letter Grade.

Prerequisite: Recommended: Eligibility for ENGL 836.

Transferable: to CSU GE Area (D), UC Selective Units.

Contact information:

Instructor: Dr. Johannes A. Masare.

Availability: Office: Room, 2-2301 – Bldg. 2, Third Floor.
Office Hours: MWF: 08:00-9:00 AM
 MWF: 10:00-11:00 AM.

 TTH: 10:00-11:00 AM

Telephone: 650-738-4288.

E-mail: masare@smccd.edu

Note well: In the “**Subjec**t” line of your e-mail to me, you must include the following:
(*Your student, XYZ, in PLSC 301 AA*) – *(XYZ*) is your full name.
If this information is not included on the “**Subject**” line, I will delete your e-mail.
I do not open any e-mail if I do not know the source of the e-mail.
To avoid any potential misunderstandings***, please make a note of this policy***.

Dr. Masare’s home page:

<http://www.smccd.edu/accounts/masare/>

Catalogue Description:

Examination of state and local governments and their relationship to each other.
Among topics to be studied: population growth; initiative process; elections and campaigns; the legislature; the plural executive; California Judiciary; local governments -- counties, cities, school districts, and regional governments; growth and environmental policies; social programs and cultural diversity issues.  *Transfer credit: CSU (D2a*).

Text Book: California: The Politics of Diversity.

 David Lawrence.
 Eight Edition, 2015, Wadsworth Co.

Student Learning Outcomes:

Upon the conclusion of this course, students are expected to be able to:

1. Demonstrate an understanding of the principles and practices
 of California Political institutions at the state and local levels.

2. Demonstrate an understanding the role of socio-political
 movements, race and ethnicity, political parties and interest
 groups in California.

3. Demonstrate an understanding of some of the central issues in
 California politics.

 Overall objectives:

Political Science 301 is designed for both the transfer and the A.A. degree student wishing to partially fulfill the American History and Institutions requirement for graduation with the A.A. degree and/or satisfy the lower-division requirements in history and institutions at the transfer institution. It is also designed for the political science major and as a General Education course for the student who wishes to have introductory background in the discipline of Political Science.

PLSC 301 meets graduation requirements in the following areas:

 i) - Specific Area Requirements, Group B1:
 State & Local Government.
 ii) - General Education, Social Sciences.

 iii) - General Education: Social, Political and Economic Institutions,

 Area D2a: State & Local Government.

 iv) - U.S. History, Constitution and American Ideals,
 Group B1: State & Local Government.

Assignments and Grading: Four Examinations:

Three midterm examinations. All examinations are to be taken as scheduled below. The midterms will consist of 30 multiple choice questions worth one (1) point each and four essay questions worth ten (10) points each. One final examination which will consist of 40 multiple choice questions worth one (1) point each and four essay questions worth ten (10) points each.

 Midterm # 1: Will be based on Chapters 1, 2, and 3.

 Midterm # 2: Will be based on Chapters 4, 5, and 6.

 Midterm # 3: Will be based on Chapters 7, 8 and 9.

 Final Exam will be based on Chapters 10, 11, 12, and 13.

The Grading Scale: The student's semester grade is determined by the total number of points the students has earned out of the possible 290 points according to the following scale:

 Course Grade: Midterms: Final:

 255-290=A (088-100 %) 61-70 70-80

 217-254=B (075-087 % 52-60 60-69

 179-216=C (062-074 %) 43-51 49-59

 145-178=D (050-061 %) 35-42 40-48

 000-144=F (<50 %) 00-34 00-39

 Note:According to the above grading scale, suppose a student scored 70/70 in

the first two midterms and obtained (A) grades with total points of 140. If that

student does not earn any more points in the subsequent assignments, then the

student will end up with an (F) semester grade. Why? The student’s total points

of 140 are between 000 and 144 points and as you can see from the above

grading scale that gives her/him an (F) grade.

You must aim at doing excellent work in all your assignments and not in just one or two assignments.

Note 1: All exams are to be taken on the scheduled dates as indicated below. There will be no make-up exams except for medical, legal or natural reasons. All documentaries are an essential part of this course; therefore, attendance and note-taking are required. Documentaries supplement our text book.

Note 2: Once the student has the exam in her/his hands, the student is not allowed to go out of the class room and then come back and continue taking the exam.
*Once you step out of the class room, your exam is over at that moment.*
Please make a note of this policy.

Note 3: Make sure you arrive on time during the exam days: If one student has completed her/his exam and has left the class room and you come after that student has left the class room, you will not be allowed to take that exam. Please make a note of this policy.

Note 4: All my final exam dates and times are based on Skyline College’s Final
Examinations Schedule as shown on page 5 of Fall Semester 2016 Schedule of Classes:
Our class which meets on TTH, from 08:10 AM to 09:25 AM, our final exam
will be on Tuesday, December 13, from 08:10 am to 10:40 AM.

Note 5: Fall Semester 2016 grades will be available on WebSMART
at Skylinecollege.edu beginning January 4, 2017.

Make up Policy:

A student may take a makeup test due to the following basic reasons:

 1. Medical reasons – student’s illness – doctor’s report required.

 2. Legal reasons – student is required to be in court.

 3. Family tragedy – e.g. death in the family.

 Note: An incomplete grade will be assigned only after a written request by the student stating the reasons why the student cannot complete the course as stipulated in the course syllabus. If the student does not make a written request for an incomplete grade, the student will be assigned a grade commensurate with the total points the student has earned up to the time the grades are turned into the Registrar’s office.

Extra Credit Policy:

There is no extra credit available to one student which is not at the same time available to all the students. All of our students are to be treated with fairness and impartiality.
*Please make a note of this policy.*

Course requirements:

Please note: Students in PLSC 301 AA are required to have a copy of the following documents –

 i) - Study Tips – these tips are on the last page of this syllabus.
 ii) - Student Code of Conduct.

If there is a *student code of conduct* and you do not know that *code*, how are you going to *conduc*t yourself as a student?

Attendance: This is the most important and essential requirement in order to succeed in this course. Studies have shown that students who attend classes regularly are more likely to complete their courses successfully than those who do not. It is not enough to have your name on the class list; it is imperative that you do indeed attend class meetings and actively participate in classroom discussions.

This following statement is from the current Skyline College Student Handbook:

“After registering for a class, regular attendance in class and laboratory sessions is expected of every student. Regular attendance enables the student to learn the content/subject matter of the course. It is the student’s responsibility to withdraw when several absences have occurred. ***(Absence means nonattendance for whatever reason.)*** Absences cause grades to decline. A professor can drop a student from a course if excessive absences have placed the student’s success in jeopardy. If the student believes that there were extenuating circumstances related to the absences that resulted in being dropped from a course, the student may petition the Academic Standards and Policies Committee within five academic calendar days. For additional information about filing a petition, contact the Admissions and Records Office at:
(650) 738-4251.”

This following statement is from the current Skyline College Student Handbook:

 “Students are expected to be prepared for the course(s) in which they enroll and to be able to demonstrate to the professor their levels of preparation, if requested to do so.
 Students are also expected to perform the work of the course in a timely and systematic manner. The professor of a course has the authority to determine the level of preparation and level of performance of any student enrolled in that course. ***The professor may seek to exclude from a course any student whose conduct is disruptive. The instructor has the authority to remove the student from his/her class from the time of an incident and the*** ***next class meeting***. The student must make an appointment with the Disciplinary Officer before returning to class. Any student who refuses to leave a classroom when requested to do so by the professor or by an administrator of the College is subject to disciplinary action. See Disciplinary Codes & Student Grievances and Appeals in the catalog for further information.”

Active participation in classroom discussions: All students are expected to participate in classroom discussions on the various topics presented in class. Learning is not a one-way process -- it requires active involvement based on the recognition by the students of the inner need to know. The driving force of that inner need to know must of necessity come from the students themselves.

 Classroom Behavior and Conduct: In order to facilitate learning and exchange of ideas, classroom atmosphere must radiate a deep sense of mutual respect and courtesy not only between the instructor and the students but also between the students themselves. Some aspects of our course deal with controversial issues - including issues such as abortion, affirmative action, death penalty, gun control legislation, immigration and racism. There is plenty of room for students to have differing views on all these issues. As you would like others to respect your own views, remember, those who are opposed to your own views also expect you to respect their views. Simply put: Treat others as you, yourself would like to be treated. Note: In this regard, examine the current Skyline College, *Student Handbook*.

Note in particular under: STUDENT CODE OF CONDUCT: The following are among the prohibited actions which may lead to appropriate disciplinary action:

 “Continued disruptive behavior, continued willful disobedience, habitual profanity or vulgarity, the open and persistent defiance of authority, or persistent abuse of college personnel.”

 “Use of a personal amplified device that disturbs the privacy of an individual or an instructional program.”

Note: While in the classroom cellular phones are to be turned off or set on a vibratory mode.

Withdrawal Policy:

Please note: If you wish to drop this class you must do so using the WebSMART system. Students will not be automatically dropped for missing class. Failure to drop in a timely manner may result in an (F) grade in this class.

Note: The last day to withdraw from this course without appearing in record is:
Tuesday, September 6, 2016.

Plagiarism and Cheating:

Note the current *Student Handbook* – Online on Skyline College Website.
Among the actions prohibited by the Student Code of Conduct, are:

“Dishonesty (such as cheating, plagiarism…”

Among other things, Plagiarism means:

“Incorporating the ideas, words, sentences, paragraphs or parts of another person’s writing without giving appropriate credit, and representing the product as your own.”

Note: The current *Student Handbook*.

And among other things, Cheating means:

“Copying, in part or whole, from someone else’s test…

Using or consulting any sources or materials not authorized by the professor during an examination.”

To see the consequences of Academic Dishonesty, look into the current *Student Handbook*.

Note 1: Electronic dictionaries are not allowed during an examination. Book or text dictionaries are allowed.

Note 2: While in class, cell phones are to be turned off or to be on the vibratory mode.

Note 3: Students are encouraged – indeed, expected to immediately notify the instructor if another student is disrupting their learning process and/or is cheating while taking an exam.

Academic Adjustments for Students with Disabilities:

Please note: “In coordination with Disability Resource Center, reasonable accommodation will be provided for eligible students with disabilities. If you do not yet have an accommodation letter, please contact the DRC. For additional information about this policy contact the Disability Resource Center, building 5, Room 5-5132 or call 650-738-4280.”

 Note 1: If you encounter any difficulties with any part or aspect of the subject matter of this course, do not hesitate to contact me by phone or -e-mail as indicated on my web page and also at the top of this course syllabus. I will be very happy to be of assistance to you regarding any questions that you might have about this course.

 Note 2: Please note the new Skyline College smoke free policy which takes effect as of Fall Semester 2009:

“Beginning Fall Semester 2009.  Smoking is now only permitted in designated areas in parking lots around campus.  Designated areas are clearly marked and ashtrays are located nearby.  The active participation and cooperation of all students, faculty, staff and guests in promoting a healthy and safe environment at Skyline College and guests are expected to observe the smoking policy. Tobacco-free resources are available in the Student Health Center, located in Building 2, room 2209, (650) 738-4270, and on the Skyline College website.”

Note 3: : As of Spring Semester, 2016, we are required to share the following
information with our students:

Please make a note of this policy:

*“The San Mateo County Community College District is committed to maintaining safe and caring college environments at Cañada College, College of San Mateo and Skyline College. The District has established policies and procedures regarding Sexual Misconduct, Harassment, and Assault. A District website has also been developed which provides you with important information about sexual misconduct and sexual assault.*[*http://smccd.edu/titleix/*](http://smccd.edu/titleix/)

*To learn more about these issues and how you can help prevent them, you are encouraged to view the****Not Anymore****videos, which can be found on****WebSMART****under the****Student Services****link. Click on*[*Not Anymore Video*](https://websmart.smccd.edu/prod/bzsksexh.P_anymoreURL)”

Schedule of exams:

Make a note of the following dates and mark them on your calendar:

1. Thursday: 09/08: First midterm examination: Multiple choices.
2. Tuesday: 09/13: First midterm examination: Essay questions.

3. Tuesday: 10/04: Second midterm examination: Multiple choices.

4. Thursday: 10/06: Second midterm examination: Essay questions.

5. Thursday: 10/27: Third midterm examination: Multiple choices.

6. Tuesday: 11/01: Third midterm examination: Essay questions.
7. Tuesday: 12/13: Final examination: 08:10-10:40 AM.

Detailed Class Meeting Schedule, Topics and Exam dates:

 08/18-08/23: Introductory remarks...

 08/25: Some useful Internet links for California State and Local Governments.

Part I: Foundations of California Politics: Chapters: 1, 2, and 3.

 Schedule--------Topics--------------Chapters------Pages

 08 /30: Explaining Calif. Politics-----------01---001-019

Note: California Home Page link at: <http://www.ca/gov/>

 09/01: Calif. Political Develop. ------------02---020-037

Not: Note: California Historical Society link at: [www.californiahistoricalsociety.org/](http://www.californiahistoricalsociety.org/)

 09/06: Perimeters of Calif. Politics------- 03---037-055

 Note: The California Constitution link at: <http://www.leginfo.ca.gov/const-toc.html>

Thursday, 09/08: First midterm exam, multiple choices.
Tuesday: 09/13: First midterm exam, the short essays.

 Part II: Polit. Participation in Calif.: Chapters: 4, 5 and 6.

09/15: Direct Democracy in California---04---056-075

Note: Initiative and Referendum link at: <http://www.iandrinstitute.org/>

09/20: Political Behavior in California ---05---076-095

Thursday, 09/22: Documentary: The Democrats – 1960-1992.
Tuesday, 09/27: Documentary: The Republicans – 1960-1992.

Note: Public Policy Institute link at: <http://www.ppic.org/main/home.asp>

09/29: Linkage Institutions ------- 06 ----- 096-119.

Note: The link to i)- California Democratic Party at: [www.cadem.org](http://www.cadem.org)

 ii)- California Republican Party at: [www.cagop.org](http://www.cagop.org)

 Tuesday: 10/04: Second midterm exam, multiple choices questions.
 Thursday, 10/06: Second midterm exam, the short essay questions.

 Part III: California State Government: Chapters: 7, 8 and 9.

10/11: California Legislature-------07---120-146

Note: Links to California Assembly and Senate:

 i)- Assembly at: <http://assembly.ca.gov/>

 ii)- Senate at: <http://senate.ca.gov/>

Note: Two videos:
 i)- Thursday, 10/13: Inequality for All (Short version of the Film)
 ii)- Tuesday, 10/18: National Health Insurance in other democracies.

10/20: Calif. Plural Executive------08---147-168.

Note: The link to State Agencies at: <http://www.ca.gov/Agencies>

10/25: California Judiciary---------09---169-188

Note: Link to Judicial Branch of California at:<http://www.courts.ca.gov/>

Thursday, 10/27: Third midterm exam, multiple choice questions.

Tuesday: 11/01: Third midterm exam, essay questions.

 Part IV: Calif. State & Local Policies: 10, 11, 12 and 13.

11/03: Community Politics ------------ 10 ----- 189-214

Note: Links to two main local governments:

 i)- Link to California Counties at: <http://www.counties.org/>

 ii)- Link to California Cities at: <http://www.cacities.org/>

11/08 and 11/10: Two videos:

 i)- Tuesday, 11/08: The Secret History of the Credit Card.
 ii)- Thursday, 11/10: The National Debt Crisis.

11/15: Budgetary Policies----------11---215-238

Note: Two websites about California State Budget

 i)- California State Department of Finance at: <http://www.dof.ca.gov/>

 ii)- Legislative Analyst’s Office at: <http://www.lao.ca.gov/>

Note: Thursday, 11/17 and Tuesday 11/22:

 Documentary on the Complexity of the Environment.

11/29: Growth Policies--------------12---239-262

Note: The link for California Environmental Protection Agency at: <http://www.calepa.ca.gov/>

Note: Thursday, 12/01 and Tuesday, 12/06:
Documentary: The Color of Fear.

12/08: Demo. Diversity Policies----13---263-282

Note: Two important links:

 i)- California Department of Education at:

 <http://www.cde.ca.gov/>

 ii)- California Department of Social Services at: <http://www.dss.cahwnet.gov/cdssweb/default.htm>

Final examination, Tuesday: 12/13/2016: 08:10-10:40 AM.

Concluding remarks:

 This instructor is trying to instill a certain degree of personal **responsibility** in his students respecting their educational process. You, as a student, are the one who decided to enroll in this course; it is not the instructor who made that choice for you. If at any time during the semester you find out that for whatever reason you cannot complete the course, then it will be your responsibility to drop the course. It will not be the responsibility of the instructor to drop you from the course because the instructor is not responsible for you enrolling into the course.

 As it is your right (when the class is not closed) to enroll into the course, you assume the responsibility of either completing the course by performing all the requirements stipulated in the course syllabus or dropping the course. It is not the instructor who knows why you cannot complete the course; it is you who knows why you cannot complete the course. Take that responsibility seriously.

 What is personal responsibility? Here are some concepts regarding this very important issue regarding human development: These comments are from Denis Waitley’s bestselling book: **Empires of the Mind**: *Lessons to Lead and Succeed in a Knowledge-Based World*.

First Denis Waitley, asks the reader to look at the definition of “responsibility” in the **American Heritage Dictionary** and then he goes on to quote his colleague, Stephen Coy, the author of: **The Seven Habits of Highly Effective People**, who defined responsibility in the following terms:

“Look at the word *responsibility* – response-ability – the ability to choose your response.
Highly proactive people recognize … responsibility. They do not blame circumstances, conditions, or conditioning for their behavior. Their behavior is a product of *their own* *conscious choice* based on values, rather than a product of their conditions, based on feeling.” And Denis Waitley went on to say:

“The ‘why me?’ so often heard today should be ‘Try me, I can handle it.’ ‘Give me the chance and I’ll do the job.’ Blaming others – parents, bosses, companies, immigrants, fate, weather, bad luck, the government or horoscope – *is a mark of a juvenile mind*.
The mature mind asks what is within *me* that caused this to happen. ‘What did I fail to consider? What can I do next time?’ Instead of contemplating what’s ticking inside them, the blame-fixers focus on what’s going on around them. It’s easier to assume the faults lie elsewhere.”

 You are no longer juveniles! You are grown up men and women at college level. So, get out of that juvenile mentality and accept/face the consequences of your conscious choices as mature and grown up men and women.

 You, the student, looked at page 116 of the Fall Semester 2016 Class Schedule and you saw that PLSC 301 AA meets on TTH at 08:10-09:25 AM in room 8-8213. You then made a conscious decision/choice to register in that class. What does that mean to you? Does it or does it not mean that on TTH at 08:10 AM you will be there in room 8-8213? It is not your label or what is sometimes called your name which is written on a piece of paper called the class roster which will be learning – it is **you**, the student who will be learning in that room. So, be there in that room at that time on Tuesdays and Thursdays!

And that is why regular attendance is of paramount importance in order to succeed in this class.

 Of late there has been a lot of fuss about the so-called “Student Learning Outcomes.”
Please note carefully; we are talking about the learning outcomes of the student – not of the teacher. There is nothing a teacher can do vis-à-vis a student who either cannot learn or who does not want to learn -- nothing. Please note again, students are not passive and empty receptacles into which teachers pour knowledge and students become learned whether they like it or not! Students can refuse to learn! You as the student, nobody else, must be consciously and actively seeking knowledge and learning the skills that you are trying to acquire – no teacher can make you knowledgeable against your will! You, the student, are the seeker of knowledge and skills – that knowledge and skills cannot be imposed upon you whether you like it or not. You are to be an active participant in the process of your own education.

 One of my favorite definitions of education is that which was put forth by
Dr. Bruce Hanson and Dr. Peter Gilboy, that:

“Unlike training, the intent of education is not to produce a rote habit, but has as its aim
the evoking of a feely chosen self-change toward a higher quality of existence.”

 Notice where the emphasis is: You freely choose to change yourself toward a higher quality of existence: You alone can do that for yourself – the choice is to be made freely to change yourself. Who else can do that for you – except you!

 And that is precisely what Denis Waitley meant when he reminded us that:

 “You must look in the mirror when you ask who is responsible for your success or failure. You must become a lifelong learner and leader, for to be a follower is to fall hopelessly behind the pace of progress. The power brokers in the new global arena will be the knowledge facilitators. Ignorance will be even more the tyrant and enslaver than in the past…
 Understand that the empires of the future will not be built of concrete, with walls of stone, turrets, armies, and gates. The empires of the future will be empires of the mind.”

That means your ignorance will allow, will permit and will enable others to tyrannize you, to control you and to enslave you more easily! Why would you want to do that to yourself?

 Remember well, the choices you are making at the present moment will affect what you will become in the future. In fact, whatever you decide to do or not to do today will either enhance or inhibit your progress towards what you would like to become in the future. Simply put, your future is literally in your own hands – not in the hands of your parents, your teachers, your counselors or in the hands of the college presidents, or deans or the Chancellor, no, your future is in your own hands. The understanding of this simple statement is the beginning of your own empowerment to determine your own life and what you plan your life is going to be. No one can make that decision for you, except you. What you do or do not do today will have a great impact on what you will become tomorrow.

 Please make use of all the services that are available to you as a student at Skyline College in order to succeed in your educational objectives. Make use of all the services such as the Writing and Reading Assistance Lab in the Learning Center and all other student services: If you do not seek and if you do not look or ask for assistance how can you be helped?

And remember this:

“You are free to do whatever you like.

 You need only face the consequences.”

 Sheldon Kopp.

Here is another of some of my favorite sayings: This is from George R. Kirkpatrick:

“Nature gave man two ends – one to sit on and one to think with. Ever since then man’s success or failure has been dependent on the one he uses most.”

That is why Charles F. Haanel wrote in his book: **Mental Chemistry:**

“… Thought rules the world; thought rules every government, every bank, every industry, every person and everything in existence … is differentiated from everything else, simply and only because of thought.
Every person is what he is because of his method of thinking, and men and nations differ from one another only because they think differently.”

What is *your* method of thinking? Have you examined *your* method of thinking – the method of thinking which has made you who or what you are today?

 Here is another of my favorite quotes from Johann Wolfgang von Goethe.

“We do not have to visit a madhouse to find disordered minds;
our planet is the mental institution of the universe.”

 A student means the one who studies. Studying is not by chance or like a hit or miss game like winning a lottery ticket: Studying is a systematic process. One of the simplest and basic strategy
of studying is listed on what is called: The Study Tips: These tips are here in your syllabus, in the next page.

 Make a copy of the Study Tips and keep them handy in your file. These Study Tips are not only for this course, but they are applicable to any course at any institution of higher education at any level of your education.

Please note: The above schedule and procedures in the course are subject to change in the event of extenuating circumstances – such as instructor’s illness or college shutting down due to power outage or some other emergency.

 I wish all of my students the best of luck.

 Dr. Masare.

The Study Tips:

1. Have a regular study time:
Set a regular time to study. Make up a time schedule for each week, plan your study time,
and stick to the plan.

2. Create a study area:
Have a regular, quiet place to study. No distractions, or as few as possible. Have a dictionary,
pen and pencil, paper, and calculator handy.

3. Make lists:
Keep a “To Do” list and a monthly calendar. List dates that assignments and projects are due.
Keep your list accurate.

4. Take notes:
Review your class notes immediately after class. Fill in your notes immediately after class while
the class discussion is fresh in your mind. Look over your notes before class to refresh your
memory. Prepare questions for your instructor on topics on which you are unsure.

5. Take notes from reading assignments
Write notes and questions from your reading assignments. It is smart to find out what you don’t understand. Use these notes to ask questions in class.

6. Pay attention:
Give full attention to your work. Train yourself to listen in class. Pick up on the structure of
 the lecture or discussion and be ready to respond.

7. Develop a study system:
Develop a study system. Underline, outline, and/or write a summary. Do an overall survey of the material before reading it. Ask yourself questions about the material and then look for answers to your questions when reading. Review.

8. Read to understand:
Read to understand ideas, concepts, and vocabulary. Make sure you understand the meaning of each sentence and paragraph. A dictionary is essential. Remember, reading and vocabulary skills are essential for success.

9. Anticipate test questions:
Anticipate test questions. Try to prepare some answers in advance based on class
discussions and materials you have read.

10. Neatness counts:
Make sure papers are neat. Use a computer whenever possible. Use white 8.5 x 11-inch paper.
Check for spelling and grammatical errors and do it over if necessary. Hand assignments in on time.

11. Be strict with yourself:
Success is earned through effort and hard work. Force yourself to learn the habits that are
necessary to achieve success.

 I wish the best of luck to all my students.

Dr. Masare.

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