



Helpful Information for Adjunct Instructors

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About The Heinz College of Information Systems and Public Policy.

The Heinz College of Information Systems and Public Policy was founded in 1968 by a small group of faculty members from the Graduate School of Industrial Administration (now the Tepper School of Business) to better prepare students for the challenges of public and non-profit sector management careers. Originally named the School of Urban and Public Affairs (SUPA), the College offered training in public policy and management through the Master of Science in Public Policy and Management (MSPPM) program. In 1982, the Master of Public Management (MPM) program was added to the College, and in 1987, the Master of Arts Management (MAM) program was created in collaboration with the College of Fine Arts. In the mid-1990's, Heinz College added programs in information systems management to prepare students for private sector careers that bridge the gap between technology and business (MISM and MSISPM). The focus of these programs is on the intelligent application of IT in corporate environments. During the 2000's the Master's in Entertainment Industry Management (MEIM) program was added, as was the MSPPM-DC track.

Over 10,000 students have graduated from Heinz College and are employed by government, private industry, consulting firms and non-profit, arts, entertainment, and health organizations around the world. Most students in our full-time master's programs come to Heinz College with three years or less work experience. Students in the part-time programs typically hold full-time professional positions and have 2 or more years of work experience.

In October 2008, the H. John Heinz III School became the H. John Heinz III College with two schools: Heinz College's School of Information Systems and Management and Heinz College's School of Public Policy and Management. These two schools serve as the platform for our educational programs listed below.

Heinz College's School of Information Systems and Management

[Master of Information Systems Management \(MISM\)](#) – Program can be completed in 3 consecutive semesters (Summer, Fall, Spring) for students with prior work experience; or in 16 months (Fall, Spring, Summer internship, Fall) for students with little or no work experience. Annual enrollment of approximately 78 students in the 3 semester track, 120-140 in the 16 month track.

[Master of Science in Information Security Policy and Management \(MSISPM\)](#) – Two year program. Annual enrollment of approximately 30 students.

[Master of Science in Information Technology \(MSIT\)](#) – Primarily a part-time program for working professionals available both on-site and through a distance format with degree tracks in IT management, information security, data analytics, and software management, as well as customized programs for General Motors. There are over 175 students enrolled across all MSIT programs, with approximately 25 new students entering each semester.

Heinz College's School of Public Policy and Management

[Master of Science in Public Policy and Management \(MSPPM\)](#) in both a two-year and 3 semester format. Annual enrollment in the two-year track of approximately 60+ students and 20 students in the three semester format.

Master of Science in Public Policy and Management (MSPPM-DC) track (one year in Pittsburgh, one year in DC) – Students take MS core classes in year 1 in Pittsburgh. In year 2, students move to DC and undertake an apprenticeship four days a week and take classes in the evenings and on Fridays. Courses are taught primarily by adjuncts who hold high level positions in DC organizations. Annual enrollment is approximately 25 students.

Master of Science in Public Policy and Management –Data Analytics Track (MS-DA) – Two year program in Pittsburgh. Combines information technology and quantitative analysis techniques to transform data into insightful information for use in public policy and management decision making. Annual enrollment is approximately 50 students.

Master of Public Management (MPM) – primarily part-time program targeted to working professionals with 2 - 3 years of work experience. Most students are from the region and attend part-time. Some foreign governments sponsor their employees to attend the program full-time. These students typically have 7-10 years of progressive government experience. Approximately 10 students enter each semester.

Master of Science in Health Care Analytics and Information Technology (MSHCA) – Two year program focused on how to convert raw data into actionable solutions for complex problems facing the health care system and medical firms. Students are empowered to use advanced tech and data to change the health care system for the better. Annual enrollment is approximately 20 students per year.

Master of Medical Management (MMM) – 18 month program for physicians only. Students attend four “on-site” sessions in Pittsburgh for one week each and take remaining coursework via distance. Students augment their clinical training with management skills as they move into administrative and managerial roles in healthcare organizations. The program is currently taught in Pittsburgh, but off the Carnegie Mellon University (CMU) campus. Annual enrollment is approximately 30 students.

Doctor of Philosophy in Public Policy and Management or Doctor of Philosophy in Information Systems and Management – The PhD program sits at the College level. Two PhD programs are offered within Heinz and we have joint PhD programs with other units on campus including SDS, EPP and the Tepper School of Business. Our PhD program is presently small, with approximately 8-10 new students enrolling each year. Our graduates have been very competitive in the market, obtaining positions at highly ranked universities.

Heinz College’s Master of Arts Management (MAM), a joint program with the College of Fine Arts and Heinz College’s Master of Entertainment Industry Management (MEIM), a joint program with the College of Fine Arts

Master of Arts Management (MAM) – Collaborative program with the College of Fine Arts). Two-year program that trains students for managerial careers in non-profit arts organizations (theatre, dance, museums, galleries, symphonies, etc.), as managers in various functional areas (marketing, development, education, etc.). Annual enrollment is approximately 30 students.

Master of Entertainment Industry Management (MEIM) - Collaborative program with the College of Fine Arts) - Two year program that prepares students for careers in screen based media (film, television, digital, new media, etc.). The first year is in Pittsburgh, and the second year is in Los Angeles where

students undertake an internship four days a week and take classes evenings and weekends. Annual enrollment of approximately 25 students.

Common Coursework for the Masters Programs

Your own course will be a richer and more satisfying experience for both you and your students if you have a solid understanding of the academic context in which the course exists. Understanding how your course fits into the various master's programs will help you tailor content that builds on prior coursework, avoids redundancy and introduces important topics for your students. Faculty are encouraged to speak with one another about course content to ensure minimal duplication of material and to be sure that prerequisites are preparing students for advanced coursework.

Our master's programs generally include some **common core** components in which all, or many, programs share certain requirements. Each program then has specific requirements of its own. The tables below detail the requirements for each program. You can also review the degree program handbooks on the College website at: <https://www.heinz.cmu.edu/current-students/>. Detailed descriptions for all courses are available at the Heinz College Web site at https://api.heinz.cmu.edu/courses_api/course_list/.

	MISM	MSISPM	MSIT	MSPPM	MPM	MAM	MEIM	HCAIT	MMM
Economics	95-710 Economic Analysis	95-710 Econ Analysis	95-710 Econ Analysis (MSIT-BIDA)	90-710 Applied Econ Analysis	91-803 Econ Prin of Policy Analysis	90-710 Applied Econ Analysis	90-710 Applied Econ Analysis	94-705 Health Econ	92-889 Health Econ
Statistics	95-796 Statistics for IT Mgrs	90-711 Statistical Reasoning with R	95-796 Statistics for IT Mgrs (MSIT-BIDA)	90-711 Statistical Reasoning with R	91-801 Data Anal for Mgrs.	90-711 Statistical Reasoning with R	90-711 Statistical Reasoning with R	90-777 Intermediate Statistics	92-881 Statistic Process Control
Finance	95-719 Accounting and Finance Foundations	90-723 Financial Statements and Analysis of Companies	N/A	90-723 Financial Statements and Analysis of Companies	91-804 Financial Analysis for Managers	90-723 Financial Statements and Analysis of Companies	90-723 Financial Stmts and Analysis of Companies	95-719 Accounting and Finance Foundations	92-882 Health Finance
Database	95-703 Database Mgmt	N/A	95-703 DB Mgmt	90-728 Intro to DB Mgmt	91-729 Business Analytics for Mgrs	90-728 Intro to DB Mgmt	N/A	90-838 DB Mgmt for Policy Analytics	N/A
Writing	94-701 Bus Writ or 95-717 Prof Writ	94-701 Bus Writ or 95-717 Prof Writ	N/A	94-701 Bus Writ or 90-717 Prof Writ	94-701 Bus Writ or 91-717 Prof Writ	94-701 Bus Writ or 93-717 Prof Writ	94-701 Bus Writ or 93-717 Prof Writ	94-701 Bus Writ 95-717 Writ for ISM	N/A
Speaking	95-718 Prof Spkg	95-718 Prof Spkg	N/A	90-718 Prof Spkg	91-718 Prof Spkg	90-718 Prof Spkg	90-718 Prof Spkg	90-718 Prof Spkg	N/A
Org Design Implement	94-700 ODI	94-700 ODI	N/A	94-700 ODI	91-800 Org Mgmt	94-700 ODI	94-700 ODI	94-700 ODI	92-800 Org Mgmt
Optimization Decision Making	95-760 Decn Mkg Under Uncertainty	95-760 Decn Mkg Under Uncertainty	N/A	90-722 Mgmt Sci I 90-760 Mgmt Sci II	N/A	N/A	N/A	90-722 Mgmt Sci I 90-760 Mgmt Sci II	92-872 Operations Mgmt
Capstone Project	95-720 Info Sys Project	95-720 Project or 95-765 Thesis	N/A	90-739 Systems Synthesis	N/A	90-739 Systems Synthesis	93-889,890 Capstn I Capstn II	90-739 Systems Synthesis	Business Plan Dvlpmnt I, II and III

Information for New Faculty

New adjunct instructors should take care of several administrative tasks in order to become part of the Carnegie Mellon University community.

1. Contact Emily Marshall (emily@cmu.edu; 412-268-2168) in Heinz College's Business and Research Services office to get necessary information on required employment and payroll paperwork. Employment paperwork must be completed before you can obtain an email account (referred to as an Andrew ID), a Carnegie Mellon ID Card or use Canvas.
2. You will receive an email from the Human Resources (HR) Service Center with information regarding your Andrew ID and how to setup your password. Your Andrew ID account is used to access class rosters, submit grades, approve student forms, use Canvas, and access your CMU email. Contact Computing Services at it-help@cmu.edu or call 412-268-4357 if you have any issues setting up your Andrew ID.
3. For instructions on how to utilize your Carnegie Mellon e-mail, please visit <https://www.cmu.edu/computing/services/comm-collab/email-calendar/index.html>.
IMPORTANT: All of our communication with you will be sent to your Carnegie Mellon account so please check it regularly (even in a semester that you are not teaching). You can forward your Carnegie Mellon email to your personal email if that is helpful.
4. Be sure to get a copy of the [Heinz College academic calendar](#) and note the dates of holidays and grade submission. The Heinz College program deadlines are earlier than those of the university.
5. All active faculty and adjunct instructors are listed on the Heinz College website at <https://www.heinz.cmu.edu/faculty-research/profiles/>. These profiles follow a standard format listing title, contact information, biography, research interests (if applicable), and education. New adjunct faculty should contact Shryansh Mehta (shryansh@andrew.cmu.edu) to get their bio's posted on the site.

ID Cards

A Carnegie Mellon ID card is necessary for access to Hamburg Hall late at night or on Sundays. Anyone with a university ID card may use facilities in the University Center (swimming pool, squash and racquetball courts and fitness machines), is eligible for a discount on drama tickets and computer equipment, and may check out books from Carnegie Mellon and Hillman (University of Pittsburgh) libraries. To obtain an ID card, please visit the HUB, located on the lower level of Warner Hall.

Parking

Carnegie Mellon has parking lots throughout campus. Employees and students must pay to park on campus. They must enroll in a parking plan during the summer months and the lots are restricted for their use during the daytime. Parking in the East Campus Garage is free weekdays after 5:00 p.m., and Saturday and Sunday. Street parking is free of charge on weekdays and Saturday after 6:00 p.m., and all day Sunday. You can purchase a day pass for the East Campus Garage on Forbes Avenue and Beeler Streets.

Building Information

Faculty and administrative offices, computing clusters, student lounges, project rooms, classrooms and student study space are located in Hamburg Hall. Classes are taught primarily in Hamburg Hall, but also in other buildings on campus.

Key Heinz College Contacts

A full directory for Heinz College staff can be found on the [website](#).

Operations

- Ann English-Associate Dean, Finance and Operations; ame@andrew.cmu.edu; 412-268-4559
- Gary Franko – Large copy jobs, creative work for brochures or course announcements
Multimedia Designer; gfo4@andrew.cmu.edu; 412-268-8282
- Emily Marshall – Onboarding questions, Human Resources, Sponsored Projects
Senior Associate Director, Business and Research Services . emily@andrew.cmu.edu;
412-268-2168
- Mike Waldo –Building maintenance, office furniture, telephones, voicemail, keys
Facilities Manager; mwaldo@andrew.cmu.edu; 412-268-4739

Academic – Academic integrity issues, class scheduling, student concerns/issues

- Jackie Speedy – Associate Dean, PPM Programs; jspeedy@cmu.edu; 412-268-5980
- Andy Wasser – Associate Dean, ISM Programs; awasser@cmu.edu; 412-268-7639
- Dareen Basma- Associate Dean of Diversity, Inclusion, Climate & Equity (DICE) ;
dbasma@andrew.cmu.edu ;412-268-6508

Computing Services

- Heinz College Help Desk - General computing questions heinz-computing@andrew.cmu.edu
- Robert Jones- Computer Accounts
Director, Computing Services; robertj@andrew.cmu.edu; 412-268-6051
- Eric Pfaffle - Instructional technology consultation, Canvas, Video/teleconferencing, course recording, classroom technology
Associate Director, Instructional Technology; epfaffle@andrew.cmu.edu; 412-268-1115
- Velda Brunson - Computer equipment borrowing, computer supplies.
Administrative Coordinator; Computing Services; vbrunson@andrew.cmu.edu ; 412-268-8056

Office of Academic and Advising Services

- General Academic Services topics: heinz-academic-services@andrew.cmu.edu
- Alyson Jarnagin – Senior Director of Academic Services and Advising;
ajarnagi@andrew.cmu.edu; 412-268-2628
- Margie Farinelli - Course waitlists, class schedules, room assignments, grade submission
Associate Director, Office of Academic & Advising Services; mf0b@andrew.cmu.edu;
- Erin Lovas – Waitlists, course scheduling
Assistant Director, Office of Academic & Advising Services; enl@andrew.cmu.edu; 412-268-4835
- Lori Geraci - TA assignments, Harvard Business cases, forms, room reservations
Assistant Director, Office of Academic & Advising Services; lgeraci@andrew.cmu.edu;
412.268.7249
- Vanessa Webb – Course waitlists, course descriptions and syllabi, tutors
Assistant Director, Office of Academic & Advising Services; vwebb2@andrew.cmu.edu; 412-268-3432

Teaching Resources

Teaching is more than following a quick how-to list. It involves careful thought and progressive refinement. In order to help you focus on the challenges of the classroom, below are some hints, policies and procedures to help you stay focused on your primary role: educator.

If you have questions or concerns about any aspect of teaching, from course and syllabus design to diagnosing problems you may have in the classroom or making sense of faculty course evaluations, please do not hesitate to contact the Eberly Center for Teaching Excellence or use the materials on their website: www.cmu.edu/teaching. It is an extraordinary resource for all faculty--full-time and adjuncts!

Eberly Center for Teaching Excellence & Educational Innovation

The Eberly Center for Teaching Excellence & Innovation plans and conducts programs to improve the quality of instruction at Carnegie Mellon. The Teaching Center helps faculty and graduate students improve teaching practices through both public forums to discuss issues related to teaching and learning, and confidential consultations on course design, implementation, and evaluation. For more information about The Eberly Center, visit their Web site at <http://www.cmu.edu/teaching>.

Teaching Loads and Assignments

The Associate Deans (Dan Nagin, Jackie Speedy, Andy Wasser) typically handle teaching assignments and will contact you to discuss your teaching load and the classes Heinz College will need for you to teach. Heinz College's Academic and Advising Services office will then work with you to schedule the days and times of your classes for the coming academic year.

Class Scheduling

The Associate Deans and the Senior Director of Academic & Advising Services prepare the class schedule. We make every attempt to accommodate your preferences for teaching on a particular day during a given semester. It is important for you to hold classes as scheduled. We try to notify you when classes are cancelled for major school events and to minimize any conflicts that might occur with the use of a particular classroom each week. From time-to-time conflicts do occur and we will provide you as much advance notice as possible. Heinz College course schedules are posted on the website at <https://enr-apps.as.cmu.edu/open/SOC/SOCServlet/search> (and select all Heinz departments – 90XXX, 91XXX, 92XXX, 93XXX, 94XXX, and 95XXX).

Carnegie Mellon's courses are offered as full semester, 'mini' courses, or 'micro-mini' courses. Mini courses are 6 weeks long, and so 2 'mini' time periods occur during each semester. There are 6 'mini's each academic year, starting with mini 1 for the first half of the fall semester and so on. Courses that occur as a mini course are listed with the mini number distinction in the section, i.e. A1 or B2. Each semester is noted with a letter and year, i.e. F23 = Fall 2023, S24 = Spring 2024, and M24 = Summer 2024. On course schedules, days when courses meet are noted as: M = Monday, T = Tuesday, W = Wednesday, R = Thursday, F = Friday, and S = Saturday. "Micro-Mini" courses are those that are usually 2-4 days in length; they generally carry 3 units of credit.

It is strongly recommended that instructors NOT mandate assignments over holidays and scheduled breaks so that students can utilize this time to maintain and support their wellbeing.

Length of Class

Day classes meet twice a week for one hour and twenty minutes. Evening classes meet once a week, and should be held for the full two hours and 50 minutes scheduled (6:30 p.m. - 9:20 p.m.). A short break (about ten minutes) is typically included during the course of an evening class, usually near the midpoint.

Canvas

Canvas is a web-based course management system centrally managed by the University's Office of Technology for Education (OTE) that simplifies posting course material on the web. Canvas allows you to communicate with your students, create and/or post your course materials (your syllabus, assignments, handouts, etc.), facilitate student collaboration, streamline the homework process in your course, create online surveys, quizzes and tests, and manage the grades for your course. We ask that all faculty use Canvas. Visit the Canvas Web site, <http://www.cmu.edu/canvas/>, for instructions on how to request a Canvas site for your class and to view a tutorial on the system.

Use of Lockdown Browser

Heinz College utilizes Lockdown Browser from Respondus and it integrates seamlessly with Canvas. Assessments are displayed full-screen and cannot be minimized. It prevents access to other applications including messaging, screen-sharing, virtual machines, and network monitoring applications. Print, Print Screen and screen capture functions are disabled. Copying and pasting anything to or from an assessment is prevented. Right-click menu options, function keys, keyboard shortcuts and task switching are disabled. An assessment cannot be exited until the student submits it for grading. Browser menu and toolbar options are removed, except for Back, Forward, Refresh and Stop. Assessments that are set up for use with LockDown Browser cannot be accessed with other browsers. Localized for multiple languages, including English, Spanish, French, German, Italian, and Portuguese. Supports screen readers (see details). Available for Windows, Mac, iOS and other systems (see System Requirements).

Academic Computing Needs

Prior to the start of each semester, instructors will be asked if they have any special computing needs for classroom instruction. If you expect students to use particular software that is not currently being used, please notify Heinz College Computing Services Office via email at heinz-computing@andrew.cmu.edu.

All incoming masters students are required to own a laptop computer. Heinz College virtual computing environment allows students to access specific software required for a particular course without installing that software on their laptops.

Classrooms

If at any time or for any reason you are dissatisfied with your current classroom, the Office of Academic and Advising Services will make every attempt to accommodate the needs of the class. However, we ask that you not “change rooms” with another instructor, or simply relocate without the approval of the Academic and Advising Services office. Unscheduled changes inevitably cause student and staff confusion. Contact heinz-academic-services@andrew.cmu.edu if you need to discuss your assigned classroom. If you wish to schedule a room for a review session or meeting, you should use the on-line room reservation system at <https://25live.collegenet.com/pro/cmu>.

Instructional Technology Needs

Contact your Program Director at least one month prior to the beginning of the semester if you have special technology needs for classroom presentations which cannot be handled through the technology installed and available in your classroom.

All of the classrooms in Hamburg Hall have video projection equipment in the room. Some have videoconferencing, teleconferencing and course recording capabilities. If you need help after 6:00 p.m., call Media Technology Services evening hotline at 412-268-8855. Classroom support information boards are posted in all classrooms.

Instructors and Course Evaluations (by Students)

Heinz College uses Carnegie Mellon’s online Course Evaluation System, SmartEvals, for student evaluation of courses and instructors. Course evaluations will be conducted at the end of the semester or mini (we will not conduct mid-semester evaluations for full-semester classes). You can see the questions at <http://www.cmu.edu/es/forms/fce-questions.pdf>. The evaluations are anonymous. The system will allow faculty access to view and analyze their course results after final grades are submitted. To view your evaluations, go to <https://cmu.smartevals.com>. We will continue to designate a week for course evaluations and ask you to remind your students to bring their laptops to class. Provide the students with 10-15 minutes at the start of class that week so they can complete their evaluations. We and you value the students’ feedback and we wish to ensure a high rate of participation.

Teaching Assistants

Teaching Assistants (TAs) are typically assigned to large core, “quantitative,” or “technical” courses at the rate of 1 TA for every 20 students. Assignments are usually made in the late summer for the fall semester; late fall for the spring semester and late spring for the summer semester based on enrollment projections. TAs perform a variety of services such as holding office hours, assisting with grading, providing classroom support, etc. In addition, TAs often hold review sessions for students and are available to provide students with individual assistance. Contact Lori Geraci lgeraci@andrew.cmu.edu, with questions regarding the TA assignment process. PhD and Masters students indicate classes they are interested in TA’ing, instructors rank the students and can suggest additional candidates. Based on this information, assignments are made. Occasionally the allocations are a bit off because enrollment is lower or higher than expected. If you need additional help because your class size has increased, you can request another TA or grader. (A note from other instructors: You might want to check with a senior person on the reasonableness of your request before asking.) PhD students are paid a flat

monthly rate for their services; Masters students are paid an hourly rate and log hours in Workday. You will be responsible for reviewing and approving their hours in Workday, which are due on a bi-weekly schedule.

In the Classroom

Class Rosters

Use your Andrew ID to access and print your class roster at: <https://s3.as.cmu.edu/s3/>.

Student Preferred Names

When emailing or addressing students, please make sure to utilize any preferred names or preferred pronouns. Preferred names are available on your class roster in S3, and also in Canvas. Preferred pronouns are available in Canvas in the NameCoach section of your course site. This NameCoach section also offers access to student recordings of their name pronunciation.

Course Descriptions

Heinz College course descriptions are located on the website at https://api.heinz.cmu.edu/courses_api/course_list/. For each semester in which you teach, review your course description to make sure that it is accurate, up-to-date and lists any prerequisite courses. Changes can be made using the [Course Syllabus & Description](#) application found on the [Faculty Dashboard](#). If you are offering a new course, upload information for your course description and syllabus during the semester prior to the one in which you will teach the class.

Syllabus

Based on a ruling by the Faculty Senate, it is now required for every instructor to issue a syllabus document for each course offering, no later than the day the course first meets or formally begins.

The purpose of your syllabus is to communicate two kinds of information: what students need to know at the beginning of your course (in order to ascertain whether they should take the course and what will be expected of them in it) and information you and students need to have in writing (the course calendar, descriptions of and deadlines for assignments, policies, etc.). A well-designed syllabus demonstrates to students that you have spent time planning and organizing the course, and that you care about teaching.

A syllabus also serves as a contract between you and students. It tells students what is expected of them and when, so they can plan their lives accordingly. As a general rule, you should not make significant changes to the syllabus without informing your students well in advance.

In addition to the list below, your syllabus should include a description of the course as a whole, a statement of objectives: (e.g., What is the purpose of this course? What do you expect students to accomplish in it?) as well as a set of clearly defined learning outcomes. Once again, the [Eberly Center](#) is available to help you zero in on and define these objectives.

Distribute your course syllabus to students during the first class meeting. The following should be included in the syllabus:

- class time and location
- your phone number and e-mail address, and any other applicable course staff
- overview of the course and clearly specified learning objectives
- statement of course motivation/scope/purpose, and/or relevance of course material
- prior knowledge assumed/required
- description of the weekly topics to be addressed
- summary of course activities (e.g. lecture/recitation/lab/project/presentation)
- objectives and key questions for each class session
- readings and assignments due each week and expected semester schedule
- name of the textbook and any other materials required for class as key learning resources
- if applicable, information and approximate cost of business case studies
- schedule of exams or papers
- means you will use for student evaluation
- your policy on grading, including penalties for late assignments
- description of assessment structure (e.g. exams/projects/essays, and grade- assignment approach)
- your policy on collaboration, plagiarism, and cheating, including penalties for infractions ([examples](#))
- your policy on attendance and class participation
- your policies on laptops and recordings
- your policy on the classroom environment (etiquette)
- policy on late work and extenuating circumstances, such as illness
- reference to the University's policy on accommodations
- statement encouraging student wellness

Each semester, our Office of Academic and Advising Services will contact you for a copy of your course syllabus and to have you confirm that the course description on our website is accurate. Please provide this information so that we can maintain current course information. Each syllabus will be posted to the Heinz College Website in accordance with our accreditation guidelines and policies.

Statement of Student Support for Syllabi

In fall 2016, the Task Force on the CMU Experience crafted the statement below to send a strong signal of support to our students and to provide them with easily accessible information about how to get help when they need it. Please consider using this statement in your course syllabi; you should feel free to cut and paste the text directly, to personalize it in a way that feels appropriate, or to draw on additional resources/options at the [Eberly Center's website](#).

Take care of yourself. Do your best to maintain a healthy lifestyle this semester by eating well, exercising, avoiding drugs and alcohol, getting enough sleep and taking some time to relax. This will help you achieve your goals and cope with stress.

All of us benefit from support during times of struggle. You are not alone. There are many helpful resources available on campus and an important part of the college experience is learning how to ask for help. Asking for support sooner rather than later is often helpful.

If you or anyone you know experiences any academic stress, difficult life events, or feelings like anxiety or depression, we strongly encourage you to seek support. Counseling and Psychological Services (CaPS) is here to help: call 412-268-2922 and visit their website at <http://www.cmu.edu/counseling/>. Consider reaching out to a friend, faculty or family member you trust for help getting connected to the support that can help.

OPTIONAL ADDITIONAL LANGUAGE:

If you or someone you know is feeling suicidal or in danger of self-harm, call someone immediately, day or night:

CaPS: 412-268-2922

Re:solve Crisis Network: 888-796-8226

If the situation is life threatening, call the police:

On campus: CMU Police: 412-268-2323

Off campus: 911

Academic Advising

Each Heinz College student is assigned an academic advisor who provides guidance on course scheduling, areas of concentration or other academic concerns or questions. Though each student has an academic advisor, the advisor's signature is not required for students to register for classes. In fact, students are able to register through a web-based registration system. For this reason, instructors should take time during their first scheduled class to ensure that all of their students have fulfilled any course prerequisites.

Course Exemptions

Students who demonstrate that they already have the knowledge and skills that are taught in a core class may seek exemption from that course. Students interested in exempting will contact you to identify your process. Some faculty hold exams and others meet individually with students to determine their knowledge of the course content. Only the faculty member can ultimately decide whether the student should be granted the exemption. An exemption means that the student need not complete the course, but must substitute an elective course for the exempted course. The student still must complete the required number of units to graduate. Students are required to submit their requests for course exemption in the semester in which they wish to exempt the course. You will receive an email from the student with the on-line form requesting exemption. You should approve or deny this request and submit it. If you think a student can satisfy the course requirement by taking another course, they can be granted a conditional exemption. Please be sure to specify the conditions of the substitution if you grant this exception. You will also be required to specify a denial reason if you deny the request for the course exemption. Please note that only core classes can be exempted.

Wait Lists

All classes are given a maximum enrollment and wait lists begin when that maximum is reached. Students who are not Heinz College students are automatically waitlisted for our classes. Numerous issues are involved in determining which students on the wait list should be allowed to take the class. Please do not unilaterally allow students into your class if they are on the waitlist. You can view your waitlists at <https://s3.as.cmu.edu/s3/>.

Add/Drop Procedures

Students who are on your class roster on the first day of classes have until the tenth class/business day of the semester to drop a full semester class. Students have until the fifth class/business day of the mini to drop a mini class. You may find that additional students have added the class after the first session, but prior to the tenth day. It is wise to keep this in mind when copying materials for the first class. If you have a limited number of handouts, issue them to students whose names are on the roster. Students whose names do not appear on the roster after the tenth day of full semester classes or the fifth day of mini classes should not be permitted to attend.

Absence of the Instructor

If you are unable to meet with your class as scheduled, please notify the Program Director in which you teach as soon as possible prior to your absence. If the absence is an emergency, the Program Director will notify the students (or assist you in doing so). Canceling and rescheduling classes should be limited to emergencies, illness, the necessity of being out of town for a professional meeting, or observances of religious holidays. You should reschedule any class you cancel.

Review Sessions

Most core courses have optional weekly review sessions for students who would like additional assistance with their course work. Typically, TAs facilitate these non-required review sessions.

Homework

Homework assignments provide your students with the opportunity to exercise the skills and/or apply the knowledge they learn in your classroom. They also serve as indicators to you and to the students of their progress in the course. It is critical that the students receive feedback on their homework in a timely manner. There is no hard-and-fast rule on the books, but the general practice among Heinz faculty is to return homework by the next class meeting for evening or day classes that meet once a week, and by the second class meeting in courses that meet two or more times per week.

It is strongly recommended that faculty NOT mandate assignments over holidays and scheduled breaks so that students can utilize this time to maintain and support their wellbeing.

First Class Sessions

During your first class session, distribute your syllabus and make certain that the class is aware of significant aspects of the syllabus. Inform students of any policies you have for your class (attendance, cheating and plagiarism, format of assignments, etc.), and review the course expectations and grading policy.

The first class session is the best opportunity for you to grab student interest and to demonstrate the relevance of the material to students' academic and/or professional goals. It also is an opportunity to set the tone for the course. For example, if your class will involve discussion or group work, you might consider including activities in the first or second class to have the students talk to one another or to the group.

Creating a Supportive Classroom Environment

The Eberly Center provides resources and tips on how to create a supportive classroom environment. Please reference their website for more details:

<https://www.cmu.edu/teaching/designteach/teach/classroomclimate/index.html>

<https://www.cmu.edu/teaching/designteach/teach/classroomclimate/strategies/inclusivelanguage.html>

<https://www.cmu.edu/teaching/designteach/teach/classroomclimate/strategies/designassessment.html>

Course Materials

Textbooks

Textbook orders must be placed with the University Bookstore approximately two months prior to the start of a new semester. You may submit your book order directly to the bookstore (Books@andrew.cmu.edu) by giving them the title, author and ISBN number of your required and suggested books, and expected enrollment. Contact your program office for the expected enrollment. For more information about textbooks, please visit <https://bookstore.web.cmu.edu/SiteText.aspx?id=46991>.

If you have any questions about textbooks, please contact Heinz Academic Services (Heinz-academic-services@andrew.cmu.edu).

Case Studies

If you use Harvard Business School case studies in your course(s), you should send the case title(s) and case #(s) to Lori Geraci (lgeraci@andrew.cmu.edu). She will handle the processing of these cases and return them to you for distribution to your students. Please note that students' accounts will be charged for the cost of the cases. Another option is to register with [XanEdu.com](https://xan.edu.com) and have case studies and/or course packets prepared and ready for students to purchase through the company's Web site.

If you use course packets (articles, etc.), please make arrangements with the Program Coordinator for your program well in advance so sufficient copies can be prepared in time and so that we can check copyright and reproduction restrictions.

Use of Confidential and/or Privileged Information

Your course certainly will be richer if the materials you use to illustrate principles and conditions come from actual situations -- from real organizations, firms or agencies. Sunshine laws and other legislative and agency policies regarding public records have been on the books for years now, but it is not always clear exactly where the line is drawn between public and private information. There also is some public information that could be considered "sensitive." For your own benefit and protection, you are encouraged to secure specific permission to share any documents, data or information that might be

considered privileged, sensitive or confidential. You also should consider "sanitizing" these classroom materials as much as possible; this includes deleting or changing the name of the agency, business or organization cited in the materials; and deleting the identities of private individuals named in these materials.

Grading

Grading Guidelines

Instructors are responsible for determining their own grading scale to establish how many points a student needs in order to earn a particular grade. However, Heinz College operates on the grade weighting system shown below:

Grade	Interpretation	Points	Credit Toward Graduation
A+	Exceptional	4.33	Yes
A	Excellent	4	Yes
A-	Very Good	3.67	Yes
B+	Good	3.33	Yes
B	Acceptable	3	Yes
B-	Fair	2.67	Yes
C+	Poor	2.33	Yes
C	Very Poor	2	Yes
C-	Minimal Passing	1.67	Yes
R	Failing	0	No

Heinz College faculty has endorsed guidelines for grades. The mean grade in a core class should be 3.33 - 3.42 and in advanced core, concentration and elective courses it should be 3.5. For project courses, the mean grade should be 3.66.

These standard-grade guidelines result from the substantial variation that emerged in grading practices across the courses and a slow but steady grade inflation that set in over the past years. There might be instances where extraordinary performance by an entire group of students – extraordinary in either direction – will determine that grades should depart from these guidelines. Still, keep these guidelines in mind as you assign grades.

If you have **undergraduate students** (often times in the accelerated masters program) in your class, please be advised that +/-grades cannot be entered for them through the on-line grading system. You should enter their grade into the system without the +/- and then send the grade to Margie Farinelli, (mf0b@andrew.cmu.edu). Please note that you should not include students' social security numbers in email; use the student's name and Andrew ID instead.

Heinz College is committed to a learning environment that provides students with a clear understanding of their progress and performance in each class taken. Communicating grades and providing feedback on assignments helps students improve and better master course content. To that end, instructors are expected to provide students with grades for each assignment, exam, paper, presentation or project that is factored into the final grade for the course.

The University's faculty handbook outlines policies and procedures for compliance with the Family Educational Rights and Privacy Act and instructors must retain grade records for a minimum of five years following the conclusion of a class. This information is listed on the University's website at <http://www.cmu.edu/es/docs/ferpa-faculty.pdf>.

"Blind" Grading

In an effort to avoid biased grading on examinations, many instructors employ a "blind" grading method in which students use some kind of alphanumeric code on the exams instead of their names. Under University privacy policies, instructors are forbidden to employ use of the students' social security numbers for blind grading (or for any other purpose in a course).

A simple approach to blind grading is to attach a "cover sheet" on each exam blue-book or paper, upon which the students put their names and their own code number. The students also put this code number on the blue-book or on each page of the examination. When the exams are turned in, the instructor removes the cover sheets before grading. After grading is completed, the cover sheets are used to reconcile names to code numbers.

Failing Grades

Unfortunately, you will occasionally have a student in your class who does not meet the expectations that are set forth in the syllabus and deserves a failing grade in the class. Often times, these students will request an opportunity to complete extra coursework in an effort to raise their grade. **As a matter of fairness to all students in the class, instructors should not allow this; if one student is allowed to do extra work to increase a grade, then all students should be given the same opportunity.** It's important to provide students with feedback on their performance throughout the semester so they have opportunities to improve before it's too late.

Audit Grades

Students who are registered for a class may elect to receive an audit grade; they must elect this option during the first ten days for a full semester class or the first five days for a mini class. An audit grade carries no units, so the student's QPA is neither helped nor hindered by performance in an audited class. Students receive either a grade of "O" signifying a successful audit or a blank signifying an unsuccessful audit. The title of the audited course appears on the student's transcript. Instructors must approve or deny a student's request to audit a course. The student will submit the request via the electronic workflow based form which will be sent to your Andrew email account. Instructors set their own standards for attendance and/or the work they expect from students who are auditing the class.

Pass/No Pass Grades

Students may elect to take up to 12 units of elective coursework on a pass/no pass basis and must receive approval within the first ten business/class days for a semester length class (or the first five days for a mini class). Work with a grade of A through C- will receive credit for units passed and be recorded

as P on the student's academic record; below C- work will receive no credit and will be recorded as N on the student's academic record. No quality points will be assigned to P or N units; P or N units will not be factored into the QPA. Students only need approval from their program director to take a course as pass/no pass. Approval from the instructor is not required.

Incompletes

An incomplete grade should be assigned only when a student has substantially completed the coursework assigned over the semester and owes a few assignments or needs to take an exam at a later date due to extenuating circumstances (usually illness). A student who receives an incomplete must fill out a "Contract for Completion of Incomplete Coursework," which will be sent to your Andrew email account for completion and approval. Please sign/approve an incomplete contract prior to submitting an incomplete grade.

The contract must state the date by which the outstanding work will be completed, have your signature and list the default grade given if the work is not completed. Once you approve (or deny) the request, submit the form electronically. University policy stipulates the deadline for completion of missing work must be no later than the last day of classes of the semester following the one in which the original course was taken (excluding summer semester). If a student needs additional time to complete the work, the instructor and student must submit another incomplete contract (<https://login.heinz.cmu.edu/secure/ContractForCompletionOfIncompleteCourseWorkForm.asp>).

(NOTE: The "default grade" is the grade you would give the student based on her/his performance in the class up to the point of signing the contract; it should not be your projected grade following completion of all class assignments.) Incompletes should be assigned only if a student has completed at least 75% of the coursework. When recording the incomplete grade (I) in the university's on-line system (SIS), you also will need to submit the default grade since SIS will not accept an "I" grade without the default grade.

Reporting Grades

Grades are due at the end of each semester or mini session on the dates that are indicated on the Heinz College's academic calendar. Submit grades via the University's Student Services Suite (S3) at <https://s3.as.cmu.edu/s3/> by using your Andrew log-in information. Please note that the Heinz College's deadline for grade submission is earlier than the University's deadline and be sure to follow Heinz College's procedures for grade posting and deadlines. **The University has implemented a policy in which only the instructor can enter grades for the class.**

Entering Grades: When you are ready to enter your semester's grades, go to <https://s3.as.cmu.edu/s3/> and under the Registrar tab Select the Faculty Course & Grade info. (in blue). On the next screen there will be a listing of the courses you teach. Next to each course will be a gear tool. Clicking on the gear tool will give you options to print your photo roster, course roster, enter grades or assigning a proxy. The options available to you (at that time) will be highlighted in black.

Process Grades Now will submit your grades into the student system, calculate student QPAs and make the grades available to your students.

Proxy Information: If someone other than yourself must submit your grades, you will need to add a proxy through <https://s3.as.cmu.edu/s3/>. Only course-section instructors may add a proxy and all proxies must

have an active Andrew account in order to be added. Proxies cannot add additional proxies. Undergraduate students may not be a proxy. Current **Heinz master's students cannot be proxies**. Proxies will not roll over and must be entered each semester. Adding a proxy takes immediate effect, unless the added proxy has never been a proxy or is not a current S3 user. Then, it will take 1-2 days for the new proxy to have access to your course-section.

Major problems result from instructors not submitting grades by the deadlines provided. Late grades delay grade processing for all students, may not appear on the students' grade report, and prevent the master's committee from determining whether a student is making satisfactory progress in the program. **Please make sure your grades are submitted by the deadline.** If your grades are not entered by the deadline, you will need to submit a missing grade form for each student registered for the class. These forms are available at <https://s3.as.cmu.edu/s3/>. The forms are listed on the left side of the page which displays the courses you are teaching. Completed forms should be emailed to Heinz College Office of Academic and Advising Services at heinz-academic-services@andrew.cmu.edu. Heinz College Office of Academic and Advising Services will submit the forms to CMU's Registrar's Office.

All course-section instructors and proxies will receive email confirmations of all proxy changes (adds, deletes) and of all grades entered (during the grading period).

If you have any issues or questions regarding your grading, feel free to call Kathy Sloan at 412-268-1949. You may also send emails to egrades@andrew.cmu.edu.

Changing Grades

Instructors may find it necessary to change a student's grade for various reasons. A student should meet with the instructor to discuss the grade change. If the instructor agrees to change the grade, a [Change of Grade](#) form needs to be completed. The change of grade form is the same form as the missing Grade Form but the change of grade portion of the form requires the signature of one of the Associate Deans, depending on the School the course was offered under, i.e. Information Systems or Public Policy and Management. Once the instructor completes the form, the form should be submitted to Margie Farinelli in the Office of Academic and Advising Services. Margie Farinelli will get the Associate Dean's signature on the form and submit the form to the CMU Registrar's Office. The Registrar's Office normally changes the grade within 48 hours.

Posting Student Grades

In accordance with students' legal rights of privacy, instructors members are not permitted to publicly post student names and grades or social security numbers and grades. Students are able to access their grades via the university's on-line registration system via the internet so Instructors need only submit their grades through the on-line system. The University's faculty handbook outlines policies and procedures for compliance with the [Family Educational Rights and Privacy Act](#), and faculty must retain grade records for a minimum of five years following the conclusion of a class.

Academic Integrity

Heinz College follows the University's policy and procedures for cases of academic integrity violations. You can view Carnegie Mellon's policy at <http://www.cmu.edu/policies/student-and-student-life/academic-integrity.html>. Penalties for cheating are determined by the instructor and can range from receiving a zero on the assignment to a failing grade in the course. The instructor can recommend to the Dean that the student receive a more serious penalty based on the severity of the offense. These penalties should be detailed in your syllabus.

In any presentation, creative, artistic or research, it is the ethical responsibility of each student to identify the conceptual sources of the work submitted. Failure to do so is dishonest and is the basis for a charge of cheating or plagiarism, which is subject to disciplinary action.

Students at Carnegie Mellon are engaged in intellectual activity consistent with the highest standards of the academy. The relationship between students and instructors and their shared commitment to overarching standards of respect, honor and transparency determine the integrity of our community of scholars. The actions of our students, faculty and staff are a representation of our university community and of the professional and personal communities that we lead. Therefore, a deep and abiding commitment to academic integrity is fundamental to a Carnegie Mellon education. Honesty and good faith, clarity in the communication of core values, professional conduct of work, mutual trust and respect, and fairness and exemplary behavior represent the expectations for ethical behavior for all members of the Carnegie Mellon community.

Policy Statement

In any manner of presentation, it is the responsibility of each student to produce her/his own original academic work. Collaboration or assistance on academic work to be graded is not permitted unless explicitly authorized by the course instructor(s). Students may utilize the assistance provided by Academic Development, the Global Communication Center, and the Academic Resource Center (CMU-Q) unless specifically prohibited by the course instructor(s). Any other sources of collaboration or assistance must be specifically authorized by the course instructor(s).

In all academic work to be graded, the citation of all sources is required. When collaboration or assistance is permitted by the course instructor(s) or when a student utilizes the services provided by Academic Development, the Global Communication Center, and the Academic Resource Center (CMU-Q), the acknowledgement of any collaboration or assistance is likewise required. This citation and acknowledgement must be incorporated into the work submitted and not separately or at a later point in time. Failure to do so is dishonest and is subject to disciplinary action.

Instructors have a duty to communicate their expectations including those specific to collaboration, assistance, citation and acknowledgement within each course. Students likewise have a duty to ensure that they understand and abide by the standards that apply in any course or academic activity. In the absence of such understanding, it is the student's responsibility to seek additional information and clarification.

Policy Violations

Cheating occurs when a student avails her/himself of an unfair or disallowed advantage which includes but is not limited to:

- Theft of or unauthorized access to an exam, answer key or other graded work from previous course offerings.
- Use of an alternate, stand-in or proxy during an examination.
- Copying from the examination or work of another person or source.
- Submission or use of falsified data.
- Using false statements to obtain additional time or other accommodation.
- Falsification of academic credentials.

Plagiarism is defined as the use of work or concepts contributed by other individuals without proper attribution or citation. Unique ideas or materials taken from another source for either written or oral use must be fully acknowledged in academic work to be graded. Examples of sources expected to be referenced include but are not limited to:

- Text, either written or spoken, quoted directly or paraphrased.
- Graphic elements.
- Passages of music, existing either as sound or as notation.
- Mathematical proofs.
- Scientific data.
- Concepts or material derived from the work, published or unpublished, of another person.

Unauthorized assistance refers to the use of sources of support that have not been specifically authorized in this policy statement or by the course instructor(s) in the completion of academic work to be graded. Such sources of support may include but are not limited to advice or help provided by another individual, published or unpublished written sources, and electronic sources. Examples of unauthorized assistance include but are not limited to:

- Collaboration on any assignment beyond the standards authorized by this policy statement and the course instructor(s).
- Submission of work completed or edited in whole or in part by another person.
- Supplying or communicating unauthorized information or materials, including graded work and answer keys from previous course offerings, in any way to another student.
- Use of unauthorized information or materials, including graded work and answer keys from previous course offerings.
- Use of unauthorized devices.
- Submission for credit of previously completed graded work in a second course without first obtaining permission from the instructor(s) of the second course. In the case of concurrent courses, permission to submit the same work for credit in two courses must be obtained from the instructors of both courses.

Procedures for dealing with allegations of these policy violations are detailed in the university's Academic Disciplinary Action Procedures for Undergraduate Students and the Academic Disciplinary Action Procedures for Graduate Students, which are published in [The WORD student handbook](#). Periodic review of these procedures will be overseen by the Dean of Student Affairs or her/his designee in consultation with Faculty Senate and the relevant student governing bodies. Any amendments to these procedures are subject to the approval of Faculty Senate. Additional guidelines and procedures for graduate students may exist at the college/department/program level, in which case they are communicated in the college/department/program graduate student handbook.

Your syllabus should state explicitly your definition of and policy on cheating and plagiarism and the consequences for violating your policy. It is important to describe whether students can collaborate on homework, projects or other assignments or whether you expect them to complete the work individually. Some instructors encourage collaborative work while others discourage it – let students know the expectations and limitations for your course. Feel free to contact your Associate Dean if you have questions on the policy or procedures. View [Appendix A](#) for examples of wording for your syllabus.

Students – especially international students, but domestic students as well – do not all share the same understanding of what constitutes cheating; they also may be unaware of proper citation conventions. You may not be able to take class time to go over these definitions and expectations, but a fairly detailed explanation in your syllabus is a very good idea. You also might inform international students that if they have any questions about what cheating or plagiarism involve, they should consult the Intercultural Communication Center (Warner Hall 418) or their Program Director for help immediately.

If you discover that a student in your class has cheated, you should act immediately, taking the following steps:

- Document the offense, events and parties involved.
- Meet with the student(s) to present and discuss the issue.
- Determine if, in your opinion, the student is guilty of an academic violation.
- Decide on the penalty you will impose if the student is found guilty of cheating.
- Once you have selected a penalty, you should communicate that decision in writing to the student. You may wish to consult your department head and/or OCSI as you compose this letter. You should also feel free to consult our email templates for documenting student violations.
- You can then submit the report to OCSI via the [Academic Integrity Reporting Form](#). In addition to the standard form fields, we ask that instructors upload a copy of the email that was sent to the student. Instructors are also encouraged to submit supporting documentation at this time.

For more information about investigating or reporting academic integrity violations, please visit the Office of Community Standards & Integrity website: <https://www.cmu.edu/student-affairs/ocsi/faculty/index.html>.

Technological Methods:

Carnegie Mellon subscribes to two plagiarism detection services for written assignments: SafeAssign (available in Canvas) and [Turnitin](#) (available in Canvas and as a stand-alone). Simply excerpting a few samples of a student's writing into Google also can yield interesting results. SafeAssign and Turnitin are similar in that they compare the text of student assignments to text in a database of documents available on the web and documents that have been turned in by other SafeAssign or Turnitin users. Both services then produce a report that highlights passages in the student's assignment that may have been plagiarized, along with links to the possible source document. The Eberly Center has created a [grid](#) to help determine which tools include the functionality to support your teaching goals. Contact the Eberly Center eberly-ctr@andrew.cmu.edu if you would like to try a tool or get more information. These tools can be used not only for detection, but also as pedagogical tools by having your students check their work with them and realize for themselves if they have quoted too liberally. This can help students monitor the quality of their own writing. Visit the Eberly Center's guidelines for more information about using Turnitin:

<https://www.cmu.edu/teaching/designteach/design/syllabus/samples-policiesexpectations/examples/academic-integrity/GuidelinesforUseofTurnitin.pdf>.

According to faculty in Computer Science, these tools are not particularly helpful for detecting plagiarism in code. Instead, they recommend the following tools for detecting similarity in code:

MOSS: <http://theory.stanford.edu/~aiken/moss/> — MOSS stands for Measures of Software Similarity. According to CS faculty and Marie Norman at the Eberly Center the faculty can “batch submit” the assignments in any standard programming language and the system will return a color coded report for each assignment of the similarity to other submitted assignment. The service is free with registration, but requires that the faculty run a Perl script to submit the assignments.

JPlag: <https://www.ipd.uni-karlsruhe.de/jplag/> — According to the JPlag site “JPlag is a system that finds similarities among multiple sets of source code files. ... JPlag does not merely compare bytes of text, but is aware of programming language syntax and program structure and hence is robust against many kinds of attempts to disguise similarities between plagiarized files. JPlag currently supports Java, C#, C, C++, Scheme and natural language text.” The program is free with registration.

The University Education Council has decided that **professors who use these sorts of automated tools for detecting plagiarism in their classes, must make this known to the students**. The guidelines for using plagiarism detection tools can be found [here](#).

iThenticate:

iThenticate is a plagiarism prevention tool that compares documents (including journal article manuscripts, proposals, research reports, thesis, and dissertations, etc.) against 60+ Billion Webpages, 155+ Million Content items, 49+ Million published works from 800+ scholarly publishers and over 300,000+ ETDs from ProQuest across the Internet and subscription databases.

It is the anti-plagiarism software platform currently used by the NSF, and is an optional tool now available to all CMU Faculty, Staff, Researchers, and PhD Students to check their manuscripts and grant draft proposals prior to submission to guard against and future claims of plagiarism or self-plagiarism. The CMU subscription to iThenticate authorizes a limited number of accounts. It is available for all CMU Faculty, Researchers, and PhD Students. **It is not appropriate to use iThenticate to check student coursework, instead, faculty and instructors are encouraged to use Turn-it-in via Canvas.**

For more information about accessing and using iThenticate, see this guide: <https://guides.library.cmu.edu/ithenticate>.

Procedural Methods:

There are a variety of procedures instructors can use to make it easier to identify and prevent plagiarism. These procedures include the following:

- Grading exams question-by-question instead of exam-by-exam may make it easier to identify similarities across questions.
- Number exams so you can recreate which students were sitting near each other.

- List the CMU Ethics Hotline number (1-877-700-7050) prominently in class materials to make students more comfortable with reporting violations. See also <https://www.cmu.edu/hr/resources/ethics-hotline.html>
- Faculty can also check the “document properties” in many common “Office” files (Excel, Word, PDF). The document properties will show the original author for the file. Two students submitting work with the same listed author in the document properties would be a strong signal of potential plagiarism. These properties can be changed by savvy students, but may be overlooked in many cases.
- Instructors should regularly change assignments, cases, and exams, to avoid semester-to-semester plagiarism.
- Instructors can schedule exams in larger classrooms and leave an empty seat between students.
- Since a good bit of cheating is on homework, faculty can reduce the weight of homework in the final grade calculation to disincentivize cheating on homework.
- Instructors concerned about the possibility of student cheating and/or plagiarism can design assignments and exams that discourage cheating. You might, for example, ask to see papers at various stages of development (early project proposals, first drafts, etc.). For help designing appropriate assessments, contact the [Eberly Center](#).

Student Behavior

Classroom Etiquette

Teaching styles in classrooms vary dramatically, in both the United States and around the world. What is acceptable in one class to one instructor may not be to another. Please think carefully about what you will and will not accept in your own classroom, and spell it out – very explicitly – to students in your syllabus and on the first day of class. For example, you might consider your own policy on students coming in late or leaving early, eating or drinking in class, forms of address, etc. It also might be interesting to solicit student reactions to these ground rules; this can be very informative regarding cultural expectations and norms.

At the very least, you are encouraged to remind the students that all cell phones and pagers should be turned off – or, the very least, muted – during class sessions. (Re: Notebook computers, see Laptops in the Classroom below.)

Class Attendance

Students are expected to attend class. You should decide how you want to address the issue of absences. Most part-time students work full time and have family responsibilities, and may therefore need to miss an occasional class due to professional expectations or family emergencies. Full-time students have fewer outside obligations. Bring attendance problems to the attention of the Program Director or Associate Dean.

Students must attend the courses and sections for which they are registered. Failure to do so could impact room occupancy guidelines, as well as possibly take a seat away from another student who is registered and meant to be there. Please encourage all students to attend courses as scheduled and reach out to Heinz Academic and Advising Services if the issue persists.

Recording of Class Sessions by Students

Some of our students find it helpful to record class sessions. There are, however, courses or specific class situations where recordings may be inappropriate. You are advised to include a notice in your syllabus stating your policy, which should include language informing the students that these recordings are for personal use and that copies may not be distributed to anyone else in any format or fashion. At the very least, you should require students to request your permission to record classes.

If you would like more information on recording class sessions, please contact Eric Pfaffle at Heinz-Computing@andrew.cmu.edu.

Laptops in the Classroom

Certain classes require the use of laptop computers in class. In other classes, some of our students find laptops useful for taking notes in class. Unfortunately, a small number of students believe that “multitasking” is possible in the classroom and try to both read email and pay attention to what’s going on in class. It is perfectly acceptable to ask students to close their laptops for part or all of a class. You may be worried about annoying your students by bucking the trend, but you could make the situation palatable to students if you prefaced such requests with a polite explanation, such as “I’d like your undivided attention for the next 15 minutes, so please close your laptops and focus on the board...”

A number of your colleagues have instituted a policy that laptops must be closed and stored during class sessions. You are welcome to do so as well. You also may permit use on a case-by-case basis, or permit use of laptops and, if it becomes a problem later in the course, institute or reinstate the ban.

Resources

Bookstore

The bookstore, located in the Cohon University Center, provides textbooks through an online bookstore rather than carrying physical textbooks in the store. The bookstore hours during the academic semester are: Monday through Thursday, 8:00 a.m. to 6:00 p.m., Friday from 8:00 a.m. to 5:00 p.m., Saturday from 10:00 a.m. to 4:00 p.m., and it is closed on Sundays. These hours typically change during the summer semester. Visit them online at <https://bookstore.web.cmu.edu/home.aspx>.

Photocopying

Heinz College provides photocopies of your course materials. You can drop off your copying one week prior to your class at our Reprographic Services Department in Hamburg Hall room 1113 (first floor). Your materials will be ready for you to pick up prior to the start of the class for which you need them. If you have any questions, please contact Gary Franko at gfor@andrew.cmu.edu or 412-268-8282. For smaller copying jobs, two self-service copiers which require code access are available. These copiers are located in the first floor annex (room 1102) and in the second floor annex (room 2106). Your Program Coordinator will have the copy code. There is paper in the copier room so you can refill it if it runs out. For all other tasks including refilling toner and fixing jams, call the phone number or email the address posted in the room.

University Libraries

The University Libraries provide a range of services including access to the Libraries' collections, expertise, and facilities; use of collections held by other libraries; and services enabling Carnegie Mellon students, faculty, and staff to deposit their work in the University Libraries.

New journals are added at the request of instructors when feasible. Faculty and staff are consulted periodically for recommendations regarding book purchases. The University Libraries hosts a web page (www.library.cmu.edu) that provides access to numerous resources useful to faculty, staff and students in public affairs and administration. These include library catalogs, databases, subject web pages, a virtual reference desk and more. Some frequently used journals include: Human Rights Quarterly, Contributions to Economic Analysis & Policy, Economic Policy Review, Business & Politics, and Global Economy Journal.

The web page also has links to sites focusing on associations and societies, gateways, government documents, journals, reference resources, statistical sources, think tanks and academic departments.

Access to most library databases is university-wide and searchable from on- or off-campus. Some of the available databases concerned with public affairs and administration include: PAIS International, INFORMS PubsOnline, Homeland Security Digital Library, LexisNexis Academic, LexisNexisCongressional, CQ Library and ProQuest.

There are three libraries on campus to which all students, staff and faculty have access:

- Hunt Library, 4909 Frew Street
- Mellon Institute Library, Mellon Institute, 4th floor, 4400 Fifth Avenue
- The Engineering and Science Library, Wean Hall, 4th floor

Members of the Carnegie Mellon community can use and borrow directly from The Carnegie Library of Pittsburgh and the University of Pittsburgh libraries except for those that do not participate in the Oakland Library Consortium (OLC): Fine Arts, Law, Nursing, Western Psychiatric Institute, and the Pitt branch libraries in Bradford, Greensburg, Johnstown, and Titusville.

Emergency Situations

The campus security office is equipped to deal with emergencies including injuries, disruptions, locked doors and physical plant problems that might cause injury or damage to the building. The phone number from any campus phone is 8-2323. If you teach a day class, you can notify the Associate Dean for Finance and Operations in HBH 1001 (412-268-4559) or one of the Associate Deans (412-268-5980 or 412-268-7639). Contact campus security directly if you teach an evening class.

Important Telephone Numbers (If calling from a campus phone, just dial '8' and then the last four numbers)

Campus Police	412-268-2323
Computing Services	412-268-3425
Instructional Technology	412-268-2430
Eberly Center for Teaching Excellence	412-268-2896
Dean's Office	412-268-3840
University Center Information Desk	412-268-2107

University Closings

In the event that the University President or Provost decide to close the university due to severe weather or other access problem, the university will post a recorded message on 412-268-2000, the main university telephone line. Faculty, staff and students are encouraged to call prior to 8:00 a.m. In addition, the university will contact Pittsburgh area news media, including KDKA-TV, WPXI-TV, WTAE-TV, KDKA-Radio (1020 AM), WTAE-Radio (1250 AM), KQV Radio (1410 AM), and the Associated Press. The closing will also be posted on the official cmu-news bulletin board that you can access through your email account and on the Carnegie Mellon homepage (www.cmu.edu). Heinz College may independently decide to cancel evening classes due to severe weather or other problems. In that event, individual instructors and students will be notified and an announcement will be posted on the Heinz website.

Cohon University Center (CUC)

Carnegie Mellon's Cohon University Center was built in 1996 for the use of the Carnegie Mellon community. The building is fully equipped with a food court, an art gallery, a gymnasium, an exercise room, a swimming pool, an art store, the University store, a convenience store, lounges, and racquetball and squash courts. Use of the exercise facilities at the University Center is free, but requires a Carnegie Mellon ID card. For more information about the University Center including their hours of operation, refer to their Web page at www.cmu.edu/university-center/index.html.

Web Resources

University Web Resources	www.cmu.edu
University Libraries	www.library.cmu.edu
Canvas	www.cmu.edu/Canvas/
Heinz College Web Resources	www.heinz.cmu.edu
Course Schedules	https://enr-apps.as.cmu.edu/open/SOC/SOCServlet
Course Descriptions	https://api.heinz.cmu.edu/courses_api/course_list/
Academic Calendar	https://www.heinz.cmu.edu/heinz-shared/_files/img/current-students/heinz-college-academic-calendar-2019-2020.pdf
Events Calendar	https://www.heinz.cmu.edu/about/events.php
Room Reservations	https://25live.collegenet.com/cmu/

Policies

Heinz College and University Policies

Below is information on a few key university policies of which all instructors should be aware. Complete information on all university policies is available at www.cmu.edu/policies.

Accommodating Students with Disabilities

The University's Office of Disability Resources works with students who require accommodation in the classroom. A student may request accommodation for your class and should present you with a document from the Office of Disability Resources that outlines the accommodations that must be provided to the student. Information on assisting students with disabilities is on the University's website at <https://www.cmu.edu/disability-resources/faculty/index.html>. If you have any questions about a student issue, please contact the Director of the program that student is enrolled in.

For resources regarding assistance for staff and faculty, please visit: <https://www.cmu.edu/hr/work-life/life-experiences/illness-disability/accommodations.html>.

Equal Employment Opportunity and Affirmative Action (EEO/AA) Policy

Carnegie Mellon is committed to Equal Employment Opportunity and Affirmative Action (<http://www.cmu.edu/policies/documents/EEOAA.html>).

The university is committed to basing its employment decisions on the principle of equal employment opportunity. All personnel actions, including, but not limited to, recruitment, hiring, training, promotion, compensation, benefits, transfer, layoff, return from layoff, education tuition assistance and social and recreational programs are administered in accordance with the university's commitment to no-discrimination.

Further, the university is committed to affirmative action to attract qualified candidates for employment who are minority, female, individuals with disabilities, disabled veterans and veterans of the Vietnam Era; to ensuring that bona fide job-related and valid requirements are used to evaluate employees for promotion and applicants for employment; and to complying with applicable federal, state and local laws, statutes, orders and regulations prohibiting discrimination on the basis of race, color, religion, gender, age, national or ethnic origin, sexual orientation, veteran status or non-job related disability.

Regulatory Compliance: The university does not discriminate and is required not to discriminate in employment by Executive Order 11246, the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, the Vietnam Era Veterans Readjustment Assistance Act of 1974, Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, and other federal, state and local laws. Employees and applicants are protected from coercion, intimidation, interference or discrimination for filing a complaint or assisting in an investigation under the above statutes and executive order.

The U.S. Department of Labor, including the Office of Federal Contract Compliance Programs (OFCCP), is responsible for the external administration and enforcement of the applicable federal laws, rules and regulations cited in this policy. Inquiries concerning application of these statements should be directed to the provost, Carnegie Mellon University, 5000 Forbes Ave., Pittsburgh, PA 15213, telephone 412-268-6684.

Intellectual Property Policy

The University's policy is available at <http://www.cmu.edu/policies/documents/IntellProp.html>.

Sexual Harassment Policy

Carnegie Mellon prohibits all forms of sexual misconduct, including sexual harassment, sexual assault, domestic and dating violence, and stalking. The University also prohibits retaliation (or taking negative actions against a person) in connection with reporting sexual misconduct.

Read [Carnegie Mellon University's Policy Against Sexual Assault and Sexual Harassment](#)

As an employee of the University, you are responsible to report any instances of sexual misconduct to the [Office of Title IX Initiatives](#).

Any faculty member, staff employee or student found to have violated the university's policy against sexual harassment will be subject to immediate and appropriate disciplinary action, including possible suspension, termination or expulsion. Carnegie Mellon adopts the basic definition of the Equal Employment Opportunity Commission (EEOC) regarding sexual harassment as any unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is an explicit or implicit condition of employment or evaluation or advancement of a student.
- Submission to or rejection of such conduct is used as the basis for employment, evaluation or advancement decisions.
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance, or creating an intimidating, hostile or offensive work environment.

Statement Regarding Consensual Relationships

It is of critical importance to the University's mission that the integrity of academic and professional relationships between students and those in positions of authority over them is maintained. These members of the University community are entrusted with authority to support the intellectual, professional, and personal growth of our students.

Intimate relations (even if consensual) between students and those in a position of authority over them compromise the integrity of their academic and professional relationship.

Consensual intimate relationships and actions intended to solicit such relationships are prohibited between students and those who are in a position of authority over the student, such as senior administrators, faculty, academic instructional staff, post docs, and University staff. This also includes situations where one student is in a position of authority over another, such as those serving as teaching assistants, tutors, research supervisors, graders, resident assistants, community advisors, supervisors in a student employment role, or mentors designated by the university (such as orientation student leaders).

Security Report

Carnegie Mellon publishes an annual campus security report describing the University's security, alcohol and drug, and sexual assault policies and containing statistics about the number and type of crimes committed on the campus during the preceding three years. You can obtain a copy by contacting the Carnegie Mellon Policy Department at 412.268.2323. The security report is available on the Web at <http://www.cmu.edu/police/annualreports/>.

Smoking Policy

Smoking is permitted only in areas specifically designated and posted as smoking areas. The complete university policy is available at <https://www.cmu.edu/policies/safety-and-security/smoking.html>.

Student Privacy Policies

Faculty and staff are accountable for maintaining the privacy of student information in compliance with University and federal policies. The University policy is designed to comply with the provisions of the Family Educational Rights and Privacy Act (FERPA) of 1974, 20 U.S.C. Sec. 1232g.

The specific policy can be found at <http://www.cmu.edu/policies/documents/StPrivacy.html>. Good practice by faculty and staff members requires that they maintain, report, and make available information included in student educational records in compliance with the requirements of FERPA and the University's Policy.

Student Information Disclosure

With certain exceptions, Carnegie Mellon officials will not disclose personally identifiable information from a student's education records without the student's prior written consent. This includes letters of recommendation from faculty or staff. Prior to completing a letter of recommendation for a student, you should have a signed copy of the "Consent to Release Student Information".

Student Information Guidelines

Some recommended guidelines and practices regarding protecting the confidentiality of student records are shown below:

- DO NOT display student scores or grades publicly in association with names, student ID numbers, Social Security Numbers, computer user IDs, or other personal identifiers. Because the student ID is not public information, posting non-directory information such as grades using any part of the student ID as an identifier is not permitted.
- DO NOT put papers, homework set, exams, lab reports, etc. containing student names and grades in publicly accessible places. Students may not have access to the scores and grades of others in the class.
- DO NOT share student educational record information, including grades or grade point averages, with other faculty or staff members of the University unless their official responsibilities identify their "legitimate educational interest" in that information for that student.
- DO NOT share by phone or correspondence information from student educational records, including grades or grade point averages, with parents or others outside the institution, including letters of recommendation, without written permission of the student.
- DO refer requests for information from the educational record of a student to the University Registrar.
- DO NOT request information from the educational record custodian without a legitimate educational interest and the appropriate authority to do so.
- DO keep course records for a minimum of five years after the course ends. Do keep only those individual student records necessary for the fulfillment of your teaching or advising responsibilities. Private notes of a professor/staff member concerning a student and intended for professor's/staff member's own use are not part of the student's educational record.

- DO keep any personal professional records relating to individual students separate from their educational records. Private records of instructional, supervisory and administrative personnel and ancillary educational personnel are to be kept in the sole possession of the maker and are not to be accessible or revealed to any other person, except if basic research involves student data, instructors should follow University policies regarding the use of human subjects.
- DO change factual information regarding grades and performance in an educational record when the student is able to provide valid documentation that information is inaccurate or misleading. The substantive judgment of a faculty member or instructor about a student's work, expressed in grades and/or evaluations, is not within the purview of a student's right to challenge their educational records.
- DO NOT include in a student's educational records or make available to him/her, or to a third party, information from medical, psychiatric, or psychological reports; records from law enforcement officials on or off the campus; or notes of a professional or staff person which are intended for that individual alone.

Appendix A: Examples of Academic Integrity Text for Your Syllabus

Academic Integrity Violations

You are responsible for being familiar with the university standard for academic honesty and plagiarism. Please see the CMU Student Handbook for information. In order to deter and detect plagiarism, online tools and other resources are used in this class.

Examples of Introductory Comments:

"Students are expected to maintain the highest ethical standards inside and outside the classroom. Cheating harms the offender, other students, and the academic process. All acts of cheating cannot be identified. If you have any question concerning whether an act is appropriate please consult me or the appropriate university official before acting. What follows are examples of cheating and dishonorable behavior...."

"A word about cheating: Don't! No grade is worth sacrificing your personal integrity- particularly at the grad level! Students bear the responsibility for being familiar with generally accepted practices governing bibliographic research and citation of resource materials including web resources, in all written assignments."

"Just don't do it. Please. It's not worth it. These rules and the academic integrity standards outlined in your student handbook will be strictly enforced. Violations of these rules or standards are considered a fundamental breach of trust and may result in failure of the course."

"Here are some suggestions so that you do not feel compelled to cheat (not that you would):

- Prioritize your work: time management is your friend.
- Own your own work: Be proud of your work. Why would you want to take credit for someone else's?
- Always cite your sources.
- Get help: When you have trouble, get help from Instructors or TAs.
- And most important, of the overriding ethical consequence: when you cheat you diminish yourself (yes, in the psycho-philosophical sense), you devalue your work, and you dishonor your community and your history."

Collaboration:

"Collaboration is not permitted in this class. Cheating will be treated very seriously.

The following are OK:

- Discussing the requirements of the project as long as no code is discussed
- Discussing general approaches to solving the project as long as no code is discussed
- Finding code samples from the textbook and class handouts.

The following are considered cheating:

- Discussing code
- Showing anyone your code

- Looking at anyone else's code
- Having anyone else produce code for you
- Having anyone else correct your code for you
- Copying code you find on the web

A student who shares code with another student will be treated the same as the person who does the copying. Keep your own code safe."

"You are not permitted to be in possession of any assignments, quizzes or exercises from another student either from the current semester or from past semesters whether they are electronic or paper. Possession of or sharing such files constitutes an infraction of the academic integrity policies of this course."

Assignments:

"Homework must be individual work unless otherwise stated. You may consult each other on clarification, technical and conceptual issues, but you must do individual problem solving and derive your own solutions, including your own computer work."

"Individual assignments must reflect individual effort. Although I expect you to attempt solving each problem on your own, I encourage you to seek help from the class TAs if you struggle with any assignment. Sharing your assignments with any other student in any form (whether it is a paper document, an electronic document such like a MS Word document, or a document in any other format) is not permitted and will be considered cheating. . If you are in possession of any other person's document or file from this or any other semester, you are in jeopardy.

Any "discussion" between students that results in a similar HW submission is also not allowed."

"Individual memos are individual work. Each memo must be written solely by the student turning it in. Also there must be different informational content (i.e., facts) in each person's memo."

Plagiarism:

"Please remember that the internet makes it very easy to plagiarize, but it also makes it very easy to find the plagiarized material. In other words, Google works for you and for me."

"You may *not* lift (copy and paste) any text from any source including the Internet without a clear indication (usually quotation marks) that this is not your own words along with appropriate attribution of the source in your document.

Listing website at the end of the paper without indicating what was taken directly (copied) from a source is not adequate attribution. Changing a couple of words in a copied sentence does not make this your work. It is necessary to read through your sources and then write based on what you have learned from your research."

"Cheating includes but is not necessarily limited to:

1. Submission of work that is not the student's own for papers, assignments, lab exercises, or exams.
2. Submission or use of falsified data. Plagiarism which includes, but is not limited to, failure to indicate the source with quotation marks or footnotes where appropriate if any of the following

are reproduced in the work submitted by a student:

- a. A graphic element.
- b. A proof.
- c. A phrase, written or musical
- d. Specific language.
- e. An idea derived from the work, published or unpublished, of another person.
- f. Program code or algorithms.”

Examinations:

“Cheating includes but is not necessarily limited to use of an alternate, stand-in or proxy during an examination or for assignments.”

“Cheating includes but is not limited to unauthorized access to exam (or assignment), use of unauthorized material during an exam, supplying or communicating unauthorized information for an exam (or assignment).”

“Unless indicated otherwise, you may not use your books, notes, other individuals, other exams, etc. when answering your exam questions. I occasionally have "open book" exams and “take-home” exams where the rules are different. I will make it clear when such is the case.”

Penalties

“If you are found to be cheating, plagiarizing or engaged in any form of academic misconduct in the preparation of materials that are evaluated for grading purposes you will automatically be failed in the course. There is no minor form of cheating and there will be no exceptions made to this penalty. In addition, you will be referred to the Dean for additional disciplinary action, up to and including expulsion from the school. If you find this penalty to be too severe as a matter of principle I certainly respect that but you should not take this course.”

“The minimum penalty for cheating on an assignment is zero credit for the work submitted. The minimum penalty for cheating on a group assignment is as follows: If a member misrepresents his/her contribution to the group, the team member will receive 0 points for the group project. If the entire team knowingly misrepresents the team's work, all members will receive 0 points for the project.”

“The first instance of cheating, whether on a test or homework project, will result in a failing grade for the course, and possible expulsion from the program. In addition to any penalties imposed by the instructor, including failing the course, all cheating and plagiarism infractions will be reported in writing to the Associate Dean for the program, the Associate Dean of Faculty, the Dean of Student Affairs, and the Dean. They will review and determine if expulsion should be recommended. The report will become part of the student's permanent record.”