

**Engineering** Strategies and Practice  
ESP II - Course Policies



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## Introduction

The work of a university is the creation of new knowledge: new discoveries, new insights, new innovations, new technologies. Being part of that world carries with it a responsibility – as a student, you are here not just to learn but also to contribute to the world of knowledge. To do this in an ethical manner, you must abide by the policies of the University of Toronto, the Faculty of Applied Science and Engineering and the policies of this course as well.

Over-riding policies of the University of Toronto and of this Faculty can be found in the calendar posted online at:

[http://www.apsc.utoronto.ca/Calendars/Current/Academic\\_Regulations.html](http://www.apsc.utoronto.ca/Calendars/Current/Academic_Regulations.html)

Ensure you are familiar with the expectations that the university and faculty have of you, as well as the details of Academic Codes of Behaviour and the sanctions that may be applied should you violate these.

## Examinations

The midterm is a Type C exam as defined in the Faculty Calendar. This means that it is a “closed book” examination. A student may take a single, double-sided aid sheet to a Type C exam. The aid sheet is for personal use only and **must be printed using the Faculty’s template**. Students may enter information on both sides of the aid sheet, without restriction. Such entries will be handwritten and not mechanically reproduced. Nothing may be fixed or appended to the sheet. The template may not be modified in any way and must be printed on 8.5” x 11” paper.

Instead of writing a final exam in ESP II, you will be conducting final oral presentations.

## Professional Development Grade

Professional behaviour is a series of habits that you must start developing and practicing immediately. You will not be able to “switch on” professionalism once you graduate. It is just as important for you to project a professional image in your lectures and tutorials as it is in client meetings and interviews. Your base PD grade will be determined through the engineering notebook checks during the term.

Throughout the term there will be opportunities for you to participate in co-curricular and extra-curricular activities that help you develop your professional self. To encourage you to engage with these events the course will offer bonus PD Points for approved activities. Some “activities” may be automatic, such as Top contributors to the Piazza Q&A’s, while others you will have to actively engage with, such as attending Troost ILead Leadership labs. The number of bonus PD Points earned for each activity will depend on the time commitment involved. Watch the course site announcements.

At the end of the term these bonus PD Points will be applied to your PD grade. For instance, say your PD grade earned through the engineering notebook checks was 71%. However, you attended several ILead Leadership workshops (2 bonus PD Points x 3 workshops = 6 bonus PD Points) and won a weekend long design competition (10 bonus PD Points). Your PD grade will now be 87% (71% + 16 bonus PD points).

It's possible to earn more than 100% in your PD grade if you earn enough bonus PD Points.

### Cheating and Plagiarism

This course has both team and individual assignments. Check the instruction sheet for each assignment to identify whether it is an individual assignment or a team assignment. When working collaboratively with other members of the class, as with all professional communication, reports must bear all of the names of all the people who contributed to them, and acknowledge their contribution. It is considered plagiarism to submit a paper solely under your own name (i.e. take credit for it) if the content was written all or in part by someone else. While it is acceptable to re-use your own material in the iterative process within a given project, it is considered plagiarism to re-use your own material for another project. If you are ever in doubt whether something constitutes plagiarism **ask a member of the teaching team**.

When submitting assignments that are to be written individually, you must never copy even a portion of another student's paper, or let another student copy yours. Failure to adhere to this rule is considered to be cheating – by both parties involved. Do not allow another student to borrow a draft of your assignment and do not leave a copy of your assignment where others may use it. **The University takes cheating of any kind very seriously**. Possible penalties for cheating include a negative mark on an assignment, zero in the course, annotations on your transcript, or even expulsion from the University. It is simply not a risk worth taking, no matter how desperate you may feel. It is far better to submit a substandard assignment than take the chance of incurring the kinds of academic penalties that the University will impose. For more information on the definition of academic and non-academic offences, procedures and penalties, please review the University of Toronto Faculty of Applied Science and Engineering Calendar.

If your workload is such that you are feeling totally overwhelmed, please talk to the Course Coordinator, the Course Administrator, First-Year Counsellor, or the Academic Success Centre (Koffler Centre). There are programs to assist you in learning how to cope with the University workload.

In this course you will be submitting your assignments to Turnitin.com, a software package licensed by the University of Toronto that is designed to detect plagiarism. Students agree that by taking this course, all required papers will be subject to submission for textual similarity review to Turnitin.com for detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. The terms that apply to the University's use of the Turnitin.com service are described on the Turnitin.com website.

Submitting a document to Turnitin that is different than the version you submit for grade evaluation is an academic offense.

## ***Sharing Work outside Your Team***

Giving another team access to documents that you or your team has created constitutes academic offence (cheating):

- Because you are enabling plagiarism to occur;
- Because for team written documents you, individually, do not have sole ownership of the intellectual property (ideas and words) contained in the team document. It is unethical and illegal to give away intellectual property that does not belong to you without the permission of the owner, in this case the whole team.

## ***Sharing Work within Your Team***

Assignment feedback from a member of the teaching team belongs to the entire team. It is not acceptable for a member of the team to refuse to share this feedback. Also, it is the responsibility of each team member to make available to their team-mates the written work they have prepared for the shared project. This includes meeting minutes, notes from client interviews, drafts of reports, etc. Withholding work that pertains to the team project, or feedback, from your team-mates is considered academic dishonesty and demonstrates poor team skills.

If you are frustrated by the dynamics within your team, and/or your team-mates' behaviour, it is important to address this in an appropriate and effective way. A member of your tutorial team can help you resolve these issues and help you, as a team, develop strategies for working successfully with each other. Remember: most projects do NOT fail for technical reasons they fail because of planning and team problems.

## **Late Assignments and Missed Activities**

Deadlines for course assignments are strictly enforced. Extra time to work on an assignment is not fair to others in the class who have not had the same opportunity.

For each portion of 24-hour period past the deadline there is a 10-mark (out of 100) penalty on that assignment. Late assignments will not be accepted beyond 72 hours past the deadline. After that point, a grade of *zero* will be assigned and the assignment will not be evaluated. The weekend hours count toward these late periods.

*For example if the deadline is Wed Sep 18 at 9 am and you submit your assignment on Fri Sep 20 after 9 am, your assignment will be accepted but with a 30-mark penalty. If you try to submit your assignment on Sat Sep 21 at 10 am, it will NOT be accepted and you will receive zero on the assignment.*

An assignment is only considered submitted once ALL components, as per the assignment instructions, of the assignment are submitted. An assignment with an incomplete submission will continue to accrue late penalties until the additional components are submitted or the 72-hour maximum late period passes.

Late penalties for team assignments apply to the entire team regardless of who was responsible for submitting the document. You are expected to have a team process in place so that all members of the team can verify that the assignment has been submitted.

## ***Petition for Consideration in Course Work***

If you have a reason for a late assignment, missed midterm exam or missed seminar, etc. (other than a missed final exam), you must submit a Petition for Consideration in Course Work with supporting documentation within **a week** of returning to class from illness, or **a week** from the assignment deadline. Term work petitions are submitted through the Registrar's Office Engineering Portal: <https://portal.engineering.utoronto.ca/welcome.asp>

Petitions for the final exam are also submitted through the Engineering Portal, but in a separate online form than the term work petition online form.

Supporting documentation to be submitted with the petition:

- Absence due to:
  - Illness: *Verification of Student Illness* form signed by a registered medical physician. (<http://www.illnessverification.utoronto.ca/>)
  - Participation in athletic or other types of competition: Official letter from the coach.
- Other types of absences: Supporting documentation as appropriate.

If you know in advance that you will miss a deadline for a mandatory course activity, such as an assignment, midterm exam or seminar, you must submit the petition before the date of the activity. In addition, you must apply before the deadline or activity to determine if there is a possibility for you to make up the work, or if an extension can be granted. Note: a petition does not excuse you from work.

If you are missing mandatory course activity due to religious observances, you must submit a petition **at least three weeks** before the date of the activity. The three-week advance notice is in accordance with the University of Toronto's policy on Accommodations for Religious Observances as students would normally be aware of upcoming religious observances and course activities in advance.

Information about petitions in the Faculty of Applied Science and Engineering:

[http://www.undergrad.engineering.utoronto.ca/Office\\_of\\_the\\_Registrar/Petitions.htm](http://www.undergrad.engineering.utoronto.ca/Office_of_the_Registrar/Petitions.htm)

**Note:** If you are petitioning for a late penalty or an extension of a course work deadline, etc., because of internal ESP reasons (reasons not covered by university-wide policies), such as not following assignment instructions correctly, client issues, team issues, etc., you must submit an internal ESP petition to the ESP Office before the course work deadline or within a week of the posting of the course work grade. You may pick up an internal ESP petition form from the ESP Office or fill out the PDF version posted in Course Information and email it to: [esp@ecf.utoronto.ca](mailto:esp@ecf.utoronto.ca)

## Re-marking

If you do not understand a mark you received in a graded component of the course, your first step is to use the resources available to understand where you can improve. These resources will vary depending on the component in question. For a team written assignment your debrief is a key venue. For an exam the posted solutions will be most useful.

If after understanding the mark, you believe an error has been made, you can request a re-mark within a week of the mark being posted.

### ***Re-marking of Assignments***

Within one week of the return of an assignment grade, you may visit the ESP Office in person to give evidence of the marking error and to explain the problem. Potential errors could include:

- TA misinterpreted a course concept
- Disagreement between the rubric and the comments on the document

The ESP Office has dealt with many of these cases in the past and can give advice on whether the re-mark request is likely to proceed. After speaking with the ESP Office, you may sign up for a short meeting with one of the course coordinators to discuss the marking error. ESP Office staff will arrange the meeting. Prior to the meeting, share your Google Docs assignment file with the ESP Office ([esp@ecf.utoronto.ca](mailto:esp@ecf.utoronto.ca)).

Be sure to give the office “can edit” access. To the meeting bring the assignment’s marked rubric; a note with your name, student number (and team mates’ names and numbers if applicable) and brief descriptions of the marking errors; and any other supporting documentation/evidence to make your case.

The results of the meeting will be provided to you by email. The results are final. Your grade may be raised, lowered or remain the same as a result of the remark request. For team assignments only one member of the team must attend, but all team members must have signed a letter indicating their desire to have a remark done.

### ***Re-marking of Exams***

Within a week of the exam grades being posted, if you check your grade and the posted exam solutions, you feel that there has been an error in your mark: 1) First, request a copy of your exam by emailing [esp@ecf.utoronto.ca](mailto:esp@ecf.utoronto.ca). 2) Check your copy against the solutions. 3) If you feel there is an error, you may request a remark by emailing a letter with your name, student number, email address, and details/explanations of the marking error along with a copy of your exam to [esp@ecf.utoronto.ca](mailto:esp@ecf.utoronto.ca).

The results of the remark will be provided to you by email. The results are final. Your grade may be raised, lowered, or remain the same as a result of the remark request.

## Team Procedures

In ESP I you learned a basic team model and practiced forming a design team. You are following this same procedure for team formation in ESP II. This includes constructing a team charter, picking a team leader and other key roles, and deciding how to decide as a team. It also includes the use of attribution tables on the team written assignments. The Attribution Table policy is found below.

If you are frustrated by the dynamics within your team, and/or your team-mates' behaviour, it is important to address this in an appropriate and effective way. Your TA and CI can help you resolve these issues and help you, as a team, develop strategies for working successfully with each other. Troost ILead also offers drop-in team coaching sessions to support teams in improving the way they work together. Remember: most projects do NOT fail for technical reasons they fail because of planning and team problems.

In ESP II, because you are now more experienced with team strategies, a few new procedures have been added relating to firing and hiring team members, and quitting teams. Policies new to ESP II are marked "NEW".

### ***Team-effectiveness Learning System (TELS) Feedback***

Teams are required to provide feedback to their team members about their behaviour in their team through a TELS at specified points during the course. Students should use TELS to provide constructive, specific feedback to their team members on their behaviour. Students should use feedback from their team members to assess their performance and determine how to improve to better their team. TELS feedback will be visible to your TA and Engineering Manager (EM) and the Teamwork Coordinator, who may reach out to you if anything arises in your team's feedback that needs to be addressed.

### ***Attribution Table***

For team written assignments an attribution table must be completed and signed by all team members. Failure to sign the attribution table prior to the debrief session will result in the team receiving an zero on the assignment. If there are extenuating circumstances why a student refuses to sign the Attribution Table they must address this to their TA prior to the debrief session. The attribution table must be reviewed by all team members prior to the document debrief session to make sure that all members agree on the information given in the table. The information must be fair and accurate.

If the table indicates a substantial discrepancy in contribution (i.e. a large difference in the contributions among the team members) then the marks assigned to individual team members may be reduced to reflect this discrepancy. The TA will give an overall "team mark" on the assignment. The TA will then use the attribution table, the document revision history, inspections of engineering notebooks, and the assignment debrief meeting to ascertain the contribution of each member to the development of the document. If the TA determines an imbalance in contribution, he or she will decide on a reduced mark for the under-contributing team member(s). These marks are simply lost. They are NOT redistributed to the other team members. This is because one of the learning objectives of these team assignments is to manage to work

effectively in a team. Under-contributing team members mean that the team has failed to achieve this learning objective.

The Attribution Table Template is posted on Quercus.

### ***Individual Mastery***

In order to effectively contribute to the Team Assessments a student must, as an individual, have a base knowledge of course content. As such, a student must earn an aggregate individual grade of greater than 60% on their individual assessments to receive credit for their team contributions. Students who fail to achieve 60% on their aggregate individual assessments will receive no higher than their individual grade as their overall course grade. If for example, your individual assessments' average is 55%, then you'll only get 55% in the course.

### ***Firing a Team Member (NEW)***

Firing a team member is a strategy of last resort. All fair and reasonable attempts should be made to keep the team functioning and keep all members actively participating. However, if remediation fails and a team conclude that a member is causing substantial difficulty or repeatedly not contributing, that member can be fired. The firing can only occur with the approval of the EM and must follow a specific procedure.

1. The team will issue a warning letter to the team member informing him or her of the situation, i.e. that the person will be fired from the team unless change occurs. This letter shall be reviewed by your EM before being sent to the team member. The letter must use a professional tone and cite specific behaviours that the person must change to remain part of the team and deadlines for those changes to occur.
2. After the warning letter is sent, the EM will meet with the team together and, if appropriate, separately with the person who is under warning. The goal of these meetings is to:
  - a. Determine what, at a minimum, the team member must change to be retained.
  - b. EM will act as a mediator in this discussion, but will also be allowed to veto requested behaviour changes if he/she feels the request by the team is excessive or inappropriate (i.e. vindictive).
  - c. Work with the person under warning to develop strategies to allow him/her to meet this minimum (and preferably exceed the minimum) requirements necessary to remain in the team.
  - d. Determine if the person does not intend to change their behaviour which is causing the problem.

If the person refuses to meet with the EM, or ignores requests for a meeting, the team may proceed with the firing procedure subject to approval by the EM.

3. If the situation persists, or if the person has refused (or ignored) the request to change their behaviour, the EM may approve the firing. This approval shall be in writing (an email) to the team and shall be copied to the Course Coordinator.

4. The team may then inform the person that he or she is fired. This is done in a letter copied to the EM and Course Coordinator. The letter shall be reviewed with the EM prior to sending it. The letter must have a professional tone, and should be short and to the point. The letter shall state the specific date on which the team member is officially fired. The letter shall briefly cite the reasons for the dismissal.

*Note:* for the purposes of this procedure a “letter” may be a properly formatted email.

### ***Quitting a Team (NEW)***

Quitting a team is a strategy of last resort. All fair and reasonable attempts should be made to keep the team functioning and keep all members actively participating. However, if remediation fails and you have substantial cause, you can quit your team. You can only quit with the approval of the Engineering manager (EM) and must follow a specific procedure. This is a serious process not to be used simply because you want to be on your friend’s team.

1. You will issue a warning letter to your team informing them of the situation, i.e. that you are ready to quit the team unless change occurs. This letter shall be reviewed with your EM before it is sent. The letter must use a professional tone and cite specific behaviours that the team must change for you to stay.
2. After the warning letter is sent the EM will meet with the team together and, if appropriate, separately with the person who is considering quitting. The goal of these meetings is to:
  - a. Determine what, at a minimum, the team must change to retain the team member.
  - b. The EM will act as a mediator in this discussion but will also be allowed to veto requested behaviour changes if he/she feels the request is excessive or inappropriate.
  - c. Work with the person who is considering quitting to develop strategies that allow him/her to have their needs met within their team.
  - d. Determine if the team does not intend to change their behaviour which is causing the problem.

If the team is unwilling to change to retain the team member, the team member may quit subject to approval by the EM.

3. The approval from the EM shall be in writing and shall be copied to the Course Coordinator.
4. The team member may then inform the team that he or she is quitting and give a specific date when this will occur. This is done in a letter copied to the EM and Course Coordinator. The letter shall be reviewed with the EM prior to sending it. The letter must have a professional tone, and should be short and to the point. The letter shall briefly cite the reasons for the departure.

*Note:* for the purposes of this procedure a “letter” may be a properly formatted email.

### ***Hiring a Team Member (NEW)***

A student who has either quit or been fired from a team can be hired by another team and finish out the semester with the new team. This hiring must be approved by both the outgoing and incoming EM. All members of the new team must also approve the hiring by a secret ballot poll held by the incoming EM. The vote must be unanimous.

### ***Design Review Gateway and Final Presentation Mark Allocation (NEW)***

If a team receives a higher grade on their Final presentation than their Design Review Gateway presentation, then the marks allocated to their Design Review Gateway presentation will be moved to their final presentation. This is to encourage teams to use the DRG presentation as a means to develop the presentation skills of all members of the team.