Teaching at the University of Waterloo

A Manual for Teaching Assistants
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Welcome!

The role of the Teaching Assistant is incredibly important in delivering the academic mission of the University. Students who serve as TAs often have the same level of mastery over course content as the instructor, but can communicate materials in ways that are more in line with current students’ thought processes. Our undergraduate students rely on their TAs to achieve their academic goals, and to generate a community of learners.

For our graduate students, serving as a Teaching Assistant allows for the development of many important skills—critical thinking, communications, and confidence—that have tremendous value in both academic and professional settings.

The material contained in this manual is intended to complement what is available to students elsewhere—through departments and other sources. The goal of these resources is to provide students and instructors with guidance on how to maximize the learning experience for all who work collectively to deliver academics at the University of Waterloo.

Thank you to those of you who are reading and using this manual, both to teaching assistants and to faculty and staff colleagues. Thank you for the care and pride you are taking in doing your best to enhance excellence in teaching at the University of Waterloo.

Jeffrey Casello, Ph.D.
Associate Vice-President, Graduate Studies and Postdoctoral Affairs
Introduction

This manual is designed to help you prepare for your teaching role at Waterloo so you can have a successful experience as a Teaching Assistant (TA). We have directed you to university policies relevant to TAs and provided some essential strategies for university teaching.

The majority of this manual is drawn from the popular collection of Teaching Tips developed by Waterloo’s Centre for Teaching Excellence (CTE). Teaching Tips are succinct documents that describe useful ideas and practical methods for effective teaching, and you can find many more on CTE’s website.

We hope that first-time TAs will find this manual helpful for preparing for their immediate teaching duties and answering many of the questions that arise when teaching for the first time. More experienced TAs can use this manual to learn new ideas and different teaching approaches to enhance their teaching.
1. University-Wide Information for TAs

Graduate Studies and Postdoctoral Affairs (GSPA) provides information on how TA positions are structured and funded. On the GSPA website, you can find information on:

- defining the role of TAs
- how TAs are paid

In addition, GSPA’s guidelines on graduate student support provide information on:

- financial support for TAs
- graduate student employment, duties, and rates of pay
- other employment
- dispute resolution and appeals
- and committees dealing with graduate student support

As a TA, it is your responsibility to follow university policies and procedures related to teaching, which are listed on the Secretariat’s website. Some of the policies you will want to be aware of prior to the start of your TA appointment include:

**Policy 30: Employment of Graduate Student Teaching Assistants**

**Policy 33: Ethical Behaviour**

**Policy 34: Health and Safety**

**Policy 46: Information Management**

**Policy 69: Conflict of Interest**

**Policy 70: Student Petitions**

**Policy 71: Student Discipline**

**Policy 72: Student Appeals**

**Policy 73: Intellectual Property Rights**

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2. Preparation and Teaching

2.1 TA Checklist: Questions to Ask

Whether you are a new TA or an experienced TA working with a new course or course instructors, you need to know exactly what your responsibilities may be. The following is a list of questions to help you clarify your role and develop effective communication with the course instructor. We recommend taking the questionnaire below to your first meeting with the course instructor to gather information about the course and your role as a TA.

**Course management and expectations**

- What can you tell me about the course? (syllabus, learning objectives, demographics, learning activities)
- What is my role? Will I be leading tutorials, conducting labs, creating homework assignments, doing guest lectures, marking?
- How often will I be performing any of the above roles?
- How does my supervisor define my role? (e.g., what is involved in leading a tutorial?)
- Are there other TAs involved with this course? How will we ensure consistency for our students?
- Should I attend lectures?
- What should I do, whom should I contact, if I am unable to attend a class/tutorial?
- What types of questions or requests from students should be handled by me and which should be forwarded to you?
Communication during the term

- Is there an expectation that we communicate regularly by email?
- How often will we meet to discuss my work?

Office hours

- How many office hours should I hold and when?
- If I am to give individual assistance, how much help is too much?
- What kind of assistance should I not give?
- Should I organize group help/review sessions?

Assessment of student work

- If I am to evaluate or mark papers, projects, reports, quizzes, or exams, are the criteria for assigning grades clear?
- Will I have any input on exam or assignment construction?
- Is the process or formula for determining a final grade clear?
- How quickly do you expect problem sets/assignments/exams to be returned to the students?
- Should we meet before I begin grading papers or exams?
- Who reviews disputed grades?
- Should I make two copies of feedback?

Policies and protocols

- What is the protocol for cases involving breaches of academic integrity?
- What are the course policies with regard to late assignments, missed classes, plagiarism, academic dishonesty, and appeals?

Evaluation of TA performance

- How will my performance as a TA be evaluated? Does our department have end-of-semester TA Evaluation Forms?
- Will you be willing to provide informal mid-semester evaluation of my teaching?
- Do students fill out evaluations of TAs? If so, will I have an opportunity to review them in order to learn about my strengths as a TA and areas for development? If not, may I have permission to conduct my own informal evaluations?

Getting answers to these questions may take time, but knowing the answers will help you avoid being caught off guard by a lack of information so you can approach your role with confidence.
2.2 Leading Tutorials

For many graduate students, teaching tutorials is often their first—and in some instances, only—chance to apply and develop their teaching skills. Leading tutorials (also called “seminars”) can provide challenges for both TAs and faculty members. Numerous teaching aspects are involved in making tutorials productive learning events. Among the most important are planning, communicating, delivery, question strategies, activities, and motivation. Below you will find useful strategies to help you deal with each of these aspects.

Planning

- **Tutorials should have their own learning goals.** Check that your goals are congruent with those of the course instructor and that they clearly define what students will do. Then communicate these goals to your students. Focus not on “covering material” but rather encourage active learning among your students.

- **Define guidelines and rules from the beginning.** Devote time early in the term to familiarizing students with essential guidelines for successful and productive learning. Tell them your guidelines, and ask for their input and opinions about them. You will also likely have a number of nonnegotiable rules (e.g., due dates), but be flexible when possible (e.g., time for submitting assignments, locations for assignment submission, etc.). Provide students with an accurate copy of the goals and guidelines for your tutorial. Make sure that the penalties for infringement are clearly explained (i.e., how many marks will be lost).

- **Prepare a lesson plan for each session.** Begin with your learning objectives for the session as a way to help you limit your content to two to three main concepts for a 50-minute session. Make sure to include time estimates for each section of the tutorial.

- **Have your supporting materials ready.** If you plan to use visual aids (i.e., overheads, handouts), make sure they are legible and concise. If you plan to use the chalkboard, determine how to partition and use it. It’s also a good idea to prepare a few extra problems, examples, or activities in case students want or need additional practice. If you need to demonstrate equipment use, practice before the tutorial.

Communicating

- **Encourage students to participate.** Make sure you are not the only one talking in your classroom. Mention explicitly that you expect students to participate and that they should feel free to make comments and ask questions. Provide opportunities for participation (e.g., pause periodically and ask if there’s something that students would like to say).
• **Comment on student performance and behaviours.** With large classes, tutorials may be the only time when students can get expert feedback on their work. Explain what’s wrong, where and why. Put it in writing, if possible. Remember to commend good work too. The more your students get out of your tutorials, the better their attitude (and attendance) will be.

• **Make an effort to learn students’ names and use them.** You could use name tents, ask students to say their name when asking questions, or return assignments to them personally. Students will regard the tutorial as more important if they feel that they are known to you, and that you will notice if they are absent.

• **Avoid excessive formality, but don’t get too close.** Some tutorial leaders may feel insecure or nervous and behave in an overly strict or stand-offish manner. Assess your work climate by watching how your colleagues relate to students. Try to act naturally. If you are close to students in age, you may be tempted to socialize too much with them. Faculties have codes of conduct between staff and students. Remember that your job may require assessment. You need to ensure that students do not question your objectivity.

• **Do not ignore disruptive student behaviour.** Although dealing with it can be awkward, you need to resolve it as soon as possible because it can deprive other students of their right to learn. Ask the disruptive students if they have questions. Remind students of expected classroom behaviour stated on the first day of class. You may also need to speak to the student(s) involved outside of class.

**Delivery**

• **Keep pace with lecture progress.** Tutorials normally follow up a lecture. Try to attend lectures yourself (seek lecturer’s consent first). Alternatively, arrange for a pool of students to bring you a copy of their notes after the lectures, so that you have a better picture of what students have learned.

• **Make connections among parts of the course/tutorial.** Help students visualize the ‘big picture’ and integrate together the tutorial contents with the rest of their experiences in the course. Make statements like, “remember when we learned how to calculate x earlier in the term?” or “later on in the term, you will learn about...” You may also ask students to make such links.

• **Use relevant examples.** Illustrate points with examples taken from the field under study. When possible, share personal research or real-world experiences to help students visualize practical applications of concepts.

• **Engage with your students.** Look at your students regularly during your tutorials to see raised hands and develop a rapport with your students. Speak loudly enough and with
enthusiasm to keep students' attention. In addition, move naturally around the room when you’re speaking. Circulating around the room while students are working also allows them to ask questions easily.

- **Avoid speaking to your visuals.** Whether you use the blackboard or a screen (for overheads or electronic presentations), you may be tempted to look at and speak to your screen or board. Remember to point your toes to the back of the room before you speak so that students can hear you and you can see their responses to your teaching.

Activities

- **Plan interactive teaching activities.** Subject-related and hands-on tasks help students to learn-by-doing. Design your classes, labs, and tutorials to engage students through solving problems, discussing different perspectives, asking questions, answering questions, working out different approaches to problems or case studies, and engaging in debates.

- **Give clear instructions.** Before starting an activity, make sure that students understand what to do. Explain the goals and provide time breakdowns, then form groups if necessary. Write the instructions on the board, or consider providing printed instructions. When an activity is over, be sure to debrief to reinforce the goals and the “take home” message.

- **Avoid the temptation to turn tutorials into lectures.** It is all too easy for tutorials to degenerate into an extension of lectures, and for students to be as passive in tutorials as they may be in lectures. You may decide to expand on lecture topics from time to time; however, if this becomes a trend in your tutorials, it may indicate that the learning goals are not being met during lectures. If you suspect this is the case, talk to the lecturer.

Motivation

- **Students’ attitudes toward tutorials may need changing.** Students often regard tutorials as optional and their attendance may be erratic. If it is possible to divert some of the syllabus coverage—and some of the associated assessment—to academic tutorial times, it is more likely that staff and students will take tutorials more seriously. Be sure that your tutorials add value to the course.

- **Never put students down.** Showing respect for all students is critical. Students can be highly sensitive to snubs or sarcasm, especially if they’re feeling insecure. You need to act professionally at all times.
• **Acknowledge and thank participation.** Short phrases such as, “that’s a good point,” “thanks for saying that,” or “I see what you’re saying, but have you considered...?” allow students to develop insight instead of feel inadequate or foolish. Acknowledge all answers whether they are accurate or not. Students get disheartened if their response is passed over without comment because it is not what the tutor wants to hear—in ordinary conversation it would be considered extremely disrespectful to do this. However, be sure to provide or elicit an accurate response so the class has correct information.

• **Don’t be afraid to commend good performance.** Receiving praise for doing something well is highly motivating. Sincere praise from a tutor for insight, achievement, participation, or helpfulness will make students feel good and more likely to participate again.

**Other Strategies**

• **Save time by making time.** If you need to be available to students outside of class, set up office hours, post them on your office door and website, and be there! Office hours can minimize the interruptions to your research work that can occur when students do not know when best to approach you.

• **If you need help, ask somebody.** Your first resource should be the course instructor or coordinator. Whether a fellow TA or a faculty member, they will most likely have accumulated experience and insight to share with you as well as suggestions. In difficult cases, UW's Conflict Resolution Support Program may be the best source of help. Though the tutorials are your responsibility, you’re part of a team that can help you.

• **Keep good records.** Make notes about attendance, topics covered, questions asked and student difficulties with the material. Such records will be very helpful if you’re involved in running the same tutorial again and may provide useful feedback to the course instructor.

• **Solicit student feedback.** Ask how they are finding their learning experience and what they think you should stop, start, and continue doing. Check whether or not they have mastered concepts that have been covered already. Also, consider having an anonymous website where students can post opinions and suggestions for you.

• **Don’t wait until after the midterm or end of the term to get feedback.** The instructor evaluation forms will not help you diagnose and address problem areas in real-time. You have to constantly monitor your tutorial. Evaluation data are also helpful for overall reflection on your teaching and they provide evidence of your teaching effectiveness.
2.3 Teaching Problem-Solving Skills

Many instructors in Engineering, Math and Science have students solve “problems.” But are their students solving true problems or mere exercises? The former stresses critical thinking and decision-making skills whereas the latter requires only the application of previously learned procedures. True problem solving is the process of applying a method—not known in advance—to a problem that is subject to a specific set of conditions and that the problem solver has not seen before, in order to obtain a satisfactory solution.

Here are some basic principles for teaching problem solving and one model to implement in your classroom teaching:

Principles for Teaching Problem Solving

- **Model a useful problem-solving method.** Problem solving can be difficult and sometimes tedious. Show students by your example how to be patient and persistent and how to follow a structured method, such as Woods’ model described below. Articulate your method as you use it so students see the connections.

- **Teach within a specific context.** Teach problem-solving skills in the context in which they will be used (e.g., mole fraction calculations in a chemistry course). Use real-life problems in explanations, examples, and exams. Do not teach problem solving as an independent, abstract skill.

- **Help students understand the problem.** In order to solve problems, students need to define the end goal. This step is crucial to successful learning of problem-solving skills. If you succeed at helping students answer the questions “what?” and “why?”, finding the answer to “how?” will be easier.

- **Take enough time.** When planning a lecture/tutorial, budget enough time for: understanding the problem and defining the goal, both individually and as a class; dealing with questions from you and your students; making, finding, and fixing mistakes; and solving entire problems in a single session.

- **Ask questions and make suggestions.** Ask students to predict “what would happen if...” or explain why something happened. This will help them to develop analytical and deductive thinking skills. Also, ask questions and make suggestions about strategies to encourage students to reflect on the problem-solving strategies that they use.

- **Link errors to misconceptions.** Use errors as evidence of misconceptions, not carelessness or random guessing. Make an effort to isolate the misconception and correct it, then teach students to do this by themselves. We can all learn from mistakes.
Woods' Problem-Solving Model

1. Define the problem

   - **The system.** Have students identify the system under study (e.g., a metal bridge subject to certain forces) by interpreting the information provided in the problem statement. Drawing a diagram is a great way to do this.

   - **Known(s) and concepts.** List what is known about the problem, and identify the knowledge needed to understand (and eventually) solve it.

   - **Unknown(s).** Once you have a list of knowns, identifying the unknown(s) becomes simpler. One unknown is generally the answer to the problem, but there may be other unknowns. Be sure that students understand what they are expected to find.

   - **Units and symbols.** One key aspect in problem solving is teaching students how to select, interpret, and use units and symbols. Emphasize the use of units whenever applicable. Develop a habit of using appropriate units and symbols yourself at all times.

   - **Constraints.** All problems have some stated or implied constraints. Teach students to look for the words only, must, neglect, or assume to help identify the constraints.

   - **Criteria for success.** Help students to consider from the beginning what a logical type of answer would be. What characteristics will it possess? For example, a quantitative problem will require an answer in some form of numerical units (e.g., $/kg product, square cm, etc.) while an optimization problem requires an answer in the form of either a numerical maximum or minimum.

2. Think about it

   - **“Let it simmer.”** Use this stage to ponder the problem. Ideally, students will develop a mental image of the problem at hand during this stage.

   - **Identify specific pieces of knowledge.** Students need to determine by themselves the required background knowledge from illustrations, examples and problems covered in the course.

   - **Collect information.** Encourage students to collect pertinent information such as conversion factors, constants, and tables needed to solve the problem.
3. **Plan a solution**

   - **Consider possible strategies.** Often, the type of solution will be determined by the type of problem. Some common problem-solving strategies are: compute; simplify; use an equation; make a model, diagram, table, or chart; or work backwards.

   - **Choose the best strategy.** Help students to choose the best strategy by reminding them again what they are required to find or calculate.

4. **Carry out the plan**

   - **Be patient.** Most problems are not solved quickly or on the first attempt. In other cases, executing the solution may be the easiest step.

   - **Be persistent.** If a plan does not work immediately, do not let students get discouraged. Encourage them to try a different strategy and keep trying.

5. **Look back.** Encourage students to reflect. Once a solution has been reached, students should ask themselves the following questions:

   - Does the answer make sense?
   - Does it fit with the criteria established in step 1?
   - Did I answer the question(s)?
   - What did I learn by doing this?
   - Could I have done the problem another way?
2.4 Holding Office Hours

Both faculty members and TAs can accomplish some of their most rewarding teaching in the office. Here are some general strategies on holding office hours from Barbara Gross Davis’ Tools for Teaching.

Before the semester begins:

- ask about your department’s policy on how much time should be devoted to office hours (usually two to four hours / week)
- plan to vary the times and days and be available by appointment
- list your office hours, office room number, telephone extension, e-mail address and fax number on the course syllabus and post them outside your office door
- consider if some office hours could be held online and if these would meet the needs of some of your students as well, or better than, face-to-face office hours

On the first day of class, mention your office hours and explain to your students that office hours give them the opportunity to talk to you informally, ask questions about assignments, review graded work, or get suggestions for further reading.

Often a teaching assistant may find that students hesitate to make use of office hours. How can you encourage students to drop by? Davis suggests:

- be friendly and accessible—stay after class
- invite students to come to your office hours several times throughout the term
- post answers to quizzes or homework by your office door
- return students’ work with a “Please see me during office hours” notation

Some teaching assistants may find that too many students come at once. Here are some strategies you might try:

- advise students to prepare their questions and not ask for an explanation of an entire chapter or a recap of a class lecture they missed
- if several students express similar concerns or questions, group the students together
- devote particular office hours to reviewing certain difficult topics

Here are some more general tips for conducting office hours:

- use small talk when students arrive to help create a relaxed mood
- let the student tell you the purpose of the visit; if the student needs prompting, ask “What can I do for you?”
- give your students your undivided attention by putting aside your work and postponing lengthy conversations with others who phone or visit
• if students arrive five minutes before the end of your office hour, thank them for coming but add that you only have a few minutes right now. Encourage them to return near the beginning of your next office hour, or book an appointment at another mutually convenient time.

2.5 Question Strategies

Here are some general strategies for asking questions and responding to student questions in ways that will capture students' attention, foster student involvement, and facilitate a positive, active learning environment.

Start asking questions early in the course term and set the tone for an active learning environment

Make it clear on the first day that you will be posing lots of questions and that you want the students to interact with you during a lecture. Let them know that you are interested in their ideas and that you encourage questions and comments throughout class.

Prepare your key questions and strategies for asking questions in advance

Think about different questions that you can ask your students as well as different ways to ask them. The types of questions you ask should capture students' attention, arouse their curiosity, reinforce important material, and foster an active learning environment.

Wait for the answer

Research shows that teachers wait on average about one to three seconds for a student response before answering the question themselves. Not only does this teach students that they don't need to respond, it also does not provide them with sufficient time to think about the question and formulate an answer. Although the silence seems awkward and uncomfortable, smile, wait patiently, scan the room, and endure at least a five to ten second wait between your question and student responses.

Ask only one question at a time and be sure it is clearly stated

Teaching assistants often attempt to clarify a question by rephrasing it, and in the process, ask a different question. This practice leads to a lot of confusion amongst students as well as a decreased chance that they will respond.

Avoid leading questions

Questions such as "Don't you all think that ...?" will not encourage students to offer their opinions and views on the subject. Students know what you think they should think.
Be cautious of asking, "Are there any questions?"

Many education experts believe such questions to be somewhat "wasteful." Such inquiries are often viewed by students as a "ritualistic" exercise on the instructor's part and are usually met with silence. When asking the above, be sure that your question is genuine, open-ended, and has a clear purpose. If the question is met with no response, be prepared to use follow-up probing questions: "That means that if I were to ask you on an exam whether..., you would know how to answer?" This usually elicits questions and concerns from students.

Avoid yes/no questions and questions that require only a one-word response

You cannot get a discussion going or foster an active learning environment by asking students questions that only require a one-word response. Ask a variety of questions that will require different thinking processes and deeper thought.

Be an active listener

Avoid interrupting a student's answer, even if you think the student is heading toward an incorrect answer. Also, be sure to maintain eye contact and use non-verbal gestures such as smiling and head nodding to indicate your attention and interest in the student's response.

Acknowledge all student contributions

Thank or praise the student for having asked a question or expressed a view with comments such as "Good question" and "Thank you for sharing that with us." Such comments reinforce the behaviour of asking questions and volunteering information during class. Be sure, however, that you vary your reactions to students to avoid overusing the same comments. You can vary your responses in the following ways:

- restate what the speaker has said to reinforce the point
- invite the student to elaborate: "Tell us more about that."
- ask for clarification: "What do you mean by that?"
- expand the student's contribution: "That's right, and to follow up on that point..."
- acknowledge the originality of the response: "Good point. I hadn't thought of that."

Repeat questions/comments and respond to the whole class

Repeat student questions or comments when necessary so that the whole class can hear the information. You may need to paraphrase a long or complex question/comment. Also, when responding to student questions/comments, be sure to look around the room to include all students in your comments. A general rule of thumb is to respond by focusing 25 percent of your eye contact on the questioner and 75 percent on the rest of the class—this is the 25/75 rule.
Encourage student-to-student interaction

Try to structure your comments to encourage students to interact with one another, "Mark, that's a good point. Could you relate that to what Sally said earlier?" Be prepared to facilitate recall of Sally's comment. When students are required to respond to one another, they become more attentive.

Admit when you don't know the answer

You'll lose more credibility by trying to fake an answer than by stating that you don't know. If you don't know the answer to a student's question, say so, "That's a good question. I'm not sure about that." Then follow up in one of the following ways:

- ask the class if anyone knows the answer (be sure to verify any responses)
- suggest resources that would enable the student to find the answer
- volunteer to find the answer yourself and report back at the next class
2.6 Classroom Environment

Here are some tips on how to set a positive classroom atmosphere from the first day of class:

- **Signal the beginning of the class clearly and consistently.** To limit disruptions, you need to set the proper quiet atmosphere before you begin your class. In a clear, loud voice, say “Good morning!” or “We’re going to start now!” and use the same cue throughout the term to gain students’ attention. Do not start lecturing while students are talking.

- **Communicate your ground rules for the course on the first day.** Discuss your expectations for the students in the first lecture. Tell them your policies on classroom disruptions such as talking in class or arriving late. Provide a brief rationale for your rules, focusing more on students showing respect for other students.

- **Alternatively, spend the first class having the students collaboratively develop the ground rules for the course.** Encourage them to envision a classroom environment that will be most conducive to their learning. Ask them, too, to think through behaviours that might undermine their classmates’ learning, and how those behaviours should be addressed or managed by the instructor or by the rest of the class. Try to get them to see the ground rules as a social contract whose aim is to support their mutual learning.

- **Put the ground rules in your course outline.** Since the outline is a contract you make with the class, it is an appropriate place to put your expectations for the course. It also gives you an impartial document to return to should you need a way to reinforce your rules.
• **Give students a non-disruptive outlet for expressing their concerns.** Consider placing an “exit” box at the back of the room for students’ questions, ideas, suggestions, and concerns, and respond to them on a regular basis. An anonymous online drop box or survey can be used in the same way to gather students’ questions, ideas, suggestions, and concerns.

• **Consider giving a professionalism grade.** In smaller classes, it may be possible to grade students on their level of professionalism—are they on time, prepared for class, respectful of other students, etc.?

If students are disrupting your class, here are some possible ways to handle them:

• **Ask the students if they have a question.** Sometimes talking during class is legitimate; students have missed a key definition or number and need clarification from someone sitting nearby.

• **Move closer to the disruptive students.** Your proximity may signal to them that they are interrupting the class.

• **Make a general statement to the class about the disruption.** If you do not feel comfortable singling people out, you can indicate to the class in general that the disruption level is too high and remind them of the ground rules you set on day one.

• **Use an active learning activity.** Try a think-pair-share where you have students turn to the person next to them to discuss a problem or question. This will break up the flow of the class and help to re-capture students’ attention. It will also give you an opportunity to approach the disruptive students and discuss your concern with them.

• **Ask those who consistently disrupt the class to see you after class.** This will give you an opportunity to air your concerns outside of class and indicate your displeasure with the students’ behaviour without embarrassing them in front of the class.

• **Ask the disruptive students to leave.** If you feel there is no other recourse, you are within your rights to ask students to leave the room. You may also choose to leave.

• **Designate a specific part of the classroom for laptop users.** Many students prefer to take class notes using a laptop, but the keyboard tapping can distract other students. Creating a "laptop zone" at the back of the classroom and a "non-laptop zone" at the front can help allay this problem.

Other general tips to help large classes run smoothly include:

• **Start and end classes on time.** This helps to create an atmosphere of respect for students’ time and yours.
• **Avoid giving cues that class is ending.** If you say “One more point and then we can go,” it is likely that students will start packing their bags before you are finished. Moreover, to help prevent students from packing up and leaving early, make it a habit to spend the last two or three minutes of the class re-iterating the three most important points or ideas of that day’s class.

• **Move around the classroom.** Try to keep students involved and attentive by moving throughout the classroom.

• **Look and sound confident.** Arrive at class prepared and handle yourself professionally at all times to indicate that you are in charge.

• **Make sure everyone can hear.** Learn to project your voice effectively, encourage students to speak up loudly, and if necessary repeat student questions and responses for those who may not have heard.

• **Admit when you can’t answer a question, offer to find the answer, and then report back next class.** Avoid getting bogged down in material about which you are unsure.

2.7 Managing Nervousness

Even seasoned presenters, performers, and politicians experience fear in some form when they’re in front of a crowd. The difference between experienced and novice presenters is that those with experience have learned how to channel fear into productive energy.

**Physiology of fear**

To learn how to control your fear, you need to understand your body’s natural response to fear. The body prepares itself for the challenges of dealing with danger by entering a state of high physiological arousal through the release of a hormone called adrenaline. Most familiar feelings of fear are caused by adrenaline and include the following:

• **increased heart rate and breathing:** this increase allows for more rapid exchange of oxygen in certain areas of the body, particularly in large muscle groups and major organs.

• **butterflies:** blood flow is diverted away from the digestive system, leaving your stomach slightly deprived of oxygen and resulting in a fluttery feeling.

• **upset stomach:** blood flow is diverted away from the digestive system, and the elimination of wastes lightens the body and prepares it for faster flight from danger.

• **dizziness:** this occurs because increased oxygen in the system increases respiration.
- **dry mouth:** increased breathing and sweating leads to dehydration.
- **sweating:** increased blood flow to large muscle groups creates heat in your body causing you to sweat.
- **tremors and shakes:** blood flow is diverted away from fine motor muscles to large muscles and major organs, leaving fine motor muscles deprived of oxygen and harder to control.
- **dilated pupils:** increased blood flow to ocular centres results in larger pupils, allowing for more light to enter the eye to aid in perception of foes.
- **slurred speech:** blood flow is diverted from brain areas associated with secondary functions such as speech.

**Managing fear of public speaking**

You can’t control the amount of adrenaline that your body releases in response to fear, but you can control its effects and reduce the amount of fear that you feel:

- **Prepare well, especially your introduction.** By the time your introduction is over, you will have started to relax.
- **Remember that most presentations are not performances.** They are a sharing of information.
- **Know your audience.** Before preparing your presentation, know who you will be presenting to and what their needs and expectations will be for your presentation.
- **Rationalize your fears.** If you're very nervous, list each fear and consider whether it is reasonable or what you could do to overcome it.
- **Use relaxation exercises.** Stretching, deep breathing, etc. can help you slow your heart rate.
- **Try positive self-suggestion.** Visualize yourself presenting successfully.
- **Practice your presentation.** Present in front of a mirror or with a small group of friends or family.
- **Remember to breathe and drink lots of water.** Increased breathing and sweating will dehydrate you quickly.
• **Know your facilities.** Test all of your equipment in advance and know what your presentation room looks like. This will help you visualize your presentation and alleviate unnecessary worries about equipment failure.

• **Have a backup plan.** Know what you will do if the projector doesn’t work. Be prepared to present without your visual aids and have chalk or markers available and a plan for using them if you can’t use the visuals you prepared.

• **Arrive early.** This is a great opportunity to get to know your audience as they filter into the room.

• **Introduce your topic with a personal story.** Telling a story helps the audience identify with you and makes the atmosphere warmer and more personable. You may consider using a humorous story if it fits with your topic. Laughing with your audience will relax both them and you.

• **Focus on your audience and your topic, not yourself.** Avoid overanalyzing your delivery while doing it.

• **Remember that your audience wants you to succeed.** Audience members get uncomfortable when a presenter struggles. They want you to do well.

• **Ignore mistakes, and don’t apologize.** Often only you know what went wrong.

• **Remember that most of your fear symptoms don’t show.** Audience members can’t see the butterflies in your stomach or the sweat on your palms. Try being video-taped so you can see for yourself.

• **Use your nervous energy to generate enthusiasm.** Monotonous speakers are not engaging. Your nerves (adrenaline) can give you the rush of energy you need.

Presenting gets easier the more you do it. So challenge yourself. The reward of seeing the look of comprehension or awareness in a student’s or colleague’s face makes it more than worthwhile.
2.8 Teaching with Technology

In addition to the tools that are found in LEARN (Waterloo’s learning management system), there are many other technologies that you might find pedagogically useful, such as Clickers, ePortfolios, Presentation Tools, Concept Mapping Tools, Screencasting Tools, Crowd-Sourcing Tools, Wikis, and Outliners. Waterloo’s Centre for Teaching Excellence (CTE) has developed best practices for all of these technologies.

If you use online technologies in your teaching, or if you ask your students to use them, you should first read the Guidelines for Cloud-Based Tools that was jointly developed by the CTE, the Centre for Extended Learning (CEL), and ITMS.

Learning technologies are evolving all the time, but you can stay up to date by subscribing to CTE’s listserv. The listserv sends out an email every two weeks with a handful of items pertaining to new educational technologies. If you’d like to be added, just send an email to Dr. Mark Morton. Additionally, you can stay current with new educational technologies through CTE’s Twitter and Facebook pages.

If you have questions about learning technologies, you can email Dr. Mark Morton. Questions about LEARN should be directed to Dr. Mary Power.
3. Grading and Feedback

3.1 Grading Strategies

Whether you’re grading assignments, essays, lab reports, or exams, there are some general strategies that can help you save time and ensure that you’re being equitable.

For Quick Grading

- Prepare an answer key or set detailed marking criteria before you start grading. This helps you avoid being “bluffed” by highly literate or clever students who respond elaborately to only one aspect of a question or an aspect tangential to the question and impress you more with their writing or creative problem-solving style than the content of their answer.

- Annotate your grading criteria as you progress through the marking. This helps you become more efficient as you encounter the same mistakes repeatedly; you have a record of how you handled the same error previously.

- With problem-solution questions, work through the problem yourself just before starting to grade it, even if you’ve done it several times before. This helps you easily remember the details.

- Grade only one question or topic at a time so you can stay focused. And finish grading all responses to one question at one sitting if possible so you don’t have to worry about reformulating or remembering the subtleties of your marking scheme. But know your own limits since fatigue may keep you from grading reliably throughout.

- Identify assignments or exams that use the same approach and group them together. After the divisions are made, go back and grade the work, starting with the best group and finishing with the worst. This allows you to become familiar with some mistakes before marking the more difficult responses.

- Find excellent, good, adequate, and poor examples to serve as anchors or standards. Use them to refresh your memory of your grading standards and help ensure fairness.

- Avoid over-marking. Write brief comments on students’ work. Do not feel that you must correct every grammatical or mathematical error, respond to every idea, or propose alternatives for each section. It is best to focus on only one or two major problems and look for patterns of errors rather than note every flaw.
• Respond to students’ work as an interested reader or reviewer would. Set yourself three goals: highlighting what was done well (to build confidence), pointing out key errors and weaknesses that need correction, and providing ways to improve.

• Avoid rewriting students’ assignments. Indicate the major problems with a segment of the assignment and perhaps rewrite one paragraph as an example, but leave the major revisions to students.

• Set limits on how long you will spend on each exam question, essay, or assignment.

• Sort students’ work into A, B, C, D, and Fail piles before assigning final grades to help you decide on borderline cases.

For Equitable Grading

• Cover students’ names so you’re not influenced by the performance of students on previous exams or assignments, their class participation level, or their attitudes about you or the course. You can ask students to put their names on the last page or the back of an exam or assignment.

• Determine the general level of performance before grading by randomly sampling the assignments or exams or, if possible, skimming them all.

• Avoid trying to mark entire exams or all essays in one sitting since you may become too tired to grade reliably. But marking all responses to one exam or assignment question in one sitting can help ensure fairness. Know your own limitations and what will work best for you.

• When there’s more than one marker for a course, have a group marking session in which everyone grades a few papers or exam answers and compares them. Or you can split up the marking task and have each marker grade the same question or set of questions on every exam.

• After marking one question on all exams or assignments, shuffle the papers to remove any expectations based on order.

• Avoid judging students’ work on extraneous factors such as handwriting or use of pen versus pencil.

• Place marks on the last page of students’ work to help protect privacy.

• Record all grades as number grades (versus letter grades) when possible to ensure greater accuracy when calculating final marks.
For grading difficulties, cheating, and plagiarism

If you are a teaching assistant, discuss any grading issues with the course instructor, particularly if you suspect issues of cheating or plagiarism. If you are the teaching assistant and you suspect cheating or plagiarism, contact the Associate Dean of Undergraduate Studies for your Faculty for advice on how to proceed. University Policy #71 deals with student academic discipline.

You can also help students avoid unintentional plagiarism by clearly explaining at the beginning of term what it encompasses.

3.2 Giving and Receiving Feedback

We are continually giving and receiving feedback. Whether explicit through oral or written language, or implicit in gestures or tone of voice, feedback conveys information about behaviours and offers an evaluation of the quality of those behaviours. While it is easy to take feedback personally, strive to perceive it as a learning opportunity. Feedback can reinforce existing strengths, keep goal-directed behaviour on course, clarify the effects of behaviour, and increase recipients’ abilities to detect and remedy errors on their own. Use the tips below to receive and give feedback effectively.

Receiving Feedback Effectively

- **Listen to the feedback given.** This means not interrupting. Hear the person out, and listen to what they are really saying, not what you assume they will say. You can absorb more information if you are concentrating on listening and understanding rather than being defensive and focusing on your response.

- **Be aware of your responses.** Your body language and tone of voice often speak louder than words. Try to avoid putting up barriers. If you look distracted and bored, that sends a negative message as well. Attentiveness, on the other hand, indicates that you value what someone has to say and puts both of you at ease.

- **Be open.** This means being receptive to new ideas and different opinions. Often, there is more than one way of doing something and others may have a completely different viewpoint on a given topic. You may learn something worthwhile.

- **Understand the message.** Make sure you understand what is being said to you, especially before responding to the feedback. Ask questions for clarification if necessary. Listen actively by repeating key points so that you know you have interpreted the feedback correctly. In a group environment, ask for others’ feedback before responding. As well, when possible, be explicit as to what kind of feedback you are seeking beforehand so you are not taken by surprise.
• **Reflect and decide what to do.** Assess the value of the feedback, the consequences of using it or ignoring it, and then decide what to do because of it. Your response is your choice. If you disagree with the feedback, consider asking for a second opinion from someone else.

• **Follow up.** There are many ways to follow up on feedback. Sometimes, your follow-up will simply involve implementing the suggestions given to you. In other situations, you might want to set up another meeting to discuss the feedback or to re-submit the revised work.

**Giving Effective Feedback**

Prioritize your ideas. Limit your feedback to the most important issues. Consider the feedback’s potential value to the receiver and how you would respond—could you act on the feedback? As well, too much feedback provided at a single time can be overwhelming to the recipient.

• **Concentrate on the behaviour, not the person.** One strategy is to open by stating the behaviour in question, then describing how you feel about it, and ending with what you want. This model enables you to avoid sounding accusatory by using “I” and focusing on behaviours, instead of assumed interpretations. Example: instead of, “You obviously don’t care about this course!” you might say, “I haven’t seen you in class for a week. I’m worried that you are missing important information. Can we meet soon to discuss it?”

• **Balance the content.** Begin by providing comments on specific strengths. This provides reinforcement and identifies the things the recipient should keep doing. Then identify specific areas of improvement and ways to make changes. Conclude with an encouraging comment. This model helps to bolster confidence and keep the weak areas in perspective. Example: instead of: “You didn’t speak loudly enough. However, the presentation went well,” you can say, “Your presentation was great. You made good eye contact and were well prepared. It was hard to hear you at the back of the room, so you’ll want to work on your volume. With practice, you can easily improve.”

• **Be specific.** Avoid general comments that may be of limited use to the receiver. Try to include examples to illustrate your statement. As well, offering alternatives rather than just giving advice allows the receiver to decide what to do with your feedback.

• **Be realistic.** Feedback should focus on what can be changed. It is useless and frustrating for recipients to get comments on something over which they have no control. Also, remember to avoid using the words “always” and “never.” People’s behaviour is rarely that consistent.
• **Own the feedback.** When offering evaluative comments, use the pronoun “I” rather than “they” or “one,” which would imply that your opinion is universally agreed on. Remember that feedback is merely your opinion.

• **Be timely.** Seek an appropriate time to communicate your feedback. Being prompt is key since feedback loses its impact if delayed too long. Delayed feedback can also cause feelings of guilt and resentment in the recipient if the opportunity for improvement has passed. As well, if your feedback is primarily negative, take time to prepare what you will say or write.

• **Offer continuing support.** Feedback should be a continuous process, not a one-time event. After offering feedback, make a conscious effort to follow up. Let recipients know you are available if they have questions, and, if appropriate, ask for another opportunity to provide more feedback in the future.

### 3.3 Encouraging Academic Integrity

Obtaining a degree with integrity contributes to a positive reputation for Waterloo, which benefits everyone, especially students. Academic misconduct, on the other hand, creates potential to reduce the value of a Waterloo degree, disadvantaging the entire campus community and the degree holders in particular. As a TA, you are in a position to influence and encourage positive behaviour from our students.

Common reasons cited for academic misconduct from students include disengagement from course/instructor, lack of serious consequences for cheating from particular instructors, feeling overwhelmed, lack of knowledge on what constitutes an academic offense, easy to copy from peers during exams, etc. Ways to deal with each circumstance is listed below.

**I don’t feel any sort of personal connection with my TA.**

Class sizes are increasing, which makes it harder to get to know our students. The more we can try to connect in a meaningful way with our students, the less likely they are to cheat.

• Tell students a little about yourself, and how you came to be a graduate student.

• Learn your students’ names. In large classes, learn the names some of your students.

• Let students know that you are an honest person and you value that trait in others.

• Explain why practicing the principles of academic integrity is important in your field or profession, and what the consequences are if these principles are not followed.

• Let students know that you are all on the same side as far as the ultimate goal—learning—is concerned, rather than establishing a “me against them” mentality.
• Establish an environment that is conducive to their coming to see you (rather than resorting to cheating or plagiarizing) if they have a problem with getting a paper or an assignment done on time.

• Have students sign a paper that says they will behave accordingly and always act with integrity.

• Implement your own Honour Code—have students in your tutorials shake your hand and look you in your eye and declare that they will act with integrity in your course.

**My professor just tells off students who cheat and makes them resubmit the assignment, so what’s there to lose? It’s definitely worth the risk to cheat.**

Students get to know the professors and the teaching assistants who turn a blind eye to cheating and plagiarism, and interpret this as implicit support for dishonest behaviour. To counteract this problem:

• Discuss in your tutorial the issue of academic integrity as well as the course and the University’s policies regarding academic offences and the penalties involved. [University Policy #71](#) deals with student academic discipline.

• Make absolutely explicit course expectations regarding collaboration (and outside help such as tutors) on assignments and/or papers at the beginning of the course, and repeat this information often during the term.

• Encourage students to complete the [Academic Integrity tutorial](#) for undergraduate students.

• If you suspect cheating or plagiarism, contact the Associate Dean of Undergraduate Studies for your Faculty for advice on how to proceed.

**It’s impossible NOT to see the test paper of the person sitting beside me during exams.**

• Provide sufficient space between people taking a test.

• Proctor tests conscientiously. Avoid merely sitting or reading passively at a desk at the front of the class—circulate in the room and monitor students’ behaviour carefully.

**How could I possibly have time to do a weekly assignment in each of the five courses I’m taking? My instructor seems to have no idea that I’m taking other courses!**

• Be reasonable in your expectations of students. They are usually taking other courses and have responsibilities beyond their school work. Students should spend 8 to 10 hours per week on each course, including in-class time. Discuss with the instructor if a lot of students are struggling to meet deadlines, finish readings, etc.
Be available to students for help, particularly at crucial ‘crunch’ times before assignment due dates and test dates.

I thought that the material I found on the web didn’t need to be referenced because it is in the public domain, not actually in a book.

- Let your students know that all ideas and information they incorporate into their work should be referenced, even something that someone told them about (referenced as a “personal communication” from that person).
- Warn them that some material on the web might not be as accurate or reliable as that found in books and scholarly journals because much of it has not been subjected to peer review.
- Teach them proper citation practice for information from all sources, including web sources. Your liaison librarian can help with this if you are unsure about it yourself.
- Refer them to the Writing and Communication Centre, Library, Student Success Office, or other campus resources if they need help.

Waterloo’s Office of Academic Integrity has several useful resources related to academic integrity aimed at graduate students. Watch their Introduction to Policy 71 video and/or complete the Academic Integrity tutorial for graduate students.
4. Being a TA in Online Courses

Many of the same principles of effective teaching in a traditional university classroom that were introduced in earlier sections of the manual also apply to online teaching. One of the obvious differences between online and traditional teaching is the lack of a physical classroom. At the University of Waterloo, a virtual classroom site is created for all fully online courses in our learning management system, LEARN. Students may work with the course content, communicate with each other and the instructor, submit assignments and take quizzes all through this online space.

Being a TA for a fully online course may be challenging at first because you may never meet students face to face. Communication is often asynchronous and text-based so you do not have an opportunity to read facial expression or body language. Are the students working through the material? Are they having problems? You may feel that the lack of a physical connection with the students at a pre-determined time and place each week may prevent you from answering these questions. Rest assured that these challenges can be addressed. Many Waterloo instructors and teaching assistants find that teaching online is a highly rewarding experience and they can even feel more connected to their students than in a physical environment.

Online Students

It is important to note that online students are not necessarily students that are studying from a distance. Seventy-five percent of students enrolled in online courses at Waterloo are full time or part time on-campus students working towards their undergraduate degree. Many teaching assistants find it helpful to enroll in an online course themselves in order to experience firsthand online learning from the student perspective.

Course Development

Online courses developed at Waterloo are specifically designed to take advantage of the opportunities afforded by online learning such as:

- Accommodating students that may have on campus scheduling conflicts, that live outside the Waterloo area or that are on co-op work terms
- Providing students with the ability to review content again and again to reinforce key concepts
- Allowing students to learn at their own pace

At Waterloo, course authors work with the Centre for Extended Learning for approximately 8 months to create a fully online course. Online courses are designed to meet the University of Waterloo's quality guidelines.
Role of the Online TA

As a teaching assistant you may be asked to mark, grade, discuss or add content to an online course. This can be challenging if you are not familiar with LEARN. On campus training courses and help documentation is available to assist you. The Centre for Extended Learning also offers an Online Teaching Assistant training course.

The instructor may ask you to do any of the following as a teaching assistant for a fully online course:

- Moderate online discussions
- Post news items
- Manage student submissions in dropboxes
- Mark student dropbox submissions, grade them and post grades to the course’s online gradebook in LEARN
- Email announcements or reminders to students
- Create online student learning groups
- Host TA office hours online
- Edit or create content in LEARN
- Moderate an online synchronous session using Adobe Connect
- Use external online tools (e.g., Skype) for instructional purposes
- Assist students with minor technical difficulties in LEARN

Meet with your online instructor early on to ensure you have TA access to the course in LEARN, that you know what is expected of you and that you are comfortable with the corresponding LEARN tools.

Teaching Tips for Online TAs

Set aside time every day or every other day to log into the course site to check student activity. Familiarize yourself with the course schedule so you know what students should be doing each week. Advise students to set aside at least 10 hours per week to work on their online course. Students who schedule regular times each week to work on their online course are less likely to get behind.

The “Ask the Instructor or TA” discussion board is set up in most online Waterloo courses. Post a friendly welcome and introductory biography of yourself using this discussion board within the first day or two of term. Let students know how they can contact you and when they can expect a response from you.

Being “present” in online courses is critical. Make every effort to reply to email questions or discussion posts to “Ask the Instructor or TA” within 24-48 hours from Monday to Friday as a minimum. If you will be away for an extended period of time, let the instructor and students know this ahead of time.
When students require technical assistance with LEARN, direct them first to the "Help" link located in the LEARN environment. If students continue to have technical problems with LEARN, they should be directed to CEL’s technical support at extendedlearning@uwaterloo.ca.

Provide prompt and effective feedback to students within LEARN. Let students know how and when they can access your feedback in LEARN before assignment due dates.

With the instructor’s permission, use the News section of the Course Home page to make announcements during the term to communicate new or changing information regarding due dates, absences, tips etc. as needed.

Know when to refer students elsewhere. If students have administrative questions, they should be directed to the CEL office at extendedlearning@uwaterloo.ca. If students have questions relating to academic issues (e.g., course content, deadlines, etc.) they should post on the "Ask the Instructor" discussion topic. This allows other students to benefit from questions and posted answers as well.

Discussion boards and other online communication tools promote interaction and learning. Use them effectively by:

- Helping students to make connections between discussion postings and the course content.
- Ask challenging questions that connect course content to the discussions. Ask for clarification. Probe assumptions. Ask for examples and alternatives.
- Responding to postings that seem to be left behind, that have not received responses in an effort to move conversations in new directions.
- Modeling appropriate, positive, and useful posting practices: “I understand what you are saying and I agree with your point, but I wonder...” or “Help me to understand your last sentence, it is a bit confusing to me”

Spend some time familiarizing yourself with LEARN. The Basic Introduction to LEARN course runs at the beginning of each term. Access the help documentation provided for TAs.

Keep in mind that because courses are designed before the start of term, all content, including assignment information, lectures and discussion boards are developed and set up in LEARN in advance. As a TA, you should familiarize yourself with the course site and its content at the start of term.
5. Teaching Tips for International TAs

There are many challenges to being a teaching assistant. It can be a steep learning curve for anyone, especially if you are an international student who has the added challenge of learning the nuances of a culture that may be very different from your own. If you are an international teaching assistant (ITA), the following information can help you to make the transition to a Canadian university classroom smoother and avoid common misunderstandings.

Differing Backgrounds

The depth and breadth of the material covered at both the secondary (high school) and post-secondary (university and college) levels differs dramatically among different countries. Therefore, you should not expect your students to know all of the same aspects of a subject that you may have been taught in your country, especially if you are teaching a first-year course. Be patient and willing to slow down your teaching of the material and to address questions.

Students’ Level of Interest

Some students might seem to show little interest in your course. Avoid taking this personally. For many Canadian students, the university experience is about the social aspects as much as it is academic ones. Also, some students may not have settled into their specialty or even decided if university is where they want to be, especially if they are in their first few years. Members of your class may be taking survey courses to try out a topic area or because it is required, rather than because it is something in which they are keenly interested. Try not to become discouraged by what seems like student apathy. Show interest in your material and try to engage the students. The more enthusiasm you show for the course, the more likely it is that your students will see the value in it.

Informality in the Classroom

The Canadian university dynamic can seem very relaxed to ITAs whose experience of school is much more formal. For example, students in Canada do not stand when the teacher enters the room. Also, many students will eat or drink in class, and might arrive late or leave early. Many students are accustomed to calling TAs by their first names. If you are not used to this kind of classroom behaviour you might feel shocked or even angered by the attitudes and actions of the students.

It’s important to understand that in Canada informal attitudes from students are often a sign of approval and acceptance or respect. As well, students appreciate friendliness and openness from authority figures. TAs should maintain a professional distance from their
students at all times; however, students will respond well to a TA who is willing to share personal experiences, laugh occasionally, and talk with his or her students outside of class. This kind of informal relationship signals to students that you care and are interested in them and their education.

**Teaching Approaches**

Students expect that their instructors, including their TAs, will be knowledgeable about the course material and will present the material in a clear, easy to understand, systematic way. Canadian students generally have the impression that the teacher’s role is to give them detailed instructions and feedback on assignments and to explain step-by-step what they are expected to do. Sometimes this teaching style is referred to as “spoon-feeding”, but it is better understood as a very involved level of interactivity between students and teachers and is a teaching style that most first- and second-year students expect; part of the university experience is to move students gradually toward a more independent learning style so that they can interpret assignments accurately and engage in self- and peer-assessment as they mature as learners.

Here are some pointers to make your teaching more effective in this environment:

- Be clear about assignment expectations and due dates, and be prepared to answer students’ questions.
- Be enthusiastic about the TA experience and engage in it fully. Canadian students have been raised in a system that supports interactive teaching methods and aggressive questioning of the teacher. Some ITAs find these approaches disrespectful or intimidating, but it can be an excellent opportunity to expand your teaching experiences and gain insight into how North Americans interact. A positive attitude will go a long way in a Canadian classroom.
- Communicate honestly and encourage students to express their needs or misunderstandings. Students in North America will be understanding and supportive of an instructor who is willing to admit if they don’t know something. If you have a student ask you a question that you can’t answer, simply say you don’t know the answer but will find it out for the next class (and then make sure you follow up on it). Make it clear to your students on the first day that they are free to ask questions at any time and encourage them to talk to you about any of the course material or requirements.
- North American students appreciate a certain level of entertainment and engagement in a classroom. What that means is that they prefer variety over having someone deliver information in a dry lecture format every class. Also, students are more attentive if they are able to participate in class. Engage your students through
activities such as debates, role playing or group work. There are a number of CTE Teaching Tips with ideas on how to vary your lectures or tutorials. See, for example, Key Strategies for Effective Tutorials, Active Learning Activities, Teaching Problem-Solving Skills, and Implementing Group Work in the Classroom.

- In some parts of the world, negative or direct criticism is seen as an effective teaching tool; however, in North America negative feedback can be very hard on a student’s morale. When addressing students’ responses or comments, be encouraging and recognize their effort to contribute. Students expect praise when they do well and encouragement when they are incorrect. As an example, if a student offers a wrong answer, you can respond by saying, “You have the right idea, but there’s more to it than that” rather than simply stating, “No, that’s wrong.”

Language Issues

Being a TA is a great opportunity to improve your English if it is not your native language. Teaching in English can be a major challenge when you first start, but your position as a non-native speaker in front of the class can work to everyone’s advantage. It is good for students to learn to understand English with other accents, and if you are able to relax and enjoy the situation, you may be able to use the ‘language barrier’ to connect with your students.

Whether inside or outside of the classroom, make every effort to practice and improve your English. There is a difference for students between adjusting to an accent and simply not being able to understand a teacher because they do not have adequate language skills. There are a number of ways to strengthen your English: the university offers labs, courses, tutorials, mentor programs and other forms of support. The English Language Institute at Renison University College offers credit courses for graduate students, such as EMLS 601R, Professional Spoken English and EMLS 602R, Scholarly Writing in English (there are no extra tuition fees for these courses). You can also engage in conversation with native speakers in your department, your classes, or even where you live. You can surround yourself with colloquial English by having the television on or listening to a Canadian talk radio station, for example, the CBC.

If you believe your English skills might be an issue while you are a TA, acknowledge the language issue on the first day of class. When you are introducing yourself, state that you are still learning English, and let the students know that they can ask you to repeat yourself if anything is unclear. Students will be much more open and supportive if they know you recognize that your English is not perfect and that you are sincere in your efforts to be understood. Also tell the students that you might need them to speak more slowly or clearly than they are used to in order to help you understand them. Students appreciate and engage easily in this kind of cooperative teacher/student dynamic; it is not seen as diminishing your position of authority to be honest in this manner.
Here are some suggestions to further help with language issues:

- **Constantly check student understanding.** Some ITAs speak very quickly, so when you make a major point, ask your students if they've understood you. If they haven’t, repeat your point more slowly and clearly, phrase it in a different way, offer an example and/or write it on the blackboard or an overhead transparency.

- **Before answering a question from a student, restate his or her question and then ask if that’s what the student meant.** For example, you could say, “What you’re asking is... is that correct?” That way you confirm that you have understood the question and you have made sure that the entire class has heard it.

- **Make an outline of the main points to be covered in class.** You can put the outline on the board at the beginning of class, briefly reading through it at first and referring to it as you move from one point to the next. This will help students keep track of where you are in the lesson and more easily follow your ideas even if they are struggling with your pronunciation or accent.

- **If you present a technical term or theoretical concept that is new to the students, write it on the board or have it in your PowerPoint presentation.** If you are unsure how to pronounce something, ask a colleague in your department before class, or write it out for your students and ask them how it is pronounced.

If you find that you are feeling overwhelmed by your TA responsibilities, discuss your struggles with your supervisor. It is also useful to talk with other TAs in your department or someone who has previously been a TA. There is also support available from Centre for Teaching Excellence. Read through some of the Tips sheets or set up an appointment to have a CTE Graduate Instructional Developer observe one of your classes and give you feedback and suggestions on how to improve.

The Canadian classroom can be a space of powerful learning for you as well as your students, once you understand the dynamics. Try out some or all of these tips and see what works for you. Above all, remember to relax and enjoy the experience.
6. Evaluating and Improving Your Teaching

Feedback is critical to teaching assistants as it provides them with information on what is working in their teaching and what can be improved. This feedback typically comes from two sources: students and faculty members who work with TAs. Below you will find information on how to analyze end-of-term (summative) feedback and how to collect midterm (formative) feedback on your teaching. Keep in mind that not all departments at Waterloo have formal TA evaluations which might make it difficult for you to receive feedback on your teaching. However, even if your department does not conduct TA evaluations, you can still use midterm feedback introduced in this section to collect feedback on your teaching in order to become more aware of your teaching strengths and areas for improvement.

6.1 Analyzing Student Evaluations

End-of-term TA evaluations conducted by students and/or course instructors provide valuable feedback to TAs on what is working well in their teaching approach and what areas of their teaching could be improved. These questions are intended to help TAs to analyze the data received through course evaluations of their teaching.

1. When you review the evaluation data (quantitative and qualitative), what are your first impressions? What stands out for you?

2. Identify key strengths.

   a. List the questions that received the top 3 quantitative scores (use mean scores if available).

   b. Read students' responses to any open-ended questions that discuss strengths, and list the comments mentioned frequently (e.g., “really cares about students,” “tests are fair”). Then read the comments again, tallying the number of students who mention each item on your list. Rank the items, with the highest number being first, then focus on the top 3-5 items.

   If you have a manageable number of forms, you may choose instead to enter all comments into a word processing file, and organize them according to themes that arise (e.g., attitude toward students, preparation, organization), then you can tally the responses that you listed under each theme to discover which ones were discussed most often and create your rankings from those numbers.

3. Identify key areas to improve.

   a. List the questions that received the lowest 3 quantitative scores (use mean scores if available).
b. Repeat the instructions for question 2b, except read the responses to the open-ended questions about areas to improve/changes to make.

4. Analyze and reflect.
   a. How do you account for your key strengths and the areas that need improvement? What is it about your course and/or your teaching that helps to explain further your results? What specific strategies, behaviours, and/or attitudes that you feel led to the results of your evaluations?
   b. What strategies, behaviours, and/or attitudes will you definitely try to maintain in future courses?
   c. What will you try to change the next time you teach and how will you make the change(s)?

6.2 Using Midterm Feedback

TAs who are interested in becoming more self-aware as teachers may choose to request informal student feedback during the course. This is known as a midterm student feedback. It is useful to gather this type of feedback from students even if your department administers formal end-of-term student or professor evaluations of TA performance. With this feedback, TA poses a small number of specific questions to the students in the first half of a term (4-5 weeks into the course). Unlike end-of-term TA evaluations, this type of feedback allows TAs to make useful changes to their teaching approaches before the course is over and the end-of-term evaluations are in. Midterm feedback from students can provide TAs with insights into the student experiences with the course during the course of the semester. Midterm student feedback can also help to improve end-of-term evaluations as teaching issues are addressed within the term.

Collecting Feedback

- **Ask the students to reply anonymously to a few questions.** You can ask what is going well in the course and what needs improvement. Or you could ask what to start, stop, and continue in the course (this is known as a Start-Stop-Continue technique). Ask for specific comments so you can interpret the ideas accurately. Leave the room while the students write their comments and have a student collect the responses and return them to you. You could also devise a questionnaire for them to complete. If you prefer to collect feedback online, consider using TooFAST, a free online teaching assessment tool developed by Canadian academics and used by university instructors committed to developing their teaching by hearing to student suggestions.
• **Use a suggestion box.** Place a large envelope on your office door and encourage students to drop off questions, comments, or problems. You can bring a box to each class, too, if you wish.

• **Do your own analysis.** You can be collecting your own midterm feedback by writing your own reflections on your lecture notes after each class, keeping a teaching journal, or completing checklists. One tip here is to make sure you record concepts that caused students difficulty or really insightful student questions so that you can alter your future lecture to deal with those areas.

**Responding to Students’ Feedback**

• **Respond to feedback as soon as possible.** Collect feedback when you are in a position to immediately review the comments. Respond to feedback received by other means, such as e-mail, as appropriate. Clarify any misunderstandings about your goals and their expectations. Tell them what suggestions you will act on this term and those that you will not act on and why.

• **Consider carefully what students say.** Review the positive comments about your teaching first, since it may be easy to be discouraged by negative comments. Then consider the suggestions for improvement and group them into three categories:
  
  o Those you plan to keep/what’s working (e.g. clear explanations)
  o Those you can change/improve this semester (e.g., turnaround time on homework)
  o Those that you cannot change (e.g., the number of quizzes or tests)

• **Thank students for their comments.** Students appreciate knowing that you care about what they say.

**6.3 Professional Development for TAs**

Some departments on our campus offer training sessions for new TAs at the beginning of the term, usually in the fall. In addition to the faculty-wide or departmental teaching supports that might be available to you, the Centre for Teaching Excellence (CTE) offers various programs to assist in your development as a teacher. Every term CTE provides workshops, practice teaching sessions followed by peer feedback (known as microteaching), classroom observations and other sessions that help prepare graduate students for their teaching roles.

Graduate students can attend some of the CTE workshops or choose to participate in one of the teaching certificate programs such as Fundamentals of University Teaching (open to all graduate students), Certificate in University Teaching (open to doctoral candidates planning
to pursue faculty positions) and Certificate in University Language Teaching (open to graduate students who teach courses in Modern Languages and Classics).

Graduate students who have taken full advantage of these opportunities have subsequently reported that they had more confidence in their role as TAs and instructors and felt better prepared for university teaching.

More information about teaching development programs available to graduate students through CTE is available on the CTE website.
7. Supporting Students’ Mental Wellbeing

University can be a stressful time for students. In addition to managing a heavy course load, many of our undergraduate students are adjusting to living independently and feel pressured to achieve high grades. Further, one in five Canadians are affected by mental illness or addiction annually. As a Teaching Assistant, you are often the first line of communication for students (e.g., speaking face-to-face during office hours) and are also in a position to notice signs of a student struggling or in distress (e.g., students not submitting assignments). This section of the handbook provides tips for recognizing signs of students needing support, strategies for supporting individual students, and strategies you can use in your teaching to support student wellbeing.


**Supporting students**

As a Teaching Assistant, you can provide information to assist the student in accessing help, but you should **not take on the role of a counsellor and/or try to diagnose the student**.

**Campus Wellness** recommends following three steps when responding to students in need of support (a more detailed description of each step can be found in the embedded hyperlinks):

1. **Recognize** the indicators of mental illness.
2. **Respond** to the student in a way that is appropriate to the situation at hand and the existing relationship you have with the student.
3. **Refer** the student to the appropriate resources so that he/she/they can access the services available.

The table on the next page provides further details regarding each of these steps.
1. **Recognize** the indicators of mental illness.

<table>
<thead>
<tr>
<th><strong>Academic indicators</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• repeated absences</td>
</tr>
<tr>
<td>• missed assignments or exams</td>
</tr>
<tr>
<td>• repeatedly seeking extensions for assessments</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Physical indicators</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• a deterioration in physical appearance and/or personal hygiene</td>
</tr>
<tr>
<td>• excessive fatigue or exhaustion</td>
</tr>
<tr>
<td>• frequent illness</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Behavioural and emotional indicators</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• emotional outbursts</td>
</tr>
<tr>
<td>• behaviour change</td>
</tr>
<tr>
<td>• expressions of hopelessness</td>
</tr>
<tr>
<td>• crying</td>
</tr>
<tr>
<td>• severe anxiety</td>
</tr>
<tr>
<td>• lack of response to contact from course staff</td>
</tr>
</tbody>
</table>

2. **Respond** to the student in a way that is appropriate to the situation at hand and the existing relationship you have with the student.

If the student displays several of the indicators described under Academic, Physical, and/or Behavioural and Emotional indicators, you should take action to support the student:

- If you are unsure how to respond to a student:
  - contact Counselling Services (ext. 32655) and ask for advice on how to handle the situation.
- If the situation occurs after hours
  - contact Good2Talk (1-866-925-5454) (available 24 hours a day)
- If you feel comfortable, you can speak directly with the student. When you do so:
  - listen to the student
  - support him/her/them using a helpful and non-judgmental attitude
  - offer referral information
  - do not take the role of a counsellor
  - avoid making promises of confidentiality to the student.

For strategies on how to start a conversation with a student and maintain professional boundaries, please refer to the “**Respond**” component of the university’s online mental health training website.

3. **Refer** the student to the appropriate resources so that he/she/they can access the services available.

If the student displays several of the indicators described under Academic, Physical, and/or Behavioural and Emotional indicators:

- make a referral to Counselling Services or Health Services.
- acknowledge that seeking support might be scary, but it’s a sign of strength.
- provide the name, phone number, and office location of the referral resource.
- you can walk the student to Counselling Services or Health Services if you and the student feel comfortable, or offer to sit with him/her/them as he/she/they make contact by phone.
- in non-emergency situations, respect the student’s decision if he/she/they are not interested in seeking the support service, but keep the lines of communication open and invite the student to follow up.
### Safety risk indicators
- Written and/or oral statements that mention despair, suicide, and/or death
- Severe hopelessness, helplessness, depression, social isolation, and/or withdrawal
- Written and/or oral expressions of a desire to hurt themselves and/or someone else

If the student displays any of the Safety risk indicators:
- contact Counselling Services (ext. 32655), Health Services (519-888-4096), or University of Waterloo Police Services (519-888-4911 or ext. 22222) and ask for assistance.

### Emergency indicators
- The situation feels threatening and/or dangerous to you
- A student is physically and/or verbally aggressive towards him/her/themselves, others, animals, and/or property
- A student is incoherent, demonstrating a severe disturbance of cognitive, behavioural, and/or emotional functioning, and/or disruptive behaviour that appears to be out of control

If the student displays any of the Emergency indicators:
- contact University of Waterloo Police Services (519-888-4911 or ext. 22222) and ask for immediate assistance.

Contact University of Waterloo Police Services (519-888-4911 or ext. 22222) and ask for immediate assistance.
On-Campus and Community Support Services

The following chart identifies the support services available on campus and in the community, what services are available, and their contact information. This information is intended to help you when making a referral. We encourage you to print and post this resource in your office for referral.

### On-Campus Support Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
<th>Contact Information</th>
</tr>
</thead>
</table>
| Counselling Services     | - counselling and psychological services  
- individual and group counseling  
- no fee for services  
- workshops (e.g., stress management, procrastination, mindfulness, coping skills)  
- will see students in emergency situations | [uwaterloo.ca/campus-wellness/counselling-services](http://uwwaterloo.ca/campus-wellness/counselling-services)  
519-888-4567 ext. 32655 |
| Health Services          | - medical doctors  
- psychiatric services  
- will see students in emergency situations | [uwaterloo.ca/campus-wellness/health-services](http://uwwaterloo.ca/campus-wellness/health-services)  
519-888-4096 |
| AccessAbility Services   | - academic accommodations for students  
- must have documentation from medical professional to access services, but interim accommodation may be available | [uwaterloo.ca/accessability-services/](http://uwwaterloo.ca/accessability-services/)  
519-888-4567 ext.35082 |
| University of Waterloo Police Services | - contact in emergency situations (student discusses harming him/her/themselves and/or others) | [uwaterloo.ca/police/](http://uwwaterloo.ca/police/)  
519-888-4567 ext. 22222  
519-888-4911 |

### Community Support Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
<th>Contact Information</th>
</tr>
</thead>
</table>
| Good2Talk| - free, confidential, and anonymous helpline for any post-secondary student in Ontario  
- available 24 hours a day, 7 days a week, 365 days a year | [good2talk.ca/](http://good2talk.ca/)  
1-866-925-5454 |
| Here 24/7 | - connection to addiction, mental health, and crisis services at 12 agencies in Waterloo and Wellington counties.                                                                                           | [here247.ca/](http://here247.ca/)  
1-844-437-3247 |
Further Reading & Training

The information in this resource is a shortened version of The University of Waterloo’s online training resource about mental health and how you can respond to and refer students needing further support, More Feet on the Ground. We encourage you to review this resource to learn more details about the three steps we outlined above.

Counselling Services also offers in-person mental health training opportunities. For more information visit their Mental Health Training website.

Self Care

As a graduate student, you are balancing many responsibilities, and it’s important to take care of your own mental health.

- We recommend the Mental Health and Well-Being: Skills for Graduate Students online module. This module includes strategies you can use to enhance your resilience and mental wellbeing. You have free access to this module as a University of Waterloo graduate student (you need to make an account using your University of Waterloo email).
- Of course, as a graduate student, you can also seek support through the resources listed in the Support Services table above (including the Good2Talk helpline).

Talking about mental health with students can be difficult and emotionally draining.

- Reach out to a mentor (e.g., your supervisor, the instructor you’re TA-ing for, or your colleagues) to talk about the conversation (maintaining confidentiality unless it’s an issue where personal information needs to be shared).
- Seek support services if you need them; consider it as a debrief about your talk with the student (health professionals have them all the time).

Teaching Strategies

Consider the following strategies when leading tutorials and discussions and when giving feedback to students in your course.

- **Create a positive and respectful environment**: As an instructor, it is important to explicitly communicate your intent to create an inclusive, accepting, and welcoming learning environment for all students. Encourage students to use the classroom space as needed to be successful in their learning. When teaching and addressing your students, try to use inclusive language (e.g., not making assumptions about your students’ background and life experiences). When students ask questions, listen and convey that you value their input.
Foster positive relationships with students. You can increase your approachability and social presence by using humour, addressing students by their names, and personalizing examples used in class. You can also invite students to drop by your office hours just to say hello to make office hours more informal.

Build community among students. You can implement small group activities (see this CTE tip sheet for sample activities) into your tutorials so students have the opportunity to meet and get to know each other. You can also encourage students to form their own study groups or partners. Be mindful that some students may be hesitant to verbally engage in group activities. In these cases, you can encourage them to participate by listening actively. Further, if a student is uncomfortable discussing a specific topic, he/she/they don’t need to participate.

Foster a sense of belonging. Some students, especially in times of stress, may question whether they belong to their program or university environment in general. Emphasize that stressful academic experiences are normal, temporary, and can eventually be overcome. Avoid saying things like “This is easy” and “This is pretty straightforward”. Remember that what you find easy as a graduate student might be challenging for many undergraduates.

Foster a growth mindset. Help your students see that their intelligence and abilities are malleable and changeable with effort, and that experiencing failures are opportunities for learning. You can talk about your own challenges and failures as an undergraduate student as well as provide low-risk, low-stakes opportunities for students to fail (and learn from these failures) in your tutorials.

Use a variety of strategies when you present content and run tutorial activities. By using visuals, hands-on activities, group work, individual work, and other ways of presenting content or problems, all students in your class will have a way into the material.

Give thoughtful feedback. When giving verbal and written feedback on assignments and assessments, strike a balance between positive feedback (things you can celebrate with them) and constructive feedback (opportunities where they can improve). Include some positive comments in your overall remarks. Choose your words carefully – what you say matters a lot to students. For further guidance, see the section on Giving and Receiving Feedback (pg. 25) and the CTE teaching tip sheet Receiving and Giving Effective Feedback.
8. University Offices That Support TAs

- AccessAbility Services
- Centre for Teaching Excellence (CTE)
- English Language Studies
- Conflict Management and Human Rights; in particular the Guidelines for TAs
- Student Success Office
- Counselling Services
- Writing and Communication Centre
- Office of Academic Integrity
- Waterloo LEARN Help
8.1 AccessAbility Services

What do we do?
AccessAbility Services collaborates with the university community to support equitable access to post-secondary education by:
- designing academic accommodation plans,
- facilitating the implementation of accommodations as mandated by Ministry Training University and Colleges, and
- increasing awareness of the impact of disability on the student experience.

Whom do we support?
AccessAbility Services designs and facilitates academic accommodation plans for:
- Undergraduate and graduate students
- Fulltime and part-time students
- Students with permanent, temporary, or suspected disabilities or medical conditions

AccessAbility Services supports instructors by:
- informing them of accommodations that ought to be made within the classroom
- consulting on complex cases
- collecting, storing, and vetting medical documentation
- serving a resource on how to best support students in the classroom. See, for example, our Tips and Scripts (PDF) for how you can support students with disabilities.

When should you contact us?
Using our helpful Tips and Scripts (PDF), you might refer a student to AccessAbility Services if:
- a student is struggling academically and you or they suspect academic accommodations or support may be needed
- a student discloses to you that they have a disability or medical condition (permanent or temporary)
- a student requests an academic accommodation
- a restriction in the classroom causes a barrier for a student with a disability

You can contact AccessAbility Services if:
- you are a person with a disability who requires academic accommodations
- you have questions about the academic accommodations of a student in your class
- you have questions on how to better support a specific student with a disability within the classroom
- you believe an accommodation interferes with the essential requirement in a course
- you have been provided with a students’ medical documentation
Appendix A: Departmental TA Manuals

Several departments on our campus developed TA manuals or handbooks tailored to the teaching context of the department and specific roles of their TAs. Below is a list of available TA manuals/handbooks at Waterloo:

- **Classical Studies, Graduate Student/TA Handbook**
- **Chemistry, Teaching Assistantship Orientation Manual**
- **English, A Handbook for Teaching in the Department of English**
- **Germanic and Slavic Studies, Graduate Student Handbook** (pp. 27-51 are devoted to TAs)
- **History, Research Guide for Teaching and Marking Assistants in History**
- **Math, Graduate Student Teaching Assistant Manual**
- **Psychology, Teaching Assistant Handbook**
- **Physics and Astronomy TA webpage, with links and forms for TAs**

If your department has an online TA manual/handbook which is not listed here, please email Dr. Svitlana Taraban-Gordon, and we will include it in this document so that it can be shared with the campus community.
Appendix B: TA Awards at Waterloo

University-wide teaching awards for graduate students

Amit & Meena Chakma Awards for Exceptional Teaching by a Student

Faculty-wide teaching awards for graduate students

Warren Ober Award for Outstanding Teaching by a Graduate Student in the Faculty of Arts

Faculty of Engineering, Sandford Fleming TA Award

Departmental teaching awards for graduate students

Chemistry, Outstanding Graduate/Undergraduate Teaching Assistantship Award

Combinatorics and Optimization, Outstanding TA Award

Computer Science, Teaching Assistantship Award

Electrical and Computer Engineering TA Award: please contact the Academic Manager of ECE Graduate Studies for more information

English Language and Literature, Graduate Award

Philosophy, Graduate Student Teaching Award
Acknowledgments

The following sections of the TA Manual were contributed by various colleagues at Waterloo:

“Being a TA in Online Courses”, the Centre for Extended Learning (CEL)

“Teaching with Technology” by Dr. Mark Morton, the Centre for Teaching Excellence (CTE)

“Encouraging Academic Integrity” written with suggestions from the Office of Academic Integrity

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Feedback on this manual

Feedback about the content of this manual, as well as questions and comments, can be directed to Tommy Mayberry.