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CTL gratefully acknowledges the contributions of Dr. Randall E. Lehmann and Dr. Aria Nosratinia, creators of the EE Instructor Handbook, whose original sections are copyrighted by UTD Electrical Engineering department with modifications herein by permission.  CTL also acknowledges the contributions of the BBS Teaching Toolkit.
I. Welcome to UT Dallas

A. About this handbook
This document is intended to help orient you to the information you need to get started teaching. You’ll find requirements, recommendations, and answers to frequently asked questions, as well as referrals to the many teaching resources that are available. Just about all of this information is available online, but this searchable document pulls together much of what you will need to know right away, and can serve as a handy reference for questions that may arise throughout the semester. This document may be found at https://www.utdallas.edu/ctl/ and in the eLearning Faculty Resources organization. Additional information is available at the official Faculty and Staff web page, at http://www.utdallas.edu/faculty.

Please note: Web addresses frequently change; if you do not find a link, search the UTD website for the office/procedure.

B. Center for Teaching and Learning (CTL)
CTL was launched in January 2016 with the mission to provide campus-wide leadership and coordination of activities aimed at supporting excellence in teaching. Please contact CTL staff when you have questions or concerns related to teaching, by email at CTL@utdallas.edu or by phone at 972-883-2247. Additional information about the center and our programs is available on our web page, utdallas.edu/ctl.

   Director: Dr. Paul F. Diehl
   Associate Director: Dr. Karen Huxtable
   Administrative Assistant II: Beverly Reed
   Assistant Director: Dr. Salena Brody
   Assistant Director: Dr. Carol Cirulli Lanham

II. New Employees

A. Paperwork & request for NetID
Please complete your new employee paperwork as designated by the Dean’s office of your school. After this paperwork is processed you will receive your UTD ID.

1. NetID, computer access, and email
As soon as you receive your UTD ID you can use it to obtain your separate NetID at https://netid.utdallas.edu/. The NetID gives you access to your UTD computer account. This is a unique identifier (username) that also serves as your default UTD email address.

Forwarding emails to a personal email account outside of UT Dallas is dangerous and highly discouraged because the contents are exposed to Internet attackers and a third-party email service that has no contract with UT Dallas. Several better options exist to conduct UTD-related work, including Outlook Web Access (webmail.utdallas.edu), Box.com (utdallas.edu/cometspace), and VPN remote connection to the UT Dallas network (https://www.utdallas.edu/oit/vpn/).

For more information, contact the Information Security office
at infosecurity@utdallas.edu or 972-883-6810. Change of password is required on a regular basis for university computer accounts; unless done in a timely manner the UTD computer account will be locked.

To request computer Tech Support, email assist@utdallas.edu, call the Help Desk at 972-883-2911, or visit https://www.utdallas.edu/oit/helpdesk/.

2. **Comet Card photo ID**
The UT Dallas photo ID card, called the Comet Card, is used for all identification purposes on campus, as a library card, and is also used as a key for electronic access in many buildings and labs on campus, http://www.utdallas.edu/cometcenter/getcard/, as well as for discounts at some local businesses.

New employees must complete a Faculty/Staff Comet Card Request form and have it approved by the department. The Photo ID is issued in the Student Services Addition, SSA 12.324.

3. **Administrative Assistant support**
Administrative assistant (AA) support is provided for all instructors. The provided support includes:

- Requests for office keys and electronic access to labs and selected other rooms on campus
- Requests for photocopying of exams (most require one week advance notice, so please verify in advance)
- Office or classroom supplies

Please contact your program head to identify the designated person in your unit.

4. **Teaching Assistant (TA) support**
Availability of Graduate TAs varies by school and by course. Instructors are responsible for adding TAs to their courses in Orion. If you have been assigned a TA, you will be notified by your school or program head, and the TA will be asked to contact you to discuss their responsibilities. Please note each TA may have multiple assignments, and the claim of each instructor on a TA’s time is limited to the portion of the TA’s time assigned to that instructor. For example, a 50% TA means that the instructor can give the TA the equivalent of no more than 10 hours of work per week. Consult with your program head to identify the appropriate uses of a TA’s time in your school. Additional considerations for working effectively with TAs are indicated below.

**B. Galaxy**
The Galaxy online portal is the starting point for working in the Orion system, which is the online application that students use to track their class schedules, grades and more. Galaxy also is the entry page for staff and faculty members seeking access to payroll and benefit information. Log in to Galaxy from the University’s main web page using the link in the upper right corner or directly from https://www.utdallas.edu/galaxy/. Galaxy provides access to many useful tools, including:

1. **Outlook Webmail**
Faculty and Staff Email on the Microsoft Exchange Server
2. **New Employee DayOne**  
Employee self-service for New Hires to complete/verify documents.

3. **eLearning**  
This is the university’s Learning Management System. An eLearning course shell is created automatically for every course offered each semester. This allows the integration of technology into online, hybrid, and classroom-based courses. You can set up your eLearning course to make announcements, post documents, host discussions, and share grades (which should **never** be shared by unencrypted email – see [Information Security and FERPA](https://www.utdallas.edu/registrar/legislative-policies/ferpa/)) with your students.

- The eLearning Team provides the university's faculty, staff and students with resources to facilitate a successful online learning experience. The team’s focus is to assist with the integration of technology into online, hybrid and classroom-based courses. Services for faculty and staff include instructional design, training, and support, [https://ets.utdallas.edu/elearning](https://ets.utdallas.edu/elearning).
- Add a TA/Add a USER: To add a Graduate Teaching Assistant (TA) or an Undergraduate Teaching Intern (UGTI) to your course in eLearning, please click on the appropriate link at the bottom of the main eLearning login page. Please be sure to specify that your UGTI is not a Teaching Assistant—these are separate roles with different levels of access to protected information.

Additional information about eLearning appears below.

**a) Required: Faculty Compliance Training in eLearning**

The Office of Institutional Equity and Compliance oversees the training of all new employees in understanding laws and policies appropriate to their positions, such as FERPA and research ethics. More information may be found here [https://www.utdallas.edu/institutional-initiatives/compliance/training/](https://www.utdallas.edu/institutional-initiatives/compliance/training/). Please be sure to log in to eLearning to complete Compliance Training right away, at least within 30 days of hire. Call 972-883-2692 or email Compliance.COI@utdallas.edu if you run into any difficulties.

**Special note regarding FERPA**

- The Family Educational Rights and Privacy Act (FERPA) is a federal law enacted in 1974 to protect the privacy of student education records. More information is available at [https://www.utdallas.edu/registrar/legislative-policies/ferpa/](https://www.utdallas.edu/registrar/legislative-policies/ferpa/).
- As a course instructor, you must be aware of the regulations regarding information security and protection of confidential student information, [http://provost.utdallas.edu/information-security-and-ferpa](http://provost.utdallas.edu/information-security-and-ferpa).
- The UT Dallas FERPA violation link is located at [http://www.utdallas.edu/legal/ferpa](http://www.utdallas.edu/legal/ferpa).
- **Students have four primary rights under FERPA:**
  1. To inspect and review their education records
  2. To seek to amend those education records they believe to be inaccurate or misleading
  3. To have some control over the disclosure of information from those education records
  4. To file a complaint concerning alleged failures by an institution to comply with FERPA regulations within 180 days

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For more information, see https://catalog.utdallas.edu/now/undergraduate/policies/ferpa or https://catalog.utdallas.edu/now/graduate/policies/ferpa.

b) Epigeum courses for new Lecturers in eLearning
UT Dallas subscribes to Epigeum, a service that provides online teacher-training courses. You are welcome to complete these courses, available in eLearning. After you log in to eLearning, you will see a section called My Organizations. Under that is a link called Epigeum Courses. This organization will provide you with online courses in Avoiding Plagiarism, Lecturing I, Making the Most of Discussion, and Marking and Giving Feedback, and many more. These course modules generally require 1-2 hours to complete. Questions about completing these modules may be directed to CTL.

c) eLearning certification in teaching online courses
Training in best practices for teaching online and hybrid courses is offered by the eLearning support team. For more information, see https://ets.utdallas.edu/elearning/instructors/tutorials/online-teaching-certification. To sign up contact the eLearning Help Desk, https://ets.utdallas.edu/elearning/helpdesk. The eLearning Team offers three levels of Online Teaching Certification. Each level will require 13 hours of instruction and will use the blended model, allowing instructors to experience the online tools and educational environment as students prior to teaching. The certificates will focus on pedagogy, university policies and processes, learning management system functionality, multimedia production, and online tools (web conferencing, audience response systems, surveys, etc.). For support, instructors have a 24/7 help desk available for assistance with Blackboard. Additionally, instructors are provided with a 24/7 emergency on-call number that connects them with an instructional designer for issues that go beyond the Learning Management System.

4. CourseBook (Course Lookup)
CourseBook is available at https://coursebook.utdallas.edu/. Detailed CourseBook information, including instructions for uploading required documents, is available at http://coursebook.utdallas.edu/coursebookhelp. CourseBook provides course schedules, locations, syllabi, textbook information, course evaluations, and instructor information to faculty and students. Use your NetID to log in using the “my classes” link in the menu at the top of the page to download a photo roster, send email to the entire class, submit your syllabus, and view a map of your classroom location. You also can use CourseBook to view syllabi for classes similar to yours in previous semesters.

New faculty members should be sure to review the Syllabus Templates and Syllabus Policies available at the CourseBook link.

Please note that it is the university’s policy that all instructors (i.e., faculty of any rank) of undergraduate and graduate courses are required to upload, no later than one week after classes begin (but at least one week before classes begin is preferred):

1. Course syllabus (syllabus requirements and best practices are described in greater detail below)
2. Public Curriculum Vita (CV) or Public Resume
Course instructors are required to post public CVs (or resume, as appropriate) on the UTD website per the Texas Legislature (Texas HB 2504). Public CVs or resumes should be up-to-date and dated for the current year. The public document may not include any personal information, including the instructor’s home address or home telephone number. Additional information can be found and documents can be uploaded by going to https://provost.utdallas.edu/public-curriculum-vitae/

Public CVs or Resumes should include
- all institutions of higher education attended, with degrees earned
- all previous teaching positions, including names of the institutions, the positions, beginning and ending dates, and a list of significant professional publications relevant to the academic positions held, including full citation data for each entry

5. **My Parking**
   This link, under “My Menu” in Galaxy, is where you will find information and a link to purchase your permit for the current year. There is also an online Parking Portal to manage your parking information. There is no free parking on campus. Visitors may obtain a temporary pass at the Visitors’ Center.

6. **Orion Self-Service**
   This link, under “My Menu” in Galaxy, is where you will find your teaching schedule and class rosters, where you will submit midterm and final grades, and view your final exam schedule.

7. **Staff Tools**
   This is the place to view and update personal information, view paychecks and benefits and can be located under “My Menu” in Galaxy.

### III. Before the Semester Begins

**A. Academic Calendar**
The official University academic calendar can be found on the UTD homepage by clicking on “Academic Calendar” within the A-Z Index or by going to “Current Students” tab. Information regarding semester start and stop dates, drop dates, reading days, final exam week, mid-term and final grade due dates and holidays are provided here.

**B. Bookstore requests**
Please inform the university bookstore of any textbooks you will be using via the Follett Discover tool available in eLearning. The bookstore needs the title, author, edition number, and approximate expected number of students in your class.

UT Dallas textbook policy is [http://policy.utdallas.edu/utdpp1005](http://policy.utdallas.edu/utdpp1005)

Recommended adoption due dates:
- March 15th--Summer Semester
- April 15th--Fall Semester
- October 15th--Spring Semester
**Follett Discover** is an online tool that faculty can click on within the main eLearning login page. Faculty can use this tool to examine and adopt course materials. Students may use it to obtain, organize, and instantly access their required and recommended course materials from within eLearning.

All instructors (i.e., faculty of any rank) are responsible for ordering any instructor or “desk” copies they need. A copy of each textbook that you require your students to purchase generally will be provided free to you by the textbook publisher on request. Check with your course coordinator or associate dean for common textbooks. Students also purchase textbooks from Off Campus Books and Stanza Textbooks, located near campus. You can notify them of your textbook requirements using the contact information below.

The bookstore contacts are as follows:

<table>
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<tr>
<th>Contact</th>
<th>Email</th>
<th>Website</th>
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</thead>
<tbody>
<tr>
<td><a href="mailto:booksadoptions@utdallas.as.edu">booksadoptions@utdallas.as.edu</a></td>
<td><a href="mailto:usedbooks@offcampusbooks.com">usedbooks@offcampusbooks.com</a></td>
<td><a href="https://www.stanzatextbooks.com/pages/contact-us">https://www.stanzatextbooks.com/pages/contact-us</a></td>
</tr>
<tr>
<td><a href="mailto:1163mgr@fheg.follett.com">1163mgr@fheg.follett.com</a></td>
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</table>

UT Dallas Bookstore Visitor Center Off Campus Books Stanza Textbooks
561 W. Campbell Road, #201 581 W. Campbell Road, #101
972-883-2665 972-907-8398 888-578-2692

**C. Required: Syllabus**

A syllabus is required for each course and should be made available to students on or before the first day of class. Samples are available at CourseBook. Your program head can answer questions about the expected learning outcomes of your course and its place in the school curriculum.

According to State law, all syllabi for organized undergraduate courses must have (1) Brief description of each major course requirement, including each major assignment and examination (2) measurable student learning outcomes (3) a general description of the subject matter of each lecture or discussion and (4) list of any required or recommended readings. Syllabi for graduate courses should follow the same format in adherence to a new university syllabus policy that graduate instructors of record also post their syllabi within a week after classes start. For more, see [https://policy.utdallas.edu/utdpp1111](https://policy.utdallas.edu/utdpp1111).

In order to teach a course that gives credit at both the undergraduate and graduate levels, you must complete a Concurrent Course Approval Form, which requires approval by your associate dean or school dean, the Provost’s Office, the Office of Undergraduate Education, and the Office of Graduate Education. The Concurrent Course Guidelines and Concurrent Course Approval Form are found on the university’s specific electronic form page ([https://eforms.utdallas.edu/utd-concurrent-course-approval](https://eforms.utdallas.edu/utd-concurrent-course-approval)). The syllabi for these
courses must indicate different learning outcomes and assignments that are appropriate for the level of credit awarded to students.

Please use one of the approved templates and follow the guidelines on these pages:

- Syllabus templates: [https://provost.utdallas.edu/syllabus-templates](https://provost.utdallas.edu/syllabus-templates)
- Syllabus policies: [https://go.utdallas.edu/syllabus-policies](https://go.utdallas.edu/syllabus-policies)
- Syllabus submission: [http://coursebook.utdallas.edu/syllabussubmit](http://coursebook.utdallas.edu/syllabussubmit)

As stated above, you must upload your syllabus to the University CourseBook website, which requires NetID and password for log-in. Instructions on how to upload your syllabus are available at [https://coursebook.utdallas.edu/syllabussubmit](https://coursebook.utdallas.edu/syllabussubmit).

D. eLearning (Blackboard)

eLearning (the name UT Dallas uses for the Blackboard Learn) is a University-provided software tool that provides many forms of student-professor communication, interaction, course content delivery, assessment, and grading tools. Using this platform is not mandatory, but many instructors find it far easier and more functional than maintaining an individual website for each course. UTD students use eLearning for many of their classes and are used to it. In addition to a standard repository for posting course-related information, eLearning allows students to engage in discussion boards or chat rooms, and provides a variety of options for communication of course material, assignments, grades, as well as questions and feedback between students, TA, and instructor. Enabling each feature in eLearning is at the discretion of the instructor. eLearning tutorials are available upon login on eLearning and from the eLearning team web site: [https://ets.utdallas.edu/elearning/instructors/tutorials](https://ets.utdallas.edu/elearning/instructors/tutorials).

Some of the recommended items you can post in eLearning include:

- Course syllabus
- Lecture plan or outline, Lab schedule, or Course calendar
- Reading/Homework/Projects/Lab assignments and due dates
- Class notes or reference materials
- Dates of quizzes or exams
- Office hours, with times and location for instructor and TA
- Announcements
- Grades

Some useful tools available for faculty in each eLearning course:

- Access class photo roster
- Email to the class
- Publish grades directly from course grade center to Orion
- Conduct web conferences
- Set up proctored exams

eLearning allows the instructor and TA to post grades throughout the semester in a secure environment. Each student has individual access to their grades at all times (via permission granted by instructor). eLearning can be accessed and used from any computer or mobile device via the web, from the following URL, using your UTD NetID...
Courses are created automatically about two months before each semester begins. You will see courses you are assigned to teach appear on your individual eLearning login page. You are responsible for populating the eLearning module for each course in a manner you deem appropriate (examples provided in the list above). The eLearning module for a repeated course has the option to copy material from a previous semester. The various eLearning components can be enabled or disabled by the instructor. The visibility of certain component or data can also be controlled or made time-dependent (e.g. automatic appearance of solutions after a certain date). Students are not able to view their respective eLearning course websites until the first day of the semester, but you may specifically request to allow access sooner.

A phone number to reach the eLearning Helpdesk is listed at the top of every eLearning page. The email address for faculty/staff support is elearning@utdallas.edu (not to be shared with students).

E. Media Services
To reserve classroom equipment that is not permanently installed, please contact UTD Media Services before the semester begins, media@utdallas.edu or 972-883-4900. Prior arrangement ensures that staff are available on call if you need immediate assistance before or during class. Service personnel typically arrive within 10-15 minutes. Please be prepared to provide your building and classroom number, your name, and if leaving a message, the information about your request. Media services personnel are available prior to your first class to show you how to operate or log on to the equipment and verify that everything you need is working properly. Some classrooms require access codes to use the computer and related equipment. This access code may be obtained from Media Services.

If you’ve never used the A/V equipment in the classrooms, or you’re teaching in an unfamiliar room, Media Services encourages you to schedule a training session before the semester begins to maximize your time to learn. If you’ll be using the microphone, please let Media Services know so they can change out the batteries for your use.

Most classrooms no longer have VHS players, but VHS tapes may be transferred to a digital format by Media Services on request and may incur a charge (see https://ets.utdallas.edu/media-services/video-services). Contact media@utdallas.edu for additional information. Please allow ample time for processing.

IV. Communicating with Students
A. Email
Although not required, a good way to let students know you care about their learning and want them to come prepared for the first class is to send a brief “welcome” email introducing yourself and the course before class begins. This can be done via CourseBook or eLearning.
A few items that you may include in this email are:

- Textbook information (many students like to buy their textbooks online)
- Course syllabus
- Start dates of labs, if applicable (which typically are not the first week of class)
- Any room changes that may have occurred
- Any pre-class assignment

B. Student inquiries

It is not unusual for students to contact the course instructor prior to the beginning of the semester with questions about course pre-requisites, permission to enroll in the class if it is full, and so forth. It is important to note that instructors do not have the authority to override prerequisites. The program head may do so under very limited circumstances. Instructors also do not have the authority to allow a student to enroll in a class that is full. In either case, please refer students to an undergraduate or graduate advisor.

V. First Week of Class

A. Check final room location

Occasionally a classroom location is changed before the start of classes. Changes are reflected in your Orion Faculty Center. Please check for any such changes. The registrar will notify students and faculty of official classroom changes.

B. Recommended practices for the first day of class

1. Review syllabus

   It is a good idea to use the first day of class to set the tone for the semester. Discuss important points from the class syllabus, course policies, and expectations, such as:
   - Grading
   - Specific classroom rules, as appropriate (e.g., your policies regarding use of cell phones, laptops, etc.)
   - Expectations regarding collaboration on homework assignments—are group efforts allowed or must all work be completed individually?
   - Policies and procedures for missing an exam
   - Attendance policy
   - General channels of communication—do you prefer email, eLearning, etc.?
   - University policies regarding plagiarism and academic integrity
   - Office hours

   It also is a good idea to cover some substantive aspect of the course, and strongly recommended that you do not dismiss students before the regularly scheduled end time for the course.

2. Take attendance: The Registrar will require participation data

   Take attendance during the first weeks of class. This not only is helpful in correcting any errors in registration that may be costly to the students if not caught, but also helps you to learn your students’ names, especially in small and medium-sized classes. You will receive an email from the Registrar asking you to
record students’ participation early in the semester. This information is required for federal reporting purposes.

VI. Communicating Effectively with Students

A. What you expect from students

1. General
   It is vital to clearly communicate expectations and goals with students and your TA.
   • Encourage questions every class period. Begin and end each class period by asking for questions. Keep the class website (eLearning) up to date.
   • Remind students of instructor and TA office hours. Notify your availability for questions by email. This is especially important the week before exams.
   • Be available for office hours, and post them in eLearning and if possible, outside your office.
   • Return emails from students as soon as possible (within reason).
   • Periodically remind students of major project or exam due dates.

2. Email policies
   All UTD employees are to use UTD email for the purposes of conducting UTD business. All communication with students is to be made to the students’ official UTD account. It is the responsibility of the instructors and students to monitor their UTD-issued email and ensure that the email account is properly maintained and meets any email quotas to allow emails to be delivered.

3. Exam procedures
   A. Missed exams
      • Students in UTD varsity sports or participating in other university-sponsored events may present at the beginning of the year a note from their coach, athletic director, or faculty sponsor; this constitutes an allowable absence. Any midterms on such dates must be made up for these students. Athletic events do not occur during the final exam week.
      • At the instructor’s discretion, students may be allowed to make up missed exams based on allowable excuses. Allowable and documented excuses must be honored according to UTD rules and as indicated in the course syllabus. Instructors must be consistent across all students to avoid any appearance of impropriety and are encouraged not to stray far from the school norms. Please consult with your associate dean or program head when deciding your exam policies.

   B. Grading Exams
      By UTD policy, grading of exams and other assignments are the responsibility of the Instructor of Record. Any grading completed by TAs requires close supervision and final approval by the instructor.

B. What you expect from your TA
   It is a good idea to meet with the TAs serving each of your courses to clarify their responsibilities and weekly schedules. It is recommended that a summary of this
meeting is sent by email to the TA as a record of what was said, to avoid ambiguity. Examples of topics to be clarified in the meeting and email are:

**Time commitment**
- Full-time TA = 20 hrs/wk
- Half-time TA = 10 hrs/wk
- Quarter-time TA = 5 hrs/wk

**Specific responsibilities (as applicable)**
- Grading homework, quizzes, lab reports, projects
- Overseeing lab section(s)
- Other lab work (ordering of parts, milling of boards, inventory, etc.)
- Holding office hours (establish times and location)
- Conducting recitation sessions or review sessions
- Proctoring of quizzes or exams

Clarify and establish in first meeting
- Deadlines to complete grading of homework, quizzes, lab reports, etc. (Example: 1 week after submission)
- Does your TA enter grades directly into eLearning? (Requires giving TA access in eLearning.)
- Establish TA arrival time for lab sessions. (e.g., 10 minutes before the lab session starts)
- Clarify division of responsibility between multiple lab TAs.
- For lab TAs, review the emergency contact information, safety and cleanliness issues of the lab and clarify that these expectations must be passed down to the students.
- If needed, request lab access (keycard access) for lab TAs through an AA.

VII. Faculty and Student Support Services

A. Office of Student AccessAbility

Following federal law, UTD arranges academic accommodations for eligible students with documented disabilities. For accommodations that involve the instructor, the student will present a form to the instructor from the Office of Student AccessAbility (OSA), which the instructor must complete and sign and the student will return to the OSA. Student accommodations may include in-class provisions (such as special seating up front, use of a recording device or the ability to have another student take notes for them, etc.) or extra time to take quizzes and exams, which are administered in the OSA. Instructors are not allowed to inquire as to the specific disability or challenge the validity of the request, whose evaluation and approval are in the domain of the Office of Student AccessAbility. In these cases, the instructor may need to supply in advance the dates of quizzes and exams, as well as the allowed material and conditions for each quiz or exam (e.g., calculator, compass, ruler, page of notes or no notes, open or closed book, and the nominal amount of time you would allow students in the classroom to have). Depending on the case, the instructor may need to provide the quizzes and exams to the OSA a day or more prior to each test. For additional information, see [http://www.utdallas.edu/studentaccess/](http://www.utdallas.edu/studentaccess/).
B. Graduation Help Desk
The Office of Undergraduate Education operates the Graduation Help Desk to quickly identify students who are not meeting course expectations, including class attendance and participation, https://oue.utdallas.edu/special-programs/graduation-help-desk. Faculty who refer students to the Graduation Help Desk may remain anonymous. The program is confidential and serves to assist students with organization, life skills, study habits, homesickness, adjustment to college life, and referrals to all campus resources in addition to ongoing support. The Graduation Help Desk is a one-stop source for students to locate assistance for a variety of academic and non-academic support services. The program is not part of a student’s academic record.

Faculty are encouraged to contact the Graduation Help Desk for assistance identifying appropriate offices for support or for help referring students to the appropriate resources. Through the Graduation Help Desk, the OUE helps UT Dallas undergraduate students overcome obstacles to timely graduation. For additional information or to confidentially refer a student:

Email: Graduationhelpdesk@utdallas.edu  
Phone: 972-883-2288

Faculty also are welcome to consult with the Office of Undergraduate Education for support in a variety of areas, including guidance on academic policy and procedures, access to data, information regarding various support services, and opportunities to engage with students in a variety of programs. Faculty engagement opportunities include undergraduate research initiatives and mentorship and event participation within minority and first-generation student success programs.

Email: ugdean@utdallas.edu  
Call: 972-883-6788

C. Student Success Center
The Student Success Center provides a variety of services to enhance student success, including a Math Lab, Writing Center, CommLab, Peer-Led Team Learning, Supplemental Instruction, Success Coaching, and more. Instructors may refer students as appropriate: http://www.utdallas.edu/studentsuccess/.

D. Student Outreach and Academic Retention (SOAR)
SOAR provides academic advising to students who are at risk, https://oue.utdallas.edu/undergraduate-advising/student-outreach-and-academic-retention. Instructors may refer students to SOAR by calling 972-883-2400.

E. Testing Center
The Testing Center is available to administer exams, quizzes, and tests for up to 300 students at a time. The test environment is secure and closely monitored. Instructors may give exams in the classroom, at the testing center, or online. If your exams are not administered in the classroom, specify the method in the syllabus. If exams for the entire class are given at the Testing Center on scheduled exam days, the instructor should attend the exam in order to address student questions.
The Testing Center is located on the first floor of the Synergy Park North 2 Building (SP2). The link to the Testing Center web site is https://ets.utdallas.edu/testing-center.

**Testing Requests**

- Complete the online Request Form at https://ets.utdallas.edu/testing-center/faculty/. Please see the Faculty Exam Reservation Information to create a RegisterBlast account and the faculty memorandum shown on the website.
- When completing the form, please include all of your specifications about exam conditions or restrictions. Be sure to include the students’ names and the deadline that you choose for when they must have completed the exam or make-up exam. You can upload or send the make-up exam or other exam through eLearning for students to submit their answers via Blue Book. If you require students to submit answers on documents you provide, all exams and materials must be assembled and dropped off at the Testing Center at least 10 business days prior to the exam start date per the faculty memorandum instructions. Students are not allowed to bring any personal belongings into the Testing Center and are monitored closely while they complete their exams.
- Testing Center requests should be submitted a minimum of 10 business days prior to your quiz/exam time.
- See the Testing Center web page for more information about scheduling whole-class exams, makeup exams, information needed by students, policies, and hours of operation, https://ets.utdallas.edu/testing-center/faculty/.
- **eLearning Tutorials** – Training for setting up online quizzes and exams in eLearning is available via organized sessions and individual requests. Click on the Special Training Request Form to arrange an in-person tutorial, or sign up for TA/RA training sessions: https://ets.utdallas.edu/elearning/instructors/tutorials. For more information about all tutorials, see https://ets.utdallas.edu/elearning/instructors/tutorials/tutorials-handouts. You may find that the Testing Center is particularly helpful for scheduling and administering make-up exams that can take up so much time each semester. See the web page for more information about policies and procedures.

**F. Library**

The Eugene McDermott Library (www.utdallas.edu/library) offers many helpful resources for faculty:

- **LIAISONS**: Each school is designated a liaison librarian who is available to assist with instruction on library services and resources, purchasing new items for our collection, and integrating library resources into the curriculum. Liaisons are responsible for purchasing books and media to directly support the curriculum and research initiatives. They welcome faculty suggestions and feedback. The liaison list and contact information can be found at https://www.utdallas.edu/library/liaisons/. The Callier Center in Dallas also has a library and can be reached at callierlibrary@utdallas.edu.
- **COURSE RESERVES**: Faculty may put items on reserve for courses. The Library maintains both traditional print and electronic resources. To submit a request, contact the reserves coordinator at libresv@utdallas.edu. Electronic media and streaming video and audio content are also available to show in classes. Please see https://www.utdallas.edu/library/services/electronic-media-and-streaming/. DVDs are also available for checkout from the Media Services department, MC 2.408.
- **OTHER SERVICES**: Faculty may check out up to 300 items for a semester. The Library also offers access to Interlibrary loan, TexShare, and hundreds of databases and
electronic journals. Librarians are available for copyright consultations, assistance with open educational resources, personalized tours by appointment, and general and subject-specific instruction. The Library also has a Special Collections department that includes a History of Aviation collection, University Archives, and other rare and unusual materials. More information is available here: https://www.utdallas.edu/library/special-collections-and-archives/.

VIII. Addressing Problems That May Arise

A. Student non-attendance
   It is common to have students listed on your class roster who have never shown up for a class. If you do not regularly take attendance, you might not notice this until the occasion of the first class exam or major assignment. Sometimes there is a mismatch between rosters in Orion (which are the accurate ones) and the rosters available in eLearning. If a student is still enrolled but not attending, the advisor or instructor may email the student and advise the student to withdraw from the course before the next deadline as indicated by the Academic Calendar at https://www.utdallas.edu/academiccalendar/.
   Sometimes, the student began attending class, but then stopped. The student may have dropped out without notifying the instructor, may have intended to withdraw but neglected to submit the required paperwork, or simply wishes to remain in the course without attending, perhaps even without completing coursework. The instructor should grade such performance accordingly, depending on established course grading policies and procedures as indicated in the course syllabus. Please note that if you plan to impose grade penalties for non-attendance (or anything else), you should explain those penalties very clearly in your syllabus.

B. Faculty absence
   Faculty who encounter life events that conflict with their classes may discuss the conflict with the Program Head or appropriate Associate Dean if assistance is needed with decisions about alternate teaching arrangements arising from any absence from a regularly scheduled class session.

C. Disruptive student behavior
   Faculty and staff may face behavior from students that is difficult for them to manage. Faculty and staff may be confronted with troubling, disruptive or threatening behavior. Many student services exist to support faculty and staff with difficult situations. Your program head, supervisor, department chair, or Associate Dean, the Office of Community Standards and Conduct, the Counseling Center, Student AccessAbility, and the campus police are some of the departments available for this kind of assistance.

The university Guidelines for Managing Difficult Student Behavior may be found at https://www.utdallas.edu/conduct/manage-behavior/. All faculty should understand and follow the guidelines indicated here. The Office of Community Standards and Conduct (OCSC) can help identify appropriate resources for students who have indicated they might harm themselves or others. The OCSC may be reached at 972-883-6391 and the Student Counseling Center at 972-883-2575.
D. Troubled student behavior
Refer troubled students to the Counseling Center for behavior changes such as distinct changes in academic performance, withdrawal from others, changes in class participation, crying, outbursts of anger, increased or decreased activity, and poor attendance. More information is available at http://www.utdallas.edu/counseling/faculty/ and https://www.utdallas.edu/conduct/bait.
You also may refer students to the Student Counseling Center at https://www.utdallas.edu/counseling/ or have them call 972-UTD-TALK (972-883-8255).

IX. Instructional and Grading Policies
A. Academic policies for undergraduate and graduate courses
Important information regarding Academic Advising, Academic Grievances, Final Exams, Grade Changes, Grading Scale, Incomplete Grades, and more is available at https://catalog.utdallas.edu/now/undergraduate/policies/academic. For graduate policies, see https://catalog.utdallas.edu/now/graduate/policies/policy.
Academic Advisors assist students with degree planning, class registration, various approval forms, and graduation applications. Advisors have regularly scheduled hours for drop-in advising. Students are encouraged to meet with an advisor regularly and to seek advice on degree and career planning during non-registration periods.

B. Extra credit policies
Many students ask for opportunities to complete extra credit, and there are some general considerations and gain faculty consensus regarding these requests. This is not intended to limit faculty autonomy, but rather to offset students’ erroneous assertions that granting extra credit is common and expected practice. The question of extra credit may be considered from both an ethical and a pedagogical perspective.
- With regard to ethics, there is a danger of treating some students unfairly if students who are unhappy with their progress in a course are able to earn extra credit on request. It seems reasonable to recommend that if extra credit opportunities are made available in a course, they must be available to all of the students, not just to those who specifically request them.
- With regard to how extra credit practices can affect students’ learning, it is necessary to consider the relationship between course grades and students’ achievement of course objectives. Over-use of extra credit can result in students passing or earning higher grades in a course even if they have not achieved course objectives. The grade assigned therefore becomes invalid. A small amount of extra credit may be useful for motivating students to complete some work above and beyond course expectations, but extra credit used to bring up the grades of otherwise low-performing students may be unwise.

C. Meaning of letter grades
Grade levels are described as follows:
A = exceptional achievement, superb command of the subject matter, and can apply, analyze, evaluate, and create with the topics of the course
B = good but not outstanding grasp of the subject matter, able to engage in some higher-order thinking with regard to the course material
C = fair level of achievement with some mastery of most of the course material, with some ability to use the subject matter

D = below average understanding of the subject matter, minimally acceptable performance in demonstrating achievement of course objectives

F = Failure; insufficient understanding of the subject matter, unacceptable performance in demonstrating achievement of course objectives

Plus/Minus grades may be used. A list of administrative grades is included below under “Final Grading Instructions in Orion.” See also https://catalog.utdallas.edu/now/undergraduate/policies/academic#grading-scale and https://catalog.utdallas.edu/now/graduate/policies/grades#grades-and-grade-point-average.

D. Storage and dissemination of grades

- Grades must be kept in a secure location (e.g., password protected encrypted computer, password protected encrypted flash drive, folder/directory in CometSpace aka Box.com, etc.).
- FERPA guidelines prohibit release of students’ grades to anyone but the student, including students’ parents, friends, family, or classmates. Students may give written permission that parents may view their grades. Grades should not be sent by unencrypted email even with written permission from the student.
- Official course grades are posted in Orion. These are the grades recorded on students’ transcripts. In addition, it is recommended to put all grades for exams, assignments, etc., on eLearning as a single point of reference for students. Some benefits of doing so are:
  - Fully encrypted (satisfies UTD security policy and FERPA requirements)
  - Professor can grant access to TA for online recording of grades
  - Grades are visible to students throughout the semester, reducing surprises and related complaints
  - eLearning allows various notes to be added to grade entries that have been changed by the instructor so that there is an electronic documentation of what was done.

E. Managing exams and quizzes

Details and policies regarding the timing of exams, quizzes, and other assessments should be listed in the syllabus. Some instructors send a reminder to students one week prior to each announced exam or quiz. Suggestions for the content of the exam reminder:
- Date and location (a larger room for an exam can be requested from the Administrative Assistant assigned to you well in advance, which will be processed based on availability. The UTD Testing Center is another good option (see above).
- Material to be covered (chapters, topics, etc.)
- Open/closed book, notes allowed or not, equation sheet provided or not, etc.
- Requirements or restrictions regarding electronic or communication devices (e.g., cell phones, laptops, smart watches, etc. must be turned off and put away during the exam).

F. Academic dishonesty

- The Office of Community Standards and Conduct (OCSC) guidelines for managing academic dishonesty may be seen at https://www.utdallas.edu/conduct/manage-dishonesty/.
• UTD policy indicates that “Academic dishonesty includes but is not limited to plagiarism, collusion, cheating, fabrication, facilitating academic dishonesty, failure to contribute to a collaborative project, and sabotage” (https://www.utdallas.edu/conduct/dishonesty/).
• Instructors should document allegations and then refer the case to OCSC via an Academic Dishonesty Referral Form (see link shown on the webpage: https://www.utdallas.edu/conduct/manage-dishonesty/). Instructors are NOT to administer any punitive measure without referring the case to OCSC. If you suspect students of cheating during a test, you may remove any unauthorized material and discreetly ask the student to move to another seat, but the student must be allowed to finish the test. Instructors may gather evidence, such as tests, reports, video or photographic evidence, and identify any witnesses of suspected academic dishonesty.
• The most important aspect of managing academic dishonesty is prevention. The link above has useful information that instructors are expected to know and follow.
• Ideas to discourage cheating include:
  o Reserve a room large enough to allow an empty seat between all students.
  o If space is insufficient for students to adequately spread out, consider giving two or more equivalent but different exams (A and B) to students sitting side-by-side.
  o All backpacks, purses, bags, notebooks, books, etc. off of desks.
  o All electronic devices (especially smartphones) are to be turned off and put away.
  o No hats with brims allowed.
  o Have the TA in the classroom walk around and help proctor the exam.
  o Count exam papers when completed (or number them ahead of time)
    • To ensure you have received all exams from the students present
    • To document any absences from the exam

G. Midterm grades
Mid-term grades are required for all undergraduate classes. Several offices across campus rely upon midterm grades to identify and reach out to at-risk students. For this reason, it is a good idea to plan to have at least one exam or major assignment prior to the midpoint of the semester to provide one or more significant grades upon which to base the students’ mid-term grades. The Registrar’s office will email all faculty a reminder about midterm grades shortly before they are due. The date is indicated in the Academic Calendar.

Please remember that midterm grades will be most helpful to students if they are meaningfully tied to students’ progress in achieving course objectives by the mid-point of the semester. The deadline for submitting midterm grades via Orion may be found in the Academic Calendar. Step by step instructions may be found in the “End of semester” section of this document.

H. Withdrawal from courses
The course withdrawal deadlines are listed in the Academic Calendar, http://www.utdallas.edu/academiccalendar/. Types of course withdrawal vary depending on the date during the semester. Some require instructor approval, while others require you to assign a pass or fail grade to the withdrawal, https://catalog.utdallas.edu/now/undergraduate/policies/registration#dropadd or
X. End of Semester

A. Student feedback about the course experience
Students are invited to complete Course Evaluations online shortly before or during the last week of each semester. All Instructors will receive an email informing them of the evaluation dates. Please set aside 10-15 minutes of class time to encourage students to complete course evaluations using their mobile devices and to inform students that evaluations are important for improving the university, and that student opinion is valuable and has impact on the university.

B. General standards and procedures for review of non-tenure system faculty
Student feedback is just one source of information that is used to evaluate instructor performance. Official policies regarding evaluation procedures, UTDPP1062, are available at https://policy.utdallas.edu/pdf/utdpp1062.

C. Final exams and Reading Days

1. Final exam schedule
The final exam schedule can be found at https://www.utdallas.edu/registrar/final-exam-assignments/. Final exam dates are scheduled by the University. These dates can be found by logging in to Orion (via Galaxy) and are determined shortly after Census Day, which occurs approximately two weeks after the start of the semester.

Students with more than three final exams scheduled in one day may petition to take the additional final exams on different days. A student having 2 or 3 exams on the same day does not have a right to a separate exam, but you may allow a separate exam in these cases if you wish to do so provided you offer the same accommodation to all students in similar circumstances.

All final exams must take place during the final exam week. You may plan and conduct an examination in any regular class period as part of your overall evaluation of the students, including the last class period. Any exam conducted outside the final exam week, however, cannot be treated as or announced under the title of "final exam." If an instructor does not wish to take advantage of the time allocated in the final exam week, for official purposes this means the course does not have a final exam.

Please note that you can NOT change the time of your final exam even if all of your students agree. Changes can only be made with a request to scheduling@utdallas.edu. Faculty should NOT:

- Re-schedule a final exam outside the approved meeting times—even if all students agree—without approval. This also means there can be NO cumulative final exams on the last day of class.
- Give a final exam after the final exam period has ended.
• Ask students to stay longer than the 2 hours and 45 minutes allotted for a final exam.
• Schedule final exams during reading days (see below). Reading days are scheduled between the last day of classes and the first day of the final exam period for the semester.

2. **Reading Days**
Designated *Reading Days* are indicated in the Academic Calendar. Reading days are designed to provide students with a study day prior to final exams. Study days do not include university activities or any course activity, including early final exams.

• Activities allowed on reading days:
  o Optional student and class review sessions
• Activities NOT allowed on reading days:
  o Required class review session
  o Early final examinations
  o Required presentation session
  o Student club or group meetings/activities
  o Any gatherings not specifically for review or study of the semester's academic work.

D. **Submitting final course grades**
Final grades can be posted on eLearning for students to review, but these are not official. Official course grades must be posted in Orion via Galaxy for them to be recorded on students’ transcripts. Once grades are posted as final in Orion, the only way to change them is through a multi-signature electronic procedure.

Please be sure to check the Academic Calendar for grade submission deadlines.

**Submitting grades in Orion via Galaxy using your NetID and password.**
A quick overview of the Galaxy grade submission process follows:
• Log in to Galaxy
• Click on Faculty Center listed below Orion Self-Service
• Click on My Schedule under Faculty Center
  • On the course you want to grade, click on the Grade Roster icon
  • Input grades for each student using the drop-down menu
  • SAVE
  • Change Approval Status to “Approved”
• You have completed grading for this course

A quick overview for **eLearning:**
• Log in to eLearning
• Select the course you want to submit grades for
• Go to Grade Center > Full Grade Center
• Verify you have a proper letter grade column to use for submitting grades.
• Go to Manage > Submit Grades to Orion
• Verify that the correct grades are displayed.
• Click on ‘Submit to Orion’
• eLearning will display the grades submitted to Orion and will advise if any were converted or would not load.
• Verify that you receive the message “The Orion grade roster is now closed for the course.” You have completed grading for this course.

Please enter a grade for all students; failing to submit a grade results in complications for staff, students, and registrar’s office.

If you experience any problems submitting grades online, please email grading@utdallas.edu or call the Office of the Registrar at 972-883-2342.

Final Grading Instructions in Orion
Very Important Items to Know BEFORE Final Grading:
• Orion will attempt to log you off after a period of inactivity (about 20 minutes). This is a security action. The amount of time cannot be changed.
• You MUST ENTER ALL GRADES on a Final Grade Roster before approving the grade roster.
• You MUST SAVE after entering grades BEFORE performing any additional actions like “notification to all or selected students” or exiting the grade roster or while entering grades for large rosters (periodically save to avoid loss of work).
• There are two Grade Roster Actions you can take to indicate Approval Status:
  o Not Approved – Initial step when grades are entered
  o Approved – Final step once ALL grades are entered
• Orion provides the appropriate grade options for the student in the drop-down menu. For example, if your course is taught as an undergraduate course, but you have a student in your course taking the course Credit/No Credit, the drop-down menu will contain the grades for Credit/No Credit (CR, NC, X, I, NR).

• Explanation of administrative grades follows (http://catalog.utdallas.edu/now/undergraduate/policies/academic#grading-scale):
  o I = Incomplete, which may be used only when a student has completed at least 70% of the required course material but cannot complete all requirements by the end of the semester. Course work must be completed within the time period set by the instructor, not to exceed eight weeks from the first day of the subsequent long semester.
    • SPECIAL NOTE: If an Incomplete grade is assigned to a student, the faculty member must complete a PETITION/DOCUMENTATION FORM provided by the school’s Associate Dean of Undergraduate Education or Associate Dean of Graduate Education. The form must be signed by the instructor and appropriate dean. Details of what coursework must be completed and the date by which it must be completed are required on the form and must be shared with the student in writing.
  o NR = Non-recorded, used for ONLY grades that indicate the student grade awaits review from the OCSC. Instructors may assign this grade if a case is or will be with the OCSC. Please consult with that office for guidance.
  o NF = Failing for non-attendance (Undergraduate only, to indicate that a student has NEVER attended any classes or completed any course-related activity)
  o MN = Mid-term Grade: only used if there is not enough information to provide a grade. Do not use for final grade. (Undergraduate only)
If you do not know which grade to record for a student due to a missed final exam or other missing information, please follow the guidelines in the appropriate undergraduate or graduate course catalog for an incomplete OR consult your program head or associate dean. You MUST assign a grade to every student on your roster.

- The Office of the Registrar updates posting of final grades twice daily after all final exams are completed for the term. Students will be able to see the final grade online after the grades are posted.
- If you need instructions on how to upload grades, please email grading@utdallas.edu and ask how to complete this procedure.
- Questions, comments, concerns, feedback—during normal workdays and business hours (this does NOT include University holidays), please email grading@utdallas.edu (24- to 48-hour response) OR call 972-883-2342. Designated staff in Registrar’s Office will be available to provide support during the winter break especially if the grading deadline falls during the same period.

XI. Post-Semester Wrap-Up

A. Record keeping
- The university has record-keeping obligations to various accreditation agencies. Please consult with your program head regarding whether or not, and if so, what examples of student work must be archived, and in what way you will be expected to produce statistical evidence of aggregate Student Learning Outcomes and Course Learning Outcomes. Refer to Policy UTDSP5010, https://policy.utdallas.edu/utdsp5010. See also the “Records Retention Cheat Sheet for UT Dallas Faculty” at https://www.utdallas.edu/ehs/download/RRS-Faculty_Cheat_Sheet.pdf.
- Students have the right to request a review of the grades received in any class. According to the State of Texas Records Retention Schedule (Agency Item 762, http://www.utdallas.edu/ehs/download/Records_Retention_Schedule.pdf), all faculty members must retain student exams and other student work that has not been returned to students for one calendar year. Records may include but are not limited to examinations and answers; quizzes and answers; course papers; term papers; and essay assignments.

B. TA evaluations
- TA Evaluation is performed at the end of each semester by the instructor, or on a schedule decided by the department/program head. The TA is allowed to see the evaluation and make comments. Both the TA and the instructor should sign the evaluation and submit to the designated AA.
- TA/RA evaluations may be found online. The faculty member will initiate the review. The reviewer for a TA is the instructor of the class in which the student was a TA. If the student was not assigned to an organized class, then the reviewer is the student’s research advisor. The reviewer for a Research Assistant (RA) is the student’s research advisor. Please go to https://ptg.utdallas.edu/gar and log in with your netID and password. There are 2 drop down menus. Please select “My Reviews” and “2019 Spring” and hit the magnifying glass on the right. That should pull up your list of evaluations. After you submit
your review, it will automatically get routed to the student’s UTD email. The email comes from ptgbot@utdallas.edu. Until everyone gets used to the new system, it might be a good idea for you to give your student a heads up when you submit the review so they know to look for the email. It could look like spam to them if they aren’t expecting it. The student will click on the link in the email and sign the review. Then it will automatically get routed to the department and then HR. (Please don’t change any of the pre-populated information about the student, supervisor, or department reviewer.)

- See summary of graduate TA general information and responsibilities at https://www.utdallas.edu/ogs/current_students/ta_ra_resources/.

C. Grade changes
Policies regarding grade changes may be seen in the current course catalog, https://catalog.utdallas.edu/now/undergraduate/policies/academic#grade-changes or https://catalog.utdallas.edu/now/graduate/policies/grades#grade-changes.

1. Faculty-initiated
After a final grade has been recorded by the Office of the Registrar, faculty may change grades only to correct a clerical error or replace a grade of "incomplete" or "NR." A faculty-initiated change of a final grade may be submitted in Orion, and will be forwarded to the department or program head, Associate Dean of Undergraduate Education or Associate Dean of Graduate Education, and the school Dean for written approval. Grade changes must be submitted by the end of the eighth week of the following long semester after the grade was awarded. Any grade change initiated after the eighth week of the long semester requires the written approval of the instructor, the department or program head, Associate Dean of Undergraduate Education or the Associate Dean of Graduate Education, the School Dean, and the Dean of Undergraduate Education or the Dean of Graduate Education.

2. Student-initiated
- The only grounds for considering a grade to be incorrect are either clerical error or that the grade is arbitrary or capricious. Examples of clerical error would include, but are not limited to, a mistake in adding component grades, a mistake in recording grades, or attributing a paper or examination to the wrong student. "Arbitrary or capricious" means that the grade cannot be considered reasonable given the material of the course, the overall performance of the class, and the individual performance of the student. The university assumes that course-work is best evaluated by the instructor in the immediate context of the course activity. Requests for reconsideration must show with clear and convincing evidence why this assumption should be set aside.
- If a student believes he or she has been assigned a grade on the basis of a clerical error or that the grade is arbitrary or capricious, the student should first seek to discuss the grade with the instructor within sixty calendar days after the course grade posting in Orion. If this does not lead to satisfactory understanding, the student may file a formal appeal following the procedures described for academic grievances in the Rules, Regulations, and Statutory Requirements Section C. (See Student Grievances, http://policy.utdallas.edu/pdf/utdsp5005).
• Sometimes, a student may ask you to change a grade without academic merit. Such a request may come with a wide range of comments involving the student’s emotional or financial state, their academic or non-academic workload, how well the student is doing in other courses, and the ramifications of the grade to the student’s GPA or scholarship. Additional arguments may be raised involving any number of perceived shortcomings in the textbook, the classroom, the classmates, the instructor, etc. None of these constitutes an acceptable basis for changing a grade that has been accurately delivered according to the actual performance of the student subject to the course guidelines.

• In responding to a student’s request for a higher grade, it is recommended that you be firm but kind. Avoid blaming a student at a time of distress, even if you feel the blame has been earned. It is reasonable, however, to say that the grade reflects the work that was delivered, and that is the only basis that exists for grading at UTD. At the same time, it is appropriate to sympathize with the student's situation, and you can recommend what can be done for better results next time, i.e., change the focus from negative (bad grade) to positive (future improvement).

• Although mistakes sometimes happen and must be corrected, please be aware that grade changes are especially scrutinized and improper ones can reflect badly on not only the instructor, but also the school and the university as a whole.