INSTRUCTOR’S HANDBOOK
FALL/WINTER 2017-18
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WELCOME

Welcome to the Sprott School of Business teaching team. We have compiled this handbook to assist you with your teaching responsibilities as our reputation rests on your commitment to good teaching and fairness.

This handbook contains information pertaining to your responsibilities as an instructor, matters relating to course instruction, and administrative procedures that must be followed. We have compiled a comprehensive list of resources that will aid you in the delivery of your course(s) throughout the year. If you cannot find the answer to a question you are looking for within these pages, please do not hesitate at any time to contact members of our staff.

We wish you the best of success throughout the year and hope your experience is a rewarding and positive one for both you and our students.
FREQUENTLY ASKED QUESTIONS (FAQ’S)

Frequently Asked Questions for Instructors
Note: Answers will be found in this Handbook

What’s new for 2017/2018?
Rules regarding deliverables during the Fall and Winter breaks. Please see page 34.

1. I’ve never worked for Carleton before. What do I need to do? Where do I have to go?
   A. see section “Getting Started as a Contract Instructor” on page 18

2. I will be driving to Campus. Where can I park? Are parking passes available or do I have to pay each
time I come to campus?
   A. see section “Parking” on page 18

3. Am I part of a Union? If so, which one?
   A. see section “Union Membership” on page 18

4. Do I need an official identification card as an employee?
   A. see section “Staff Cards” on page 18

5. What services are available to me as an employee?
   A. see section “Library Access” and “Athletics Facilities” on page 18

6. Do I need to complete any training before or during my employment?
   A. See Required Training section on page 19

7. Are there rules about privacy? What I can and can’t do or say?
   A. The University FIPPA Policy is described in detail on page 20

8. Is Sprott housed on every floor of Dunton Tower?
   A. Our facilities are listed on page 17

9. Do I get an office?
   A. We do offer shared space for all our contract instructors...further details can be found on page 21

10. How do I access equipment in the classrooms? Who do I contact if there are problems/issues?
    A. Please refer to pages 21 and 22 for details on equipment and contact links

11. Can I get mail sent here?
    A. We do offer mail delivery and you will have a mailbox in our Mailroom at DT829.

12. Who creates the course outline? What do I have to include? When does it get posted to the website?
A. Creating the course outline is an integral part of teaching any course. Important information you need to know can be found beginning on page 23.

13. What if I need textbooks or course packs? Who do I contact?
   A. Our Faculty Services Team is happy to help with textbooks. See page 27 for details.

14. I want to have exams in my course. What are the rules and regulations?
   A. There are formally scheduled exams in each semester at Carleton but other options are available to you. Please see page 28 and 29 for details.

15. How can I request a teaching assistant for my course?
   A. A teaching assistant can be a valuable resource for any instructor. Please refer to page 34 for the process.

16. If I have students who require special accommodation, how do I address this?
   A. Carleton is fortunate to have the McIntyre Exam Centre at our disposal. These folks assist with special exam accommodation for any student with need. Page 37 has all the details.

17. I can’t make it to class. What do I do?
   A. See page 39

18. Is there training available for cuLearn?
   A. cuLearn is extremely popular with many instructors. It is a vital link between instructors and their students. For support and details see page 40.

19. How do I assign and submit grades?
   A. Page 42

20. If I suspect a student of cheating or plagiarism how do I handle it?
   A. Regretfully these situations can occur and Carleton has procedures in place to deal with them in a fair manner. Please read page 44 for information and please contact the Associate Dean at any time for assistance in these matters.

21. What are teaching evaluations and are they mandatory?
   A. Page 52 and Appendix E

22. One of my students has been granted a deferred exam. How do I proceed?
   A. If you find yourself with a deferred exam granted in your course it will involve some administrative details after a term has ended. We are here to help so please review page 46 for details.
# IMPORTANT CONTACTS

## Management Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<th>Name</th>
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### Professional Graduate Programs Team

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### Teaching Area Coordinators

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Associate Dean (MBA/MAcc), – 613-420-2600 x2389,
BUSINESS CAREER MANAGEMENT CENTRE

The Sprott Career Centre (BCMC) is a dedicated resource for business faculty, students, alumni and employers. Our mission is to assist Sprott students with preparing for employment, to generate unique job opportunities, to build employer and alumni connections and to promote Sprott programs locally and nationally. The Sprott Career Centre staff can assist faculty with referrals for industry guest speakers as well as in-class workshops (e.g. concentration-specific resume writing, targeted job search advice, presentation tips).

Resources for students include a business-specific career portal, career assessment tools, concentration exploration, personalized resume reviews, mock interviews, employer/industry networking events as well as a host of ‘fun’ activities such as a business Fashion Show and an Etiquette Dinner.

From time-to-time, we kindly ask that faculty help disseminate relevant events or job postings of interest to students. If you become aware of any job opportunities through your industry contacts, we ask that you keep us informed. We appreciate your assistance!
### BCMC Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone No.</th>
<th>Email</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gilles LeBlanc</td>
<td>Senior External Relations Officer</td>
<td>520-2600 ext. 4416</td>
<td><a href="mailto:Gilles.leblance@carleton.ca">Gilles.leblance@carleton.ca</a></td>
<td>704 DT</td>
</tr>
<tr>
<td>Alanna Allen</td>
<td>Business Career Coordinator</td>
<td>520-2600 ext. 3532</td>
<td><a href="mailto:Alanna.allen@carleton.ca">Alanna.allen@carleton.ca</a></td>
<td>703 DT</td>
</tr>
<tr>
<td>Katie LeBlanc</td>
<td>Business Career Coordinator</td>
<td>520-2600 ext. 8392</td>
<td><a href="mailto:Katie.leblanc@carleton.ca">Katie.leblanc@carleton.ca</a></td>
<td>708 DT</td>
</tr>
<tr>
<td>Robin Beasley</td>
<td>Business Career Coordinator</td>
<td>520-2600 ext. 3432</td>
<td><a href="mailto:Robin.beasley@carleton.ca">Robin.beasley@carleton.ca</a></td>
<td>705 DT</td>
</tr>
<tr>
<td>Alex Underwood</td>
<td>Administrative Assistant</td>
<td>520-2600 ext. 3973</td>
<td><a href="mailto:Alex.underwood@carleton.ca">Alex.underwood@carleton.ca</a></td>
<td>704 DT</td>
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**Note:** While the BCMC does provide some support for graduate students, if you have questions specific to services for students in the MBA and MAcc programs, in particular relating to the internship requirements for either program, please contact:

<table>
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<tr>
<th>Name</th>
<th>Title</th>
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<th>Email</th>
<th>Room</th>
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</thead>
<tbody>
<tr>
<td>Jennifer Warren</td>
<td>MBA Career and Internship Coordinator</td>
<td>613-520-2600 ext. 2413</td>
<td><a href="mailto:Jennifer.warren@carleton.ca">Jennifer.warren@carleton.ca</a></td>
<td>823 DT</td>
</tr>
<tr>
<td>Jessica Windle</td>
<td>MAcc Administrator</td>
<td>520-2600 Ext. 3666</td>
<td><a href="mailto:Jessica.windle@carleton.ca">Jessica.windle@carleton.ca</a></td>
<td>826 DT</td>
</tr>
</tbody>
</table>
FACULTY SERVICES OFFICE

The Faculty Services Office supports the faculty, contract instructors, and staff of the Sprott School of Business. We endeavour to create a ‘one stop’ service area to aid you in your teaching and/or administrative needs within the School. If you require support that is not referenced throughout this document, please don’t hesitate to get in touch with any of the members of the Faculty Services team listed on page 9 for assistance.

We have created a website resource to assist you with your teaching needs:

http://sprott.carleton.ca/faculty-research/faculty-services/

You will find links and services on this site that include:

- AACSB Faculty Qualifications
- Important Dates and Deadlines
- Course Outlines & Descriptions
- Make-up Exams – how to make a request
- Equipment Request Form
- Office Space Request Form
- Proctor Request Form
- Request for Textbook Adoption Form
- Teaching Assistants (TA) Request Form and Services
- Faculty Directory Profile Update
- And much more!

If you have any questions about programs and/or services, please contact any member of the Faculty Services team at:

Email: teaching@sprott.carleton.ca

Office: Room 810 Dunton Tower

Phone: 613-520-2388
While the courses you will be teaching could be located anywhere on campus, all of the administration and support structure for the Sprott School of Business is located in Dunton Tower. Below is a quick reference guide.

| Third Floor | Professional Development Programs  
MBA/MAcc Student Lounge  
MBA/MAcc Student Society Office  
Sprott Computer Lab (open to any Sprott undergraduate/MBA/MAcc student)  
Classroom, Room DT328  
Management Certificate for Women (MCW) |
|-------------|--------------------------------------------------------------------------------|
| Seventh Floor | Undergraduate Student Services Office (Includes advising, Associate Dean, UG)  
Sprott Business Student’s Society Office (SBSS)  
Undergraduate Student Clubs Office (all undergraduate clubs share this space)  
Sprott Business Career Management Centre (BCMC)  
Classroom, Room DT701 |
| Eighth Floor | Dean’s Office including Associate Deans, Research & External, Graduate Programs  
Faculty/Technical Services Offices  
MBA Services/MAcc Services  
PhD Services  
Communications Team  
Computing Services  
Alumni and Development Services  
Mailroom/Lunchroom |
| Ninth Floor | Faculty Offices  
Student Computer Lab (open to any Sprott undergraduate/MBA/MAcc student)  
Accounting Tutorial Centre  
Seminar room, Room DT906  
PhD Student Office |
| Tenth Floor | PhD Student Offices & Lounge  
Contract Instructor & Faculty Offices |
| Seventeenth Floor | Faculty Offices  
Trading Floor  
Behavioural Lab  
PhD student offices |
GETTING STARTED AS A CONTRACT INSTRUCTOR

Contract & Payment of Stipends (for Contract Instructors)
All contracts for Instructors are processed through the new online system. You must ACCEPT your contract through Carleton Central (http://central.carleton.ca/) and once you have completed this step, we can then process your stipend for payment.

If you are new to Carleton and/or have never been paid by Carleton before, you will need to contact Human Resources (613-520-3634) located in 507 Robertson Hall to arrange for documentation and a Carleton ID #. Please have available your social insurance number, void cheque and banking information for direct deposit of pay. Stipend payment is bi-monthly.

Parking
For parking arrangements on campus, proceed to the Parking Office, room 204 Robertson Hall. Inquiries may be directed to the email address: parking@carleton.ca. You must present your staff card as proof of employment.

Union Membership (for Contract Instructors)
As a contract instructor you are automatically a member of CUPE 4600: Canadian Union of Public Employees, Local 4600.

Staff Cards
Please note: a staff card will only be issued when your “job” has been created through the Payroll Office in Human Resources. This will only occur after you have approved your contract and are within 6 weeks of the start date of your class. MBA instructors teaching in the last six weeks of Fall and/or Winter should pay particular note to this as your term will begin much later in the Fall and Winter semesters.

To receive your Carleton staff identification card, proceed to the Campus Card Office on the 4th floor of the University Centre with a piece of photo ID. For more information, go to http://www2.carleton.ca/campuscard/facultystaff-page/

Library Access
You may obtain access to the library facilities upon presentation of your staff card. If you require access prior to this for course information, please contact teaching@sprott.carleton.ca

Athletics Facilities
All Instructors who are teaching a course are eligible to use the athletic facilities upon presentation of their staff card. Some services are FREE and others have minimal costs associated with them.
REQUIRED TRAINING FOR ALL CONTRACT INSTRUCTORS

Your professional development is important to us and you will find many opportunities available to assist you with your teaching experience through our Educational Development Centre (EDC). We invite you to visit their site regularly throughout the year to find out more about upcoming workshops and services which you are eligible for. Most, if not all, are free of charge for you to.

http://www.carleton.ca/edc/

In addition to the opportunities through the EDC, there are mandatory training sessions that you are required to complete through an online training tool provided by the Human Resources Department. A one-time payment of $200 will be paid to contract instructors upon completion of all training modules.

Workplace Violence and Harassment Prevention
For your safety while in the workplace, it is now mandatory for all new hires, including continuing, term, casual, and contract course instructors to complete the online Workplace Violence and Harassment Prevention training at the start of the academic year. To do this, please log in to your Carleton Central account and under the Employee Services tab click on Learning and Development, select the appropriate training and complete it online.

AODA Customer Services Training Requirements
All new hires, including continuing, term, casual, and contract course instructors are required to complete the online AODA training within their first month of employment with Carleton University. Completion of the Accessibility for Ontarians with Disabilities Act (AODA) Customer Service Training is a requirement for all employees of any contract type. Information on accessing the training can be found on the Equity Services website. Questions may be directed to Equity Services Director Karen Green at 613-520-2600 ext. 8718.

Worker Health and Safety Awareness Training
All faculty and staff (including teaching assistants, contract instructors and casual employees) are required to complete the Worker Health and Safety Awareness Training module. This training will take an estimated 90 minutes to complete and can be done in stages, if necessary. This training will be available to you through Carleton Central. If you have questions, please contact Nancy Delcellier, Director, Environmental Health and Safety at nancy.delcellier@carleton.ca. If you are a supervisor or manager (if you have someone reporting to you – students included – you fall into this category), you are required to do the additional Supervisor Health and Safety Awareness Training which takes an estimated 75 minutes to complete. This is in ADDITION to completing the Worker Awareness Training.
Ontario’s Freedom of Information and Protection of Privacy Act (FIPPA)

As employees of Carleton University, FIPPA requires that we:

- collect only the information needed to perform our lawfully mandated functions;
- use the information we collect only for the purpose for which it was collected or for a consistent purpose;
- undertake not to disclose personal information other than to the individual to whom it relates (except in the limited circumstances specified by FIPPA); and
- inform people when we collect their personal information and make clear what we intend to do with the information.

This means that when we collect personal information, we must state the purpose for collecting the information, what we are collecting, for how long, state a contact if people have any privacy questions and that we may share information within the university in order to do our jobs, but information should only be shared on a need to know basis.

The following **standard statement** or **Collection Notice** should be included when collecting personal information: The personal information requested on this form is collected in accordance with Sections 38(2) and 41(1) of the Freedom of Information and Protection of Privacy Act (FIPPA), R.S.O. 1990, c.F.31 as amended. The information provided will not be used for any purposes other than those stated upon this form unless you give your consent. Should you have any questions concerning your personal information please contact the University Privacy Office at university_privacy_office@carleton.ca or by phone at 613-520-2600 x2047. Carleton University is fully compliant with FIPPA and endeavours at all times to treat your personal information in accordance with this law.

One measure instructors must take to protect student privacy is to use the student’s Carleton email accounts only when communicating feedback or grades to students. Please visit the University Privacy Office website for more information, including FIPPA policies and procedures, minute taking tips, a FIPPA presentation for Instructors, Faculty, and Administrators, Consent to Publish Student Information form, and a Sample Confidentiality Statement.

**Email communication to students MUST be through the student’s cmail email account ONLY.** Please refer to:

In the Student and Applicant Record Policy, the applicable part is section A.
If you are taking attendance it is recommended that you call out attendance for a show of hand or have each student come to the front of the class and sign in. Please do not pass around a sheet to sign in to students as the last person to sign in will have full access to all student names/numbers in the class.
OFFICE SPACE FOR CONTRACT INSTRUCTORS

Office space will be provided on a shared basis on the 9th or 10th floors of Dunton Tower. You will be informed by Faculty Services of your office location and number at the start of the academic year. Beforehand you will be asked to provide your desired availability so that scheduling conflicts can be avoided. A phone will be provided for local calls. Storage is limited, and with multiple instructors sharing space, we ask that you attempt to keep belongings to a minimum. Please never leave valuables in your contract instructor office space.

Classrooms and Audio Visual
Classrooms are assigned by the university’s central scheduling office. Sometimes there are unforeseen circumstances that may necessitate a change. This could be triggered by you, the School or the university. For classroom changes or additional rooms, please visit the Faculty Services website (http://sprott.carleton.ca/faculty-research/faculty-services/) or email teaching@sprott.carleton.ca. If you need any special equipment or particular classroom set up, please advise us as soon as you know the course assignment by using the Equipment Request Form also located at http://sprott.carleton.ca/faculty-research/faculty-services.

If you are teaching in the evenings in Dunton Tower, (701, 906 or 328) you will need a key to unlock your classroom. Keys are signed out on a term-by-term basis through Faculty Services in 810 Dunton Tower. Please ask students to return the room to its original state (furniture and cleanliness) and ensure that blackboards/whiteboards are wiped and the room/door are secured before you leave. DT701 and DT328 are alarmed offices and safety will be dispatched if the rooms are not closed up properly.

If you are teaching in a building other than Dunton Tower, you may need a key to the AV cabinet and/or a console code to unlock the console. These are provided by Instructional Media Services and must be obtained from their office, which is located in D283 Loeb. You MUST return this key to IMS at the end of the term.

If you need to use equipment that is not available in your classroom, Instructional Media Services may be able to provide it on an ad-hoc basis. If you require such equipment on a regular basis please make arrangements through the Faculty Services website at http://sprott.carleton.ca/faculty-research/faculty-services/.

In addition to your regularly assigned classroom, you may find that you need to book additional space throughout the year to accommodate tests/midterms, group meetings, etc. Should you require a room booking please visit https://booking.carleton.ca/Portal/index.php and submit your request directly to Scheduling. If you have any problems using the portal please contact Faculty Services at teaching@sprott.carleton.ca.
Computing Facilities
Extensive computing facilities are available for both undergraduate and graduate courses. There are computer labs run by the School as well as many other locations on campus that can be accessed by our students. Mainframe facilities are also available through Computing and Communications Services.

Mailroom
The mailroom is located in 829 Dunton Tower. All faculty and instructors will have an individual mail folder. The access code for the room changes each term and you will receive an email at the start of the term with the code for the 17/18 academic year.

Please note that you are NOT permitted to give out this code to your TAs, students or other members of the University or outside community. We keep confidential information in the mail boxes (i.e. exams, correspondence, etc.) that should not be made public without express authorization from the School. If you must leave items for your TA to pick up please leave these with the staff in Faculty Services, DT810.

You will be assigned a mail folder where all mail received on your behalf will be kept until you can pick it up. Larger parcels such as textbooks will also be kept in this cabinet for your access. Please note that we do not mail out documents for contract instructors. It is your responsibility to come to the mailroom on a regular basis to pick up your mail, exams, and other correspondence.

You will find other tools in this room such as the photocopier, printer, risograph, shredding box and other miscellaneous supplies. If you are interested in using any of these tools, please visit the Faculty Services Office and we’ would be happy to show you how to use them.

COURSE PLANNING

Important Dates and Deadlines
For the undergraduate program and graduate programs
http://calendar.carleton.ca/academicyear/

MBA Schedule
http://sprott.carleton.ca/students/mba/registration-course-planning/

MAcc Schedule
http://sprott.carleton.ca/students/macc/
Course Outlines

Office staff will be in touch with you when the time comes to request course outlines. The outlines will eventually be posted to the Sprott website. The outline should be authorized (i.e. approved) by the School before being posted/reproduced. This allows at least one iteration to address any concerns that the school administration, the teaching area coordinator, and/or the Associate Dean may have.

If you are not contacted by a course coordinator please reach out to the Teaching Area Coordinator for the area you are teaching in.

Finance – Dr. Yuriy Zabolotnyuk Yuriy.zabolotnyuk@carleton.ca
Information Systems – TBD
International Business – TBD
Accounting – Jacques Maurice Jacques.maurice@carleton.ca
Supply Chain Management – Dr. Alan Cai alan.cai@carleton.ca
Management- Rob Smart Robert.smart@carleton.ca
Entrepreneurship – Dr. Tony Bailetti tony.bailetti@carleton.ca
Marketing – Dr. Irene Lu Irene.lu@carleton.ca

It is expected that all students arrive prepared for the very first class. As such, it is imperative that we have course outlines posted at least one week before the first day of the term.

Specifications

1. Course number and title
2. Instructor(s) name(s) and term of offering
3. Course co-ordinator (To be determined by area co-ordinator), if any
4. Office, Office Hours and telephone number
5. Prerequisite statements (see below)
6. Course description – calendar and enhanced
7. Topics to be covered
8. Required textbook and readings
9. Detailed evaluation procedures for grade determination
10. Condition for application of FND grade, if any (see below)
11. Course outlines must inform students of the elements that contribute to the final grade and their weight (e.g. class participation, assignments essays, test and finals. (see Appendix A)
12. Dates of midterm and/or term tests (please keep statutory holidays in mind)
13. Policy regarding missed midterms
14. Due dates of assignments and essays
15. Valid calculators (will be added by office staff)
16. Statement re Paul Menton Centre (will be added by office staff)
17. Statement re plagiarism, pregnancy, religious observance and group work (will be added by office staff)
18. clearly state whether assignments are individual or group, what degree of collaboration is (or is not) allowed. If students are allowed to work together but must submit different variations of an assignment – be specific.
19. statement about course sharing websites (will be added by office staff)
Administrative staff will provide you with a course outline template and an appendix that covers all the key university dates and deadlines, as well as standard policies that must be included on all outlines. It is vital that we have an electronic copy of ALL outlines on file.

For MBA and MAcc courses, course outlines must also indicate the date of the final exam (usually scheduled for regular class time during exam week) or project (often scheduled during exam week).

We recognize that a couple of items (such as office location) might need to be listed as TBA. Any TBA information can be announced in class once it is known and then updated on CULearn once known. Please do not hold back submitting a course outline as a result of something not yet being known.

**Course Prerequisites**

The prerequisites required for your course must be in the course outline. The Sprott School of Business enforces all prerequisites, as a lack of prerequisite knowledge often leads to failure in a course. It is the responsibility of the student to ensure that they have met the prerequisite requirements for the course.

Students in your class most likely meet the prerequisites. In the case of Undergraduate students, in most scenarios, the computer system has verified this at the point of registration. Please do not make comments about prerequisites, such as "yes, you will be fine in this course" to the students. Please refer them to the Associate Dean of Undergraduate Studies or the Associate Dean of Professional Graduate Programs.

Undergraduate students who lack prerequisites, but wish to continue must complete the form "Request for Waiver of Prerequisite" and submit it to the Sprott School of Business for approval, in order to gain access. The form can be found at [http://sprott.carleton.ca/students/undergraduate/registration/request-waiver-prerequisite/](http://sprott.carleton.ca/students/undergraduate/registration/request-waiver-prerequisite/). Please refer to Appendix D.

MBA students who lack prerequisites must contact the MBA Administrator ([mbaadvising@sprott.carleton.ca](mailto:mbaadvising@sprott.carleton.ca)) and MAcc students who lack prerequisites must contact the MAcc Administrator ([macc@sprott.carleton.ca](mailto:macc@sprott.carleton.ca)).
Grading Scheme

This is one of the most important tasks that you must undertake. While a wide range of mechanisms can be devised and used to evaluate students’ learning, a few merit some caution and notes. There are regulations governing the final exams (dates in particular) and final term papers. More notes are elsewhere in this document. To start:

- For undergraduate courses, please refer to:
  
  http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/acadregsuniv2/#2.3

- For MBA and MAcc courses, please refer to:
  
  http://calendar.carleton.ca/grad/gradregulations/administrationoftheregulations/#10

- Please contact the Professional Graduate Programs office for the MBA and MAcc pedagogical norms document

Contact Education Development Centre (EDC) to learn about other resources available to assist you in your teaching needs.

Group Assignments

Ensure you draw the students’ attention to the section of the course outline on group work. Every year we face several challenges and complaints concerning group work. Almost all pertain to equity. Some students complained that they were awarded lower marks than other group members, while others complained that students received equal marks but did much less work. We advise that if you use group assignments:

- try not to weigh the combined group projects more than 40% (exceptions may be justified)*;
- the greater the weight of the assignment, the more you need to get involved in the group process (e.g. meet with the members at least twice through the process);
- For MBA/MAcc courses, we recommend instructors use peer reviews, meeting records, and other relevant templates.

*NOTE: For the MAcc Program, student groups should not normally include more than 5 members per group. In addition, group work should not exceed 40% of the final course grade except for ACCT5133 where group work should not exceed the percentage used in the CPA Canada Capstone 1 course.

Participation and Presentation

Grades for participation and presentations are often challenged because these activities do not leave any evidence behind for review. We suggest that objective measures and clear rubrics, as much as possible, be used in both cases. If you are not familiar with how to set up a rubric, please contact the Educational Development Centre (EDC) on campus and they can work with you to do this (http://carleton.ca/edc). For participation, feedback should be given to the students at an early stage.
(e.g. after 3 or 4 classes for undergraduate courses; after 2 or 3 for MBA/MAcc courses) to allow for improvement. For presentations, constructive feedback – not just a mark – should be given for improvement.

**FND Notification (Undergraduate Courses Only)**

No longer using.

**ABS Grade**

No longer using.

Note: For students who defer coursework and/or their final exam, the letter grade assigned will be the grade they achieve assuming receipt of zero on all non-completed work. For example, if the final exam (suppose it is worth 40% of the final grade) has been deferred, and the student has achieved a 54/60 on all other term work, their submitted mark will be “D”. If they subsequently complete the missing work, then a change of grade would be completed by you at that time. We no longer use the grade ABS as a placeholder. Further, if a student has no conceivable way of passing the course, (i.e., if they score 100% on the final exam), they still have the right to write the final exam - thereby eliminating the FND as well.
Textbook Orders

Please visit the Faculty Services website (http://sprott.carleton.ca/faculty-research/faculty-services/forms/textbook-adoPTION-form/) to arrange for book orders. Please include the author’s name, title of text, publisher, year of publication and ISBN. Also indicate the number of desk copies required (i.e. does your teaching assistant need one?) and any other teaching support material. The lead-time for arrival of textbooks in our bookstore can be quite long, therefore please respect the deadlines for textbook orders. We only order books through the campus bookstore; therefore, if you choose to go with another location (such as Haven Books) it is up to you to look after the order.

Coursepacks

Coursepacks, also referred to as manuals or course readers, comprise whatever you may want to use as a “personalized” education aid in the classroom. By taking advantage of the coursepack program, you can choose from a wide variety of materials and resources, and tailor them to the specific needs of your course. Coursepacks come in a wide variety of forms: collection of bound articles to supplement lectures; course notes that may include in-class lectures; and yet-to-be published books and/or articles or out-of-print books that may no longer be available.

Coursepacks are produced by The Print Shop and are sold in the Bookstore. Please call 520-2600 ext.8516 or ext. 8622 to discuss your requirements and how best to prepare the material for production.

Case Studies

There are several methods in acquiring case studies, such as online or through the Bookstore. If you need assistance with this, please contact our Faculty Services team at teaching@sprott.carleton.ca.

Library Reserves

The Library Reserve collection is comprised of materials selected by instructors for short-term use by students. These are available either on-line or as a physical copy. As the University purchases licenses for many relevant publications, reserve copies can be a cost-effective way to expose students to a variety of materials. Go to http://www.library.carleton.ca/services/library-reserves-faculty-and-instructors for more information on how to set this up.

The contact in the Library for the Sprott School of Business is Trish O’Flaherty (https://www.library.carleton.ca/contact/staff-directory/trish-oflaherty). Don’t hesitate to get in touch with her if you’re interested in reserving some materials, or coordinating a site visit with your class.
COPYRIGHT

As of August 31st, 2011, there are new copyright regulations that need to be adhered to. Please note that you cannot distribute copyrighted material to students in class via email or by other means such as USB drives or CD/DVD without explicit permission or license.

You are also not permitted to put copyrighted material onto cuLearn without explicit permission or license.

The experts are the librarians so if in doubt, please verify.

http://www.library.carleton.ca/copyright

EXAMINATIONS

All undergraduate tests and examinations, except laboratory examinations, oral and slide tests and other particular tests, are subject to the following rules:

1. Tests or examinations given in class may not exceed the time allotted for the class.
2. The schedule for any term tests or examinations to be held outside class time must be communicated in the course outline. Students who are unable to write during this scheduled time must be accommodated before the last day of classes.
3. If there is a final examination in the summer term, it will be held during the official examination period;
4. If there is a final examination or an end-of-term examination in a multi-term course, this examination will be held in the official examination period;
5. No summative tests or final examinations may be held during the last two weeks of fall or winter terms, or during the last week of each half of the summer term;
6. Formative tests or examinations may be held during the last two weeks of classes of fall or winter terms, or during the last week of each half of the summer term, provided they do not total more than 15% of the final grade. The purpose of formative tests or examinations is to provide feedback to students on a component of the course content.
7. No tests or examinations may be held between the end of classes in a term and the beginning of formally scheduled examinations;

8. Normally, final take-home examinations in any term will be assigned on or before the last day of classes and are due on the last day of the official examination period. Final take-home examinations not set according to this normal practice must be formally scheduled by Scheduling and Examination Services and are subject to overload rules. In all cases the rules for take-home examinations must be well communicated to students by course instructors.

9. Students are not required to write with an exam conflict (defined as two examinations scheduled at the same time) nor in an exam overload, defined as (i) 3 or more examinations scheduled in 3 consecutive time slots, (ii) 4 or more examinations scheduled in 5 consecutive time slots, or (iii) 5 or more examinations scheduled in 7 consecutive time slots, where a time slot refers to the morning, afternoon, or evening time slot on an exam day.

Please note formally scheduled 2017 fall term deferred final examinations will take place January 19 to 21; 26 to 28, 2018.

For MBA and MAcc courses, final exams are usually scheduled for the regular class time during exam week, and are not centrally scheduled as are the undergraduate exams. Instructors who wish to schedule exams outside of their regular class time, should contact the MBA or MAcc Administrator to verify that the proposed exam time does not present a conflict for students and then the Administrator will email Faculty Services to book an examination room. Arrangements should be made early, as you will be asked to indicate the date of your final exam on your course outline. Also, please note that in the MBA and MAcc courses, exams and take-home projects should not exceed 50% of the final course grade.

Please note that you are responsible for administering your own examinations. It is critical to ensure students can address any queries regarding the exam questions to you and receive a proper response. You must not delegate the task to someone else (other than a peer from your own teaching area with expertise equivalent to yours) without consulting with the appropriate Associate Dean.
Proctors for Exams

Proctors for undergraduate final exams will be provided, based on enrolment (50+), by the examination department. For mid-terms should you require a proctor, please fill out the Proctor Request Form at [http://sprott.carleton.ca/proctor-request-form/] with your requirements.

For undergraduate courses, at the beginning of each term you will be asked to indicate a category with regards to the final exam scheduling for your course:

Categories:  
(N) = no exam  
(T) = a take-home exam  
(I) = an in-class exam  
(S) = a formally scheduled exam

For courses requiring a slot in the formal examination schedule, please indicate category “S”.

Dictionaries

Many of our students ask for permission to use translation dictionaries during the exam. We are currently following this guideline: "No electronic translation dictionaries should be allowed as monitoring them becomes a problem; but the use of paper-based translation dictionaries is permitted and considered fair and equitable”.

Deferrals

Carleton University has a policy for deferring a FINAL Examination in the presence of a medical certificate that verifies a student’s inability to write the examination.

For undergraduate students, the approval is provided by the University Registrar’s Office and the examination is administered by the central examination office at a pre-announced date approximately one month after the term has ended. The main office staff at Sprott will contact you if any student in your course is granted permission for a deferred exam.

For MBA and MAcc students, please contact the Faculty Services Office for guidance on deferred exams and to schedule a deferral date.

We strongly encourage you to work out a policy for handling missed midterm exams, assignments, etc. in the same spirit. Most faculty members choose the following options for a missed midterm exam:

- Allow a deferred mid-term and determine a date that is convenient both to the instructor and the student. The exam coverage should reflect the fact that this exam is being written at a later point and hence should be expected to include material covered subsequent to the original exam date. With this option, students deferring the exam do not get unfairly longer preparation time than that afforded to the other students. The main office staff can help you organize the exam. If a student
misses the deferred mid-term exam as well—regardless of reason—he/she should be awarded zero for the exam. Carleton follows a policy of not approving deferral of a deferral (this is not yet a policy in the “book” for the MID-TERMs, hence use your own discretion knowing that it may be challenged and the Associate Dean may consult with you and the student to make a “ruling.”).

Shifting the weight of the mid-term to the final exam is normally not recommended as it can place undue stress on the student.

For missed assignments or term papers, popular policies include:

- A reasonable penalty of marks (say a rate of 5% a day deduction) in cases without medical certificates;
- A negotiated change of due date in case of illnesses. Assignment or term paper’s weights should not be shifted.

You may wish to select the appropriate statement from below to include on your course outline:

**Choice 1:** Suitable for courses with a mid-term and a non-cumulative final exam. If you must miss the mid-term exam/test due to verifiable illness (or, in rare cases, due to some other circumstances beyond your control) you may apply to write an alternate mid-term exam by submitting a medical certificate or other verifiable documentation to me—the instructor—no later than five (5) calendar days after the midterm date. I will schedule a deferred midterm for you. This midterm may cover more content than the midterm given to the class.

**Choice 2:** Suitable for courses with comprehensive final exam (all chapters & reading material). If you must miss the mid-term exam due to verifiable illness (or, in rare cases, some other circumstances beyond your control) you may apply to shift the weight of the mid-term to the final exam by submitting a medical certificate or other verifiable documentation to me—the instructor—no later than three (3) calendar days after the midterm date.

**Choice 3:** Adapted version of one of the above, keeping the main points intact. Note that University policy specifies that accommodation for a exam missed due to verifiable medical incapacitation should not be denied.
**Grading Standards**

Ultimate responsibility for approving the grades in undergraduate courses lies with the Associate Dean, Undergraduate Studies of the Sprott School of Business, and for MBA/MAcc courses, with the Associate Dean of the MBA/MAcc Studies. The Associate Dean (or delegate) often looks for explanations for deviations from the norm.

Typical grade distributions include:

- No more than 25% A grades in 1000 and 2000 level courses, and no more than 30% A grades in 3000 and 4000 level courses, or
- A grade point average of between 5 and 7 (i.e. C and B-) for 1000 and 2000 level courses, and between 5 and 9 (i.e. C and B+) for 3000 and 4000 level courses.
- For MBA/MAcc courses, grades should normally be distributed across grade levels from A+ through B-. Please note that a grade of B- or better must normally be obtained in each MBA/MAcc course credited towards the degree. Although students may be granted permission to count a C+ grade in up to 0.75 credits, a grade below B- is normally considered a failure. In a normal distribution, which we would expect to prevail in larger classes, grades in the A+ to A- range would typically be limited to 50% of students.
- Unusual circumstances may prompt a request for an explanation.
**Ethics Clearance**

**Conducting Class Surveys**
If you are planning to ask your students to gather data (of any sort) for student projects through either surveys or interviews or other modes, you are required to get ethics approval for any research that includes humans (even if it’s for a course and will never be published). You can get a blanket approval for the course. For more information on this, please check out http://carleton.ca/researchethics/contact/ or contact:

**Research Compliance Coordinators**
Melissa Jennings
511 Tory Tower
Phone: (613) 520-2517
Email: Melissa.jennings@carleton.ca

**Compulsory Ancillary Fees**
Any ancillary fees for learning materials students must purchase should be discussed with the appropriate Associate Dean beforehand, to ensure that the fee complies with Provincial law and school policy.
Fall and Winter Reading Weeks

**October, 2017**

In the 2017 fall term, Carleton University students will have a week-long break from October 23 to 27. During this time no classes will take place. Students cannot be required to be on-campus or submit coursework from October 23 to October 29. If exceptional circumstances necessitate holding a test after Friday October 20, such a test can only be scheduled for Saturday October 21 and must be announced on the course outline distributed at the beginning of the term. CUOL examinations may continue to be scheduled on Saturday October 21 as required.

**February, 2018**

In the 2018 winter term, Carleton University students will have a week-long break from February 19 to 23. During this time no classes will take place. Students cannot be required to be on-campus or submit coursework from February 19 to 25. If exceptional circumstances necessitate holding a test after Friday February 16, such a test can only be scheduled for Saturday February 17 and must be announced on the course outline distributed at the beginning of the term. CUOL examinations may continue be scheduled on Saturday February 17 as required.

**TEACHING ASSISTANTS**

Teaching Assistants (TAs) are available for courses with higher enrolments. TAs can grade assignments and some objective (with clear answers) parts of exams. Please use scantron sheets for multiple choice tests and quizzes. The scantron approach saves TA hours. Most of our TAs are undergraduates and it is therefore not advisable to have them grade essay type questions. It is your responsibility to assign to the TA tasks that can be accomplished within the hour limits. When the TA is assigned to you there will be a set number of hours allocated to the course.

You must request a TA through the Faculty Services website at [http://sprott.carleton.ca/faculty-research/faculty-services/forms/](http://sprott.carleton.ca/faculty-research/faculty-services/forms/) It is necessary that you have a written agreement with your TA regarding their responsibilities (Assignment of Duties Form) and keep track of the hours actually used.

**Hours**

It is extremely important that you monitor hours carefully and do not exceed the limit allotted. Any request for hours beyond the initial allocated amount must be approved by the Associate Dean. TAs are required to submit timesheets in order to receive payment. These must be signed off and validated by the instructor. It is your responsibility to ensure that the number of hours being claimed corresponds with the work performed. Senior students who are lead TAs in courses with multiple TAs are no longer able to sign off on hours. All hours must be approved by the course instructor.
**Sprott TA Excellence Award**

- Since Fall of 2007, the Sprott TA Excellence Award has been awarded to one undergraduate TA and/or one graduate TA assisting in Sprott classes each academic year. No summer award is contemplated currently.
- Winners will receive $500, plus a letter of commendation and a plaque.

**Nomination Process**

- Undergraduates and graduates must have been engaged to be TAs for at least 50 hours to be eligible for nomination.
- Sprott TA mentors (current or past) cannot be nominated for this award.
- Fill out the online nomination form to nominate your TA:
  
  [http://sprott.carleton.ca/students/undergraduate/student-experience/teaching-assistants/](http://sprott.carleton.ca/students/undergraduate/student-experience/teaching-assistants/)
REGISTRATION AND STUDENT COMMUNICATION

Registration Period

Undergraduate students may register in your course any time up to two weeks after classes begin in the fall or the winter terms (and up to a week after classes begin in the summer term). This means that you may see new faces two weeks after the first class.

MBA/MAcc students may register in your course any time up to one week after classes begin for 6-week courses and up to two weeks for 12-week courses. You will be provided with a class roster. For the first two weeks of class, please report any unexplained absences or unregistered students to the MBA or MAcc Administrators office.

ALL late registrants (undergraduate, MBA and MAcc) are responsible for all missed work. Please use discretion about what you wish to do with any missing marks (e.g. assignment, quiz).

Carleton Central

Carleton Central is the interface that students use for registration, viewing audits and for additional academic information. Instructions for faculty to view/print their own class lists can be found at Carleton Central, under Faculty Services. Please ensure all students attending your section are registered in your section. No one should be attending who is not registered, even if they are registered in a different section.

Students Interested in Your Course, but Not Registered

Please discourage students who did not/could not register in your class from attending your class beyond three weeks. Students who wish to request access to a course that they cannot access directly should fill out a "Registration Error Override Request" form which is available through Carleton Central (https://central.carleton.ca/). The forms are processed to assess priority and permission is granted when possible. **No work should be graded or returned to students who are not registered in your section.** Please do not encourage students to remain in your class even if the classroom has capacity. Classroom size is not the same as the class capacity. The Sprott School of Business strives to maintain certain teacher-to-student ratios.
**De-registration of Students by the Sprott School of Business/Registrar’s Office**

If a student fails to provide proof of having the required prerequisites or equivalent for a course or has been unsuccessful in their request for a prerequisite waiver, then the School recommends their de-registration. You must not accept any work from or return any work to a student who is not officially registered. On occasion, a student is de-registered due to non-payment of fees.

**Students Requiring Special Accommodation – Paul Menton Centre (PMC)**

Carleton University follows a Senate-approved policy on academic accommodation. This policy can be found on the university’s web site: [www.carleton.ca/PMC](http://www.carleton.ca/PMC). This policy promotes efforts to accommodate students with disabilities so that they will have the opportunity to meet learning objectives and be fairly evaluated in their performance. The University is strongly committed to providing access and accommodation for all individuals with identified and duly assessed disabilities.

_Academic accommodation does not, in any case, negotiate away, lower or remove the academic standards and learning objectives of any course or program at the university._

A series of brochures and flyers on resources and services available to students with disabilities at Carleton University may be obtained from the Paul Menton Centre free of charge. Information is also available on the website, [www.carleton.ca/PMC](http://www.carleton.ca/PMC).

The Paul Menton Centre is responsible for the assessment of academic accommodations and support services for students with disabilities. It is the student’s responsibility to identify their needs to the Paul Menton Centre staff. Students are encouraged to make an appointment with a coordinator at the Paul Menton Centre to discuss their needs and ways to accommodate those needs early in each term. Early identification is particularly important for those students who require sign language interpreters, in-class note takers, course material in alternative format, or adaptive technology equipment.

Students are also encouraged to speak directly with their professors about their academic accommodation requirements early each term. Discussion with professors should ideally take place after students have met with their PMC co-ordinators and have their letters of accommodation in possession. It is recommended that students consult their PMC co-ordinator if uncertain about how to effectively disclose their disability and/or discuss their accommodation needs with their instructors and/or TA's. For more tips on effective disability disclosure to instructors, see "How college students with learning disabilities could describe their disabilities to instructors" in the LD Program section on the PMC website ([www.carleton.ca/PMC](http://www.carleton.ca/PMC)).

Examination accommodations for all tests and examinations (in-class, ITV, or formally scheduled) must be arranged by specific deadline dates. Please refer to the Paul Menton Centre for a list of deadlines for all examinations. Accommodation requests not made prior to the specified deadlines will not be fulfilled.
McIntyre Exam Centre

If you receive an email notification from Paul Menton Centre (PMC) that a student in your class has accommodation you must make arrangements for all in-class tests/quizzes for that student via the McIntyre Exam Centre.

To arrange a midterm test or quiz for a PMC student with the McIntyre Exam Centre please do so via Carleton Central as early as possible, preferably two weeks in advance. You must deliver the exam to the McIntyre Centre and you may be required to PICK UP the exam after it has been written. Final exams for PMC students will be arranged for formally scheduled exams through Examination Services. After these exams have been written they will be hand delivered to Sprott and you will be notified for pick up.

- A new envelope has been created for drop-off of hardcopy exams. This envelope has a clear pouch on the front and faculty are required to fill out the template with all necessary examinations details (e.g. authorized memoranda, cell phone numbers). While this is a very simple process change, it ensures that we have complete information for the examination and there is no confusion for the student.

- A new delivery service was launched September 2015. Completed exams will be delivered on Monday/Wednesday and Friday mornings; with the exception of the weeks leading in and out of reading week. We will provide full delivery service during this peak period. Messaging regarding delivery has been posted in the McIntyre Centre reception area and our website. **Note:** CUOL will be delivering their exams as per usual.

Diversity & Equity

Carleton University’s Human Right Policies and Procedures outline the university’s commitment to promote equity, accommodate diversity and prevent discrimination and harassment. The policy also includes a section on education equity, which reinforces Carleton’s commitment to “equity in education programs and services” and designates the department of equity services as a resource for students needing accommodation based on religious or parental and family obligations. This policy can be found on the university’s website: [www.carleton.ca/equity](http://www.carleton.ca/equity) or 613-520-5622. The department of Equity Services consists of the Centre for Aboriginal Education, Research and Culture, the Mediation Centre, the Race Equity Office and the Status of Women Office. If you have any questions regarding the above please contact them directly or contact Sprott School of Business.
**Accommodation For Religious Observance**

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (http://carleton.ca/equity/accommodation/religious-observances/) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to an Equity Services Advisor in the Equity Services Department for assistance.

**Accommodation for Pregnancy**

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

**Requests for Changes in Announced Deadlines, Exam Dates in Your Course**

Students often request extensions or postponement of deadlines citing a variety of personal reasons. Please use your discretion with the intent of keeping the numbers of these exceptions to a minimum and ensuring fair treatment for all students. Accommodation of conflicts with final exam dates is normally beyond your or our control. Under very special circumstances, please consult with the appropriate Associate Dean.

**Instructor's Absence from Class**

If you are unable to meet with your class due to unforeseen circumstances, please notify the main office (613-520-2388) and (teaching@sprott.carleton.ca) as soon as possible to post appropriate signage. Please post on cuLearn if possible and/or email all students in class. Please also contact the appropriate Associate Dean. Instructors are required to report any absence even if they have a recommendation for a substitute instructor. Alternate arrangements must be approved by the Sprott School of Business prior to the event unless the absence is due to an emergency.
**Instructor Office Hours**

We require every instructor to assign a period—normally one hour a week per course section—as “office-hours” to provide students the opportunity for private consultations. Students should be encouraged to consult with their instructor about course-related academic difficulties. Please refer students to the appropriate Undergraduate Program Advisors or the MBA or MAcc Administrators for anything else.

Students frequently use email to communicate with instructors and TAs. Instructors may wish to think about this issue, design a practical and reasonable policy, and communicate it to students. Instructors may wish to designate specific hours as email or chat hours. Please encourage the TA, if any, to do the same. **A university policy states that instructors must email students through their official CarletonCMail accounts.**

**cuLearn**

Carleton’s learning management system is powered by Moodle. All instructors are now able to access cuLearn at [http://www.carleton.ca/culearn/](http://www.carleton.ca/culearn/) using the same Carleton credentials as you use to log in to the Carleton Central system.

In order to help instructors with the transition to cuLearn, the Educational Development Centre has created cuLearn support documentation ([http://www.carleton.ca/culearnsupport/](http://www.carleton.ca/culearnsupport/)) and is offering various types of cuLearn training. Instructors can sign-up for cuLearn training by visiting [http://www.carleton.ca/edc/events/culearn-training/](http://www.carleton.ca/edc/events/culearn-training/) and selecting any of the listed sessions. If you experience any issues logging into cuLearn, please contact the ITS service desk by email at its_service_desk@carleton.ca or by phone at extension 3700. All other inquiries or issues should be directed to the EDC by email at edc@carleton.ca or by phone at extension 4433.

**Return of Course Work During Term and After Term**

Please make arrangements to return student assignments/papers during class, TA hours or office hours.

**The main office is unable to provide this service due to the enormous number of such assignments.**

**Do not return any work to students** who do not appear on your class list or who have failed to provide proof of required prerequisites.

**Final exams cannot be returned to students as they can be subject to formal challenges by the students at a later date.** Please make arrangements with students (e.g. self-addressed envelope) to return term assignments, or any other papers that are their intellectual property.

**All contract instructors must submit the marked final exams and all in-term marks to the School at the end of the term. This will allow us to answer questions from students effectively after the completion of the course.**
Handling Student Queries and Challenges
Whenever a student has a question regarding a mark received on a term test, assignment or term paper, the first level of enquiry is with the instructor. If a satisfactory resolution is not obtained between the instructor and the student, please advise the student to consult with the appropriate Associate Dean. Please review Section 2.7 and 2.8 of the University Calendar to familiarize yourself with the undergraduate regulations on informal and formal appeal of grades.

Students who may have questions regarding their final mark and/or final exam are advised to contact the instructor first. If they would like to review their final exam, they may do so with supervision in the main office. If a student wishes, he/she may pursue a process of formal review of a final grade through the Registrar’s Office (undergraduate) or the Faculty of Graduate and Post Doctoral Affairs (MBA/MAcc). To do so, the student must complete an application and an application fee is required. The review is binding and may result in a change of grade. Please keep in mind that instructors will be contacted for information should a student challenge the grade in the course. Typically, instructors will be asked to provide a detailed breakdown and justification of marks in the student’s term work as well as the final paper/exam.

Remember!
TA’s should only be used to mark course components where objective evaluation criteria are available.
**Grading System**

At Carleton, letter grades are used to capture levels of student performance. The letter grades with corresponding percentage equivalents are as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Score</th>
<th>Grade</th>
<th>Score</th>
<th>Grade</th>
<th>Score</th>
<th>Grade</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>90-100</td>
<td>B+</td>
<td>77-79</td>
<td>C+</td>
<td>67-69</td>
<td>D+</td>
<td>57-59</td>
</tr>
<tr>
<td>A</td>
<td>85-89</td>
<td>B</td>
<td>73-76</td>
<td>C</td>
<td>63-66</td>
<td>D</td>
<td>53-56</td>
</tr>
<tr>
<td>A-</td>
<td>80-84</td>
<td>B-</td>
<td>70-72</td>
<td>C-</td>
<td>60-62</td>
<td>D-</td>
<td>50-52</td>
</tr>
<tr>
<td>F</td>
<td>0-49</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Although customary rounding off of decimals upward or downward allowed, you may wish to round off upward to the student’s advantage.

For undergraduate courses, in addition to the above letter grades, other contextual grades that you may need to use are:

- **ABS**   No longer using
- **FND**   No longer using
- **GNA**   Use ONLY when the student has been accused of an instructional offence that is not yet settled

For MBA/MAcc courses, a grade of Incomplete (INC) may be assigned to a course in which the student has been approved to submit an assignment after the final deadline date. Incomplete must be replaced with a letter grade within forty days of the end of classes. If the Incomplete is not changed to a letter grade within forty days of the end of classes, the Incomplete will be changed to a grade of F, which will remain as a permanent entry on the student’s record.

**Reporting Grades**

- The School does not post grades on notice boards.
- All final grades are to be entered through the on-line e-grades system through Carleton Central.
  The due date for submitting e-grades is set at 10 calendar days after the exam. This deadline also applies to 6-week MBA/MAcc courses as these grades are needed to confirm students’ completion of prerequisites for the next half-term. Please note that delays in reporting the grades can hold a student up from graduating or from registering in the follow-up course. All grades are electronically approved by the Associate Dean, Undergraduate Studies and the Dean of the School OR the Associate Dean, Professional Graduate Programs and the Dean of Faculty of
Graduate and Post Doctoral Affairs before they are posted on Carleton Central. For assistance with e-grades visit http://www.central.carleton.ca/wt/help/ccegrdenterfinal.htm

Component grades can be posted through the facilities of cuLearn.

Any grade changes to be made after initial grades are submitted are also processed through e-grades.

- The School will not, and neither should you, release marks to students over the telephone as you cannot be certain of the identity of the caller.
- Please tell your students that the grades will be visible to them as soon as they are approved by the Dean.

**NOTE TO Contract Instructors:** At the end of each term please forward all assignments/exams etc., not handed back to students, along with your breakdown of marks to the Faculty Services office (810 DT). This will help us if students have questions etc. later regarding their marks if we cannot get a hold of you directly.

Refer to Appendix C

**Tip:** It is a good idea to keep a record (as detailed as possible) of incidences, emails and announcements, including a class-by-class marks record (where participation marks are involved).

This information is helpful when a grade is challenged.
INSTRUCTIONAL OFFENCES AND OFFENCES OF CONDUCT

If you suspect an instructional offence such as plagiarism or cheating, please immediately notify the appropriate Associate Dean. If this happens during a proctored exam, please inform the examinations coordinator. Please grade the work without prejudice, then provide the Associate Dean with all appropriate documentation that can be used in the investigation (i.e. copy of outline highlighting instructions about the work- if applicable, highlighted parts of the original paper, the source, etc.). Please do not return any evidence to the student or advise the student of the situation. The Associate Dean will contact the student directly. **Local solutions are not acceptable, as they result in inconsistencies and prevent any centrally maintained record of offences.** Please consult the “Academic Integrity An Instructor’s Guide” available from the Office of Student Affairs. [https://carleton.ca/studentaffairs/wp-content/uploads/Academic-Integrity-Instructors-Guide.pdf](https://carleton.ca/studentaffairs/wp-content/uploads/Academic-Integrity-Instructors-Guide.pdf)

Allegations of misconduct in the areas of discrimination and sexual harassment must be made in writing to the Associate Dean.

You may access the undergraduate calendar at the following web address: [http://www.carleton.ca/cuuc](http://www.carleton.ca/cuuc)

The graduate calendar can be found at: [http://calendar.carleton.ca/grad/](http://calendar.carleton.ca/grad/)

The Academic Integrity Policy of the university is located at: [https://carleton.ca/registrar/academic-integrity/](https://carleton.ca/registrar/academic-integrity/)

You may consider including the *Declaration of Academic Integrity* form within your course outline and/or distribute the form prior to assigning group work and/or assignments. This form informs the students of their responsibilities for academic integrity. A copy of the form can be found in at the end of this manual.

Refer to Appendix B.
TEACHING EVALUATIONS

Course teaching evaluations will take place during the last 2 weeks of your assigned courses. As contract instructors, all evaluations are conducted using the on-line portal for student feedback. Our Office of Institutional Research and Planning (OIRP) is responsible for coordinating this process and notifying your students when the survey will be available. You will also receive an email notifying you of this process.

Reports from Carleton Teaching Evaluations are now accessible and can be accessed using a ‘web’-based facility - the Teaching Evaluation Report Portal, which is available at this link: https://oirp-secure.carleton.ca/teval.

Login to the portal is via your 'MyCarletonOne' account - if you are using Carleton Outlook Mail or Carleton Cmail this will be the same username/password combination ... to find out more about your account (administered by CCS) - see http://www.carleton.ca/ccs/all-services/accounts-and-passwords/employee-computing-accounts/. (The MyCarletonOne account is in the form FirstnameLastname; password as chosen by you.)

The reports available from the portal are the same reports you have previously received in printed form. Additionally you will have available a retrospective report which compiles a summary of your teaching evaluations from the time you started teaching, even if you have taught in other areas on campus. Reports are available in 'HTML' and 'PDF' format and can be printed or stored locally if you choose.

The portal is open year round and will be 'loaded' with the latest evaluation reports as they become available. Reports are accessible on just about any computing or mobile platform, however, the report tables have been designed for larger screens (computers and tablets) and will be best viewed on these devices.

For online evaluations, the portal now contains the comments you received for each course. The comments are available for your viewing only and can be kept on the system, printed or downloaded to a local system, or can be deleted - please note that the deletion is permanent and the comments, once deleted, cannot be restored.

If you have any questions regarding the teaching evaluation process or accessing your profile, please contact:

Sharon Kennedy
Faculty Services Coordinator
Room 810C Dunton Tower
Phone: (613) 520-2600 x7487
Email: sharon_kennedy@carleton.ca

Please see Appendix E for sample list of questions on the teaching evaluation form.
DEFERRED FINAL EXAMINATIONS – note changes to dates

Students who are unable to write a final examination at the scheduled time because of illness or other circumstances beyond their control are eligible to apply for a deferred final exam. The registrar’s office verifies and makes the decision upon receiving a request from a student. You should be prepared to set and mark these examinations, if required. You may wish to prepare a second exam and submit it along with your final exam to save yourself time later. The deferred exam should be different from the final exam. For undergraduate courses, normally deferred examinations are held in January for fall term courses, in May for winter term courses and in July for early summer session courses and September for late/full summer courses (except where such a delay might delay graduation in the fall). For MBA and MAcc courses, deferred examinations are arranged by the instructor, in consultation with the Professional Graduate Programs office.

For students who defer coursework and/or their final exam, the letter grade assigned must be the grade they achieve assuming receipt of zero on all non-completed work. For example, if the final exam (suppose it is worth 40% of the final grade) has been deferred, and the student has achieved a 54/60 on all other term work, their submitted mark will be “D”. If they subsequently complete the missing work, then a change of grade would be completed by you at that time. We no longer use the grade ABS as a placeholder. Further, even if a student has no conceivable way of passing the course, even if they score 100% on the final exam, they still have the right to write the final exam - thereby eliminating the FND grade as well.

Please note that the conditions you set out in the outline must be fair and reasonable. Normally reasonable conditions would be based on a student’s failure to satisfactorily complete:

- in-term tasks (midterm, assignments, etc.)
- a term paper, project etc. (which is designed to assess progress in materials that are not going to be assessed with the final exam)

Please refer to “Missed Exams, Assignments....“ in the section under Course Outline.

As per the CUPE4600 collective agreement, contract instructors are paid $150 for EACH deferred exam graded. Note this does not apply to students granted a deferral but who failed to attend. This additional stipend is typically paid at the end of each semester.
APPENDICES

Appendix A – Notes on Participation Grades

Notes on Participation Grades

In May 2001 Senate passed a policy document regarding Participation Grades in graduate courses. There does not seem to be an equivalent document for undergraduate courses; however, in its absence, it is strongly recommended that all instructors of UG courses also follow the constraints and recommendations in this policy. This recommendation is in response to challenges and complaints from students and the difficulties in finding justice. An excerpt from the memo is reproduced below.

Participation’ grades and ‘non-reproducible work’ are not always identical. Some elements of a student’s work – such as leading a seminar– are effectively not reproducible (or reproducible only with great difficulty) but are not part of participation.

Participation refers to something different. An important component of the graduate experience is the creation of and belonging to a common intellectual culture with the attendant modes of thought and behaviour which that implies. There is a dimension of attentiveness to material, of professional conduct, of relevance of interventions which participation grades usefully capture.

The worth of participation grades has, therefore, not been challenged although their administration has. “Participation” measures something slightly intangible but nonetheless real. It is an attempt to capture whether or not a student comes to class prepared, has read the appropriate material, contributes to the advancement of class discussions, knows what type of behavior is appropriate in particular contexts, etc. This is subjective but grows out of an instructor’s legitimate authority and experience.

As a result, participation grades pose a twofold problem. First, they constitute a component of a grade which cannot be appealed. Students can appeal grades for writing, exams, seminars, etc. but they cannot appeal grades received for “participation”. Second, they easily fall prey to the accusation of excessive subjectivity.

Consequently, [we] propose the following guidelines aimed at preserving the value of participation grades while avoiding the injury or abuse, either real or perceived, to which they may give rise.

1. Those parts of a grade assigned for participation, as distinct from non-reproducible work, should be kept to a minimum.

2. Wherever possible, “participation” should be clearly distinguished from other measurable activities. For example, the component of a grade given for the content of an oral seminar, for the way in which it engages with the literature, for the relevance of the questions it raises, etc., should be clearly separated from “participation”.

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3. Instructors must clearly inform students of what is expected for the participation component of the grade.

4. Instructors must provide students with appropriate feedback concerning their participation grade. The feedback need not be numerical but it must be both accurate and timely.

5. **In cases where the “participation” grade is equal to or greater than 30% of the final grade,** instructors have a particular responsibility to state their expectations unambiguously in the course outline, to restate and clarify them when asked to by students or colleagues, and to explain the reasonable, appropriate, and operational accommodation they will undertake to allow in case of appeal.

At Sprott, if you choose to have a participation grade, we suggest an upper limit of 10% of the final grade be adopted for participation marks in undergraduate courses. This 10% upper limit should be for the total of all non-reproducible work including participation.

Participation in MBA courses should not exceed 10% of the final grade in core courses and 20% of the final grade in concentration courses.

Participation in the MAcc courses should not exceed 15% of the final grade in all courses except for ACCT5133 and ACCT 5135 where participation grades should not exceed 20% of the final grade.

6. Instructors are advised to keep a written record, interpretable by others, of students’ performance towards the participation grade.
Appendix B – Declaration of Academic Integrity

Declaration of Academic Integrity

Course #:

Term and year:

Title of project/paper: Or Assignment #

The University Senate defines plagiarism in the regulations on instructional offenses as: “Plagiarism is presenting, whether intentionally or not, the ideas, expression of ideas, or work of others as one’s own.

Borrowing someone else’s answers, unauthorized possession of tests or answers to tests, or possession of material designed in answering exam questions, are also subject to university policy regarding instructional offenses.

I/we declare that the work submitted herewith is my/our work. All sources have been referenced in the footnotes, endnotes or bibliography. This work has not been shared with anyone outside this group.

Signature of student

Everyone must sign to receive a grade

Student Name
Student ID / 100

Student Name
Student ID / 100

Student Name
Student ID / 100

Student Name
Student ID / 100

Due Date

Date and hour received, if late

Penalty for delay, if applicable

Instructional offence cases must be referred to the appropriate Associate Dean; individual solutions are not permitted.
Appendix C - Submission of E-Grades

For a step-by-step guide to using the system please refer to http://www.central.carleton.ca/wt/itlhelp/ccegrdenterfinal.htm

This appendix is a list of FAQs with answers.

1. Am I done after entering and saving the grades?
   a. No, you must submit the grade for approval: please click the appropriate button

2. I had forwarded a case of instructional offence (e.g. a student plagiarised in his final project paper) and the Associate Dean is yet to conclude the investigative process. What grade do I enter for the student:
   a. You should mark all papers and exams as though nothing has happened and submit a grade of GNA (Grade Not Available). Please write on the comment column “Case is with the Assoc. Dean.”
   b. When the Assoc. Dean’s investigation is over you will be contacted to submit a “Change of Grade” (available online) with a grade recommended by the Assoc. Dean which can be anything from F to the grade the student would earn if there were no allegation.

3. I had a student in the class who submitted assignments and wrote exams but his name does not appear on the list. What should I do?
   a. Please add the name using the option available in the e-grade system (Add or remove a student).

4. A name appears on the list, but I have neither seen the student nor have I received any work from him. What should I do?
   a. Please write a comment: “The student was not in class.” This will help the registrar’s office to process the student’s paper at a future date. Be sure to reference the grade you are assigning at this same time.
Appendix D - Request for Access to an undergraduate BUSI Course

- If students are receiving a message while registering that the course is **CLOSED** or **RESTRICTED** or they believe they should be able to register in that course, they may apply for access by filling out the online form “Submit Registration Override Request” found on the Add or Drop Classes page on Carleton Central.

- The School will respond to these requests on a first-come first-served basis as long as the course requested is not full. Once full, we will collect the requests and do our best to accommodate them, based on the student’s need.

- If we cannot offer the student a seat in their preferred course-section, we may try to steer the student to another section or request that the student adjust their course plans.

- Under exceptional circumstances we may approve access requests to a course-section that has reached its capacity.

- Priority will be given to graduating students.

- For the undergraduate program ONLY: Responses will be posted through Carleton Central only. Students are advised not to wait for results of the appeal before paying fees. Doing so could result in incurring late fees.

- Students are asked to submit one request per course. The system will not allow duplicate requests. If a student can accommodate different section-time slots, they are asked to write them down in the comment box.

- For the undergraduate program ONLY: Any false information will constitute grounds for the student’s de-registration from the course without notice.
Appendix E Teaching Evaluation

Arts and Social Sciences / Public Affairs / Business
Teaching Evaluation Questionnaire
(Approved by JCAA)

The purpose of this questionnaire is to provide information that will both help in the evaluation of the instructor and help the instructor improve the course.

General Information

Please do not write your name on this sheet

Course Number:

Instructor's Name:

Please list the following information: (Please print using block, capital letters.)

a) Your Faculty:

b) Your major subject:

Please list (Shade in the appropriate bubble.)

☐ A ☐ B ☐ C ☐ D ☐ F

c) Your average grade at Carleton so far:

 Please list (Shade in the appropriate bubble.)

☐ 0% - 25% ☐ 26% - 50% ☐ 51% - 76% ☐ 76% - 100%

d) Percentage of classes you attended in this course:

Please answer all of the following questions, by shading in the appropriate bubble. (N/A = Not Applicable)

A. How do you assess your instructor's performance:

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<th>Poor</th>
<th>Excellent</th>
<th>N/A</th>
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1. in making clear the objectives of the course?
2. in organizing the course so as to meet the objectives?
3. in imparting the course materials in his/her role as lecturer/seminar leader/tutor leader/teacher/instructor?
4. in answering questions and/or solving problems related to the course material?
5. in assigning readings, essays, seminar topics, etc., which are relevant to the course?
6. in assigning a workload related to the course objectives?
7. in marking and commenting on assignments and tests fairly?
8. in returning tests and assignments promptly?
9. in being available for out-of-class consultation?
10. in speaking audibly and clearly?
11. in beginning and ending classes promptly?
12. in meeting classes regularly as scheduled, and in missing or cancelling classes only for adequate reasons?

B. How do you evaluate the instructor?

PLEASE WRITE COMMENTS ON REVERSE SIDE

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Appendix F - MBA Program Delivery

MBA Courses follow two formats:
- 6 weeks [0.25 credit] OR
- 12 weeks [0.5 credit]

Courses are offered in the following patterns:

Fall term (September – December):
- 6 week courses [0.25 credits] are offered over two half-terms:
  - F1: The first six weeks of the fall term (September – October), week 7 is exam/project week
  - F2: The second six weeks of the fall term (November – December), week 7 is exam/project week

**NOTE:** Classes being on Monday Sept. 11th. Thanksgiving Monday classes will be made up on Friday, October 13th as classes on that day will follow a Monday timetable.

- 12 week courses [0.5 credit] run for the entire fall term with a one-week exam/project break after week 6 (there are no MBA classes during this week, but papers and assignments may be due and some courses outside Sprott may have classes). Note that this exam/project break in classes is in addition to the University’s fall break which affects all classes.

  October 23 – October 27, Fall Break. Classes are suspended.

Winter term (January – April)
- 6 week courses [0.25 credits] are offered over two half-terms:
  - W1: The first six weeks of the winter term (January – February), week 7 is exam/project week
  - W2: The second six weeks of the winter term (February – April), week 7 is exam/project week

**NOTE:** Winter classes begin Monday, January 8th. Makeup classes can be held Friday, January 7th for January 4th and January 5th if required.

- 12 week courses [0.5 credit] run for the entire winter term with a one-week exam/project break after week 6 (there are no MBA classes during this week, but papers and assignments may be due and some courses outside Sprott may have classes). Note that this exam/project break in classes is in addition to the University’s winter break which affects all classes.

  February 19 – 23, Winter Break. Classes suspended
**Summer term (May – August)**

Full-time students must register for the Internship (BUSI 5999) unless they have an approved exemption. Part time students have 1 six week session, from May – June

**Appendix G – MAcc Program Delivery**

MAcc Courses follow two formats:
- 6 weeks [0.25 credit] OR
- 12 weeks [0.5 credit]

**Full-Time Structure:**


**Part-Time Structure:**


In order to ensure prerequisites are successfully completed grades must be submitted no later than 10 days AFTER F1 and W1 classes end.