

University of Waterloo
GBDA 304 Sections 1 and 2
Marketing in the Digital World
FALL 2017

Section 1: F 10:00 – 11:50 am. DMS 3129, Th 10:00 – 10:50 am DMS 3129

Section 2: F 2:00 – 3:50 pm. DMS 3129, Th 11:00 – 11:50 am DMS 3129

Instructor and T.A. Information

Instructor: Dr. Olivia Mesta

Office: DMS 2008

Office Phone: 519 888 4567 Please e-mail rather than leaving a voice mail for faster communication.

Office Hours: Fridays between 12:30 pm – 1:30 pm or by appointment

Email: omesta@uwaterloo.ca

Course Description

The main goal is to provide a broad understanding of marketing with its connection to developments in digital world. The transformative power of technology and its impact on marketers will be discussed since each new wave of technological innovation can replace existing products, services and companies. Students will gain an understanding of how organizations identify the needs of consumers and create and deliver value to these consumers through the marketing process. Certain concepts including Customer Relationship Management (CRM), database marketing, e-mail marketing, social media marketing, Search Engine Marketing (SEM), mobile marketing, blogging, emerging tech & digital experiences, brand development will be incorporated into developing a promotional marketing campaign considering different industries and how digital marketing is changing them (Ex. Retail). In addition to connecting central concepts from marketing to virtual world, students will be placed in a forum where they can apply these concepts in a 'real world' marketing situation.

Course Goals and Learning Outcomes

The course will connect the developments in digital world to strategic marketing planning process by first performing the situation analysis which includes an assessment of the external environment, industry structure, markets and competitors, and the internal structure and assessment of an organization. From this analysis potential customer needs are identified and these needs are matched up with the core competencies of the organization. Second, setting the Marketing Objectives and determining target markets and positioning of the service/product. The last component is to create and execute a promotional campaign.

The following concepts might be particularly interesting:

- Customer Relationship Management (CRM) CH 1
- Database Marketing CH 8
- Pay Per Click Marketing CH 17
- Email Marketing CH 3
- Social Media Marketing CH 1
- Search Engine Marketing (SEM) & Search Engine Optimization (SEO) CH 3
- Mobile Marketing CH 3
- User-experience CH 1, Ch 20
- On-line video and PR CH 17

- Blogging CH 3, CH 20
- Emerging Tech & Digital Experiences CH 3
- Brand Development CH 11
- Different industries and how digital marketing is changing them (Ex. Retail) CH 3
- Content Marketing CH 20

In order to develop the concepts in a real world context, the classroom will be structured as a Virtual 'Company'. Specifically, GBDA 304 students will become an organization of employees. The outline will serve as the employment contract between the instructor (employer) and the student (employee). Students will work in groups and in conjunction with a pre-selected existing company; these students will become an extension of this organizations employee pool. Therefore, students will be asked to relate marketing concepts and best practices to a real existing global organization. The rules of engagement within the classroom for these students will be consistent with workplace expectations. That is, they must show up for work, they must show up on time and they must hand in their own work. Various forms of technology will be used to ensure these goals are achieved. In particular clickers will be used for participation during class to incent students to attend as well as the turnitin tool for submission of all written work.

Upon completion of this course, students should be able to:

- Understand basic principles of marketing and its relation to technological developments in digital world.
- Explain how marketing discovers and satisfies consumer needs and wants.
- Differentiate between the elements of the marketing mix and integrate them in a marketing plan by applying the marketing process in a 'real world' marketing situation
- Develop essential skills for:
 - Using the tools from digital world in marketing
 - Conducting an analysis in an electronic/social media environment
 - Research
 - Independent and collaborative learning
 - Critical thinking
 - Communication/presentation skills
 - Business report writing

Required Text

- **Marketing 10th Canadian Edition, Crane, Kerin, Hartley, Rudelius**

NOTE: You may choose between the print version and the e-book version (called "CONNECT") of the textbook; i.e. you do not require both. To access CONNECT (the e-book and online resources), you need to register, please read the instructions on this syllabus titled: "LEARN SMART Connect assignments". The online CONNECT resources come bundled with the print version of the textbook if purchased through the bookstore.

Required Technology: i>Clicker

Course Requirements and Assessment

The course will be supported in Learn, and students are responsible from checking LEARN frequently to receive instructions for upcoming classes. Any changes will be noted in announcements on the course home page.

Assessment	Date of Evaluation (if known)	Weighting
i>Clicker and in class Participation Marks	Every class except exams and presentations	10%
LEARN SMART Connect assignments	Weekly assignments	5%
Group Assignment (in two components)	See below	40%
Initial written component	October 7	10%
Final Written component	December 7 (first day of final exam week)	20%
Presentations	November 23, 24, 30, December 1*	10%
Midterm Exam 1	October 20 (week 6)#	25%
Midterm Exam 2	November 17 (week 10)	20%
Final exam	December 7^	0%

Individual grades on group assignment may be subject to adjustment based on peer evaluations.

No classes on the week of October 9 for our class. October 9 is Thanksgiving Day, October 10 and 11 are study days. October 12 and 13 are following Tuesday and Wednesday schedule, respectively.

* Depending on the number of groups presenting, there might be time left at the last week of the term. If so, we will use extra class time for fine tuning the written report.

^ Students who miss either or both midterm exams with verification of illness are eligible to write the cumulative final exam which will carry the weight of the missed exam(s). Students who write the midterm exams are not eligible to write the final exam and shifting any weight from midterms to final exam is NOT negotiable.

In-class Activities, i>Clicker, and Participation – 10%

Effective communication in the Business world consists of 3 main components: active listening skills, the ability to think critically, and the ability to effectively communicate ideas in groups and teams. These components will be developed in class and evaluated through students' participation in class.

Participation is highly valued. Verbal contributions that add value will be noted by the instructor.

Students are responsible for buying a clicker device (first generation clickers or the new version of clickers both work), bringing it to every class and ensuring that the batteries work. I will not loan out clickers if students forget to bring them. Class participation will begin in third class session (September 14, 2017) and will not include the days of exams and presentations. Each class is considered as one clicker session that is worth 5 points: 2 points are given for attending and answering 75% of the questions; 3 points are for answering any three questions correctly. The 5 lowest clicker session scores will not count to allow for absences due to illness or forgotten clickers. Students who miss more than 5 days of class will receive zero for the absences in excess of the 5 days.

For students with ongoing illnesses, 5 days will still be dropped but it is possible to shift the weight of

the absences in excess of 5 days to exam 2 if proper documentation is provided within 3 days of the absences. Students must provide documentation for every absent day including the first 5 days in order to qualify for shifting the weight. No weight shift will be applied to students who miss both exams. A consideration for missed clicker sessions will only be given in the case of illness or emergency reasons. Such excuses as prior personal travel plans and extra-curricular commitments are not legitimate reasons. If you were ill, you must get UW Verification of Illness Form (the only acceptable document) from the day of absence and submit it within 3 days of absence. If you have an ongoing illness that prevents you from attending class, you must bring your documentation at the beginning of the term and inform the instructor. It is not possible to cover all absences at the end of the term with a documentation.

Impersonation (using your absent friend's clicker to record their answers) can result in a suspension penalty.

You must register your i>clicker in order to receive participation credit. I cannot match your answers to your name unless you register your i>clicker to your name using UW internal registration link. Please see instructions below.

Registering your i>clicker:

- In your LEARN course website under Course Materials > the Content area, there is a link titled "iClicker Registration". Click this link to go to the UW iClicker Registration page. Here you will find an input box for new clicker ID registrations, and a list of clicker IDs you have already registered with the iClicker company. You can also remove an unwanted clicker ID on this page as well. Images on the page show you where to find your clicker ID on the back of your clicker.
- Registration is only needed once. A single registration will work for all your clicker courses and all terms.
- If you replace your clicker then register the new clicker ID number in the same manner as above.
- Your registration on official clicker webpage is not going to work for our purposes. Please use the UW internal registration listed above for registering your i>clicker.
- The clicker ID number is printed on the back of the clicker near the bottom, sometimes in very small type. An example is 12873CAB. Other numbers on the back like T24-RLR13 or 6495A-RLR13 are not clicker IDs.
- If your clicker ID has worn off, then take your clicker back to the textbook store and the staff will identify it. Clicker IDs never use the capital letter O (Oh) or lowercase letter L, but the similar looking numerals 0 (zero) or 1 (one) may be part of your Clicker ID.
- FAQ for students about clickers can be found on the following link:
<http://www.math.uwaterloo.ca/~pkates/CTE/clickers/clicker-student-faq.html#faq-register-what>

Group Assignment 40%

Students will work in groups of 5-6. Your group will be assigned/choose a company and will complete a marketing plan for this company. The plan will include: 1) an external and internal assessment with SWOT analysis; 2) the setting of key Marketing Objectives; 3) developing a promotional marketing

Strategies. Written report and presentations are due at specified dates above.

UW writing centre is an excellent resource for the written marketing plan assignment. UW Writing Centre is a teaching and resource centre for all undergraduate and graduate students. The Centre offers writing development through one-on-one consultations, tutorials and drop-in sessions.

<https://uwaterloo.ca/writing-centre/>

For the details of the group project, please see the group work document posted to LEARN under Course Materials > Content. There is a Group Assignment Checklist that is included in the group work document as well as posted on LEARN under Course Materials > Checklist. Once you have verified the check list, hand in this signed checklist with your written group assignment.

There will be mandatory group meetings during weeks 2, 4, 7, 9 and 11.

Two midterm exams 45% (Mid-term 1- 25%, Mid-term 2- 20%)

Two Mid-term exams are scheduled during class time. It will emphasize material covered in lectures, activities, and assigned readings. The two midterm exams are multiple choice.

LEARN SMART Connect Assignments 5%

Assignments from Smart book will be helpful for your preparation for the exams. It is a great tool that allows students to complete assignments and study course material through the SmartBook adaptive reading experience. It is a personalized study experience that continually adapts to your needs and focuses your attention on what you need to learn based on your progress. The first assignment that will count for marks starts in week 2. It is due at the end of week 2 on Sunday September 17, 2017. If you wish not to purchase Connect component then the 5% weight will be shifted to Exam 2.

In order to register to Connect, please make sure to register with your "...@uwaterloo.ca" email address and use your official first and last name as they appear on your UW student ID card. Otherwise it is not possible to match your scores to your name on LEARN.

It is the best to follow instructions posted on LEARN under Course materials>content>connect registration link. The power point presentation named "Connect info" explains the registration process that can be easily activated from LEARN. There is also a pdf file with information regarding to registering to Connect on LEARN. In the same web location on LEARN, there is link called "McGraw-Hill Campus" that takes you to Connect directly from LEARN.

The due dates for the assignments on Connect are based on the order of coverage in class each week:

Ch 1 Assignment due on September 17 at 11:59 pm

Ch 2 Assignment due on September 20 at 11:59 pm

Ch 3 Assignment due on September 24 at 11:59 pm

Ch 20 Assignment due on October 1 at 11:59 pm

Ch 8 Assignment due on October 8 at 11:59 pm

Ch 9 Assignment due on October 22 at 11:59 pm

Ch 10, 11, 12 Assignments due on October 29 at 11:59 pm

Ch 13 Assignment due on November 5 at 11:59 pm

Ch 14, 16 Assignments due on November 12 at 11:59 pm

Ch 17 Assignment due on November 19 at 11:59 pm

Course polices

Communication

I will be available during the office hours. You can also talk to me after class. I will check e-mails regularly during the day. You should not expect to hear from me evenings or weekends.

- Please use emails for administrative matters only. I will be available during office hours, or by appointment, to discuss course material.
- All e-mail communication sent from students to instructors (including TAs), and from students to staff, must originate from the student's own UWaterloo e-mail account. This policy protects confidentiality and confirms the identity of the student. It is the student's responsibility to ensure that communication is sent to the university from an UWaterloo account. If an instructor becomes aware that a communication has come from an alternate address, the instructor may not reply at his or her discretion.
- Electronic devices – including electronic dictionaries – are NOT permitted in exams. The only exception is a standard (i.e. non-programmable) calculator.
- Announcements, grades, lecture slides, information on exams, teaching assistants assigned to this section of this course, and other course materials will be posted on to LEARN. Check LEARN daily. Any changes and critical information will be posted on LEARN. You are responsible for making yourself aware of any changes made to the course by checking LEARN daily.

Examination Policy

Exam papers must be submitted in whole and on time in the exam room. Exam papers

(a) not submitted on time,

(b) submitted with missing pages,

(c) submitted elsewhere, with the exception of students with permission to write in the Assess Ability Office,

(d) not received at all

will receive a grade of zero regardless of the reason.

It is the responsibility of students to ensure that they write exams in the location, date, and time assigned to their sections. Students writing exams in the wrong section are considered not writing exams at all and will receive a zero mark.

Missing a Midterm Exam

Missing a midterm will automatically result in a grade of zero for that midterm. A consideration for missed exams will only be given in the case of illness or emergency reasons. Such excuses as prior personal travel plans and extra-curricular commitments are not legitimate reasons.

If you were ill, you must get UW Verification of Illness Form (the only acceptable document) dated at the day of the exam. Students who miss either or both midterm exams with verification of illness are eligible to write the CUMULATIVE (final) exam which will carry the weight of the missed exam(s). Students who write the midterm exams are not eligible to write the final exam and shifting any weight from midterms to final exam is NOT negotiable. The cumulative final exam applies to students who missed either one or both midterm exams due to legitimate reasons such as illness or emergency. The illness form must be obtained the day of the exam and submitted within 3 days of the exam. This remedy is a privilege and not a right. No additional assignments or work will be assigned to improve the marks. Students will receive a mark of zero on a missed test without the UW Verification of Illness Form. The midterm exam schedule has been set and will not be changed.

Course Modification Warning

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check his/her UWaterloo email and course website on LEARN daily during the term and to note any changes.

Weekly Schedule

“LO” refers to Learning Objectives listed on the textbook in each chapter.

Week	Topic	What is Due
1	CHAPTER 1 LO 1 What is marketing LO 3 Explain how marketing discovers and satisfies consumer needs and wants LO 4 Distinguish between marketing mix elements and environmental forces LO 5 Describe how market orientation focuses on creating customer relationships LO 6 Explain why some organizations have transitioned from the market orientation era to the customer experience management era. LO 7 Understand the emergence of the social media era Video Case “Chobani”	Read Chapter 1 and the video case “Chobani” at the end of the chapter. Check LEARN for your group information and start thinking about picking a company for the project.
2	CHAPTER 2 LO 2 Describe how core values, missions, organizational culture, business, and goals are important in organizations LO 3 Discuss how an organization assesses where it is now	Read Chapter 2 Forward your company for approval. Group meetings. Read Appendix A, ‘Creating an

Week	Topic	What is Due
	<p>and where it seeks to be</p> <p>LO 4 Define strategic marketing process, SWOT analysis, market segmentation</p> <p>LO5 Explain the three steps of the planning phase of the strategic marketing process</p> <p>LO 6 Describe the elements of the implementation and evaluation phases of the strategic marketing process</p>	<p>Effective Marketing Plan'</p> <p>Give focus to your group marketing plan by:</p> <p>Writing your mission statement (25 words or less) for your company</p> <p>Listing 3 non-financial and three financial goals</p> <p>Writing your competitive advantage as a company.</p>
3	<p>CHAPTER 3</p> <p>LO 1 Explain how environmental scanning provides information about social, economic, technological, competitive and regulatory forces</p> <p>LO 2 Describe how social forces, such as demographics, and cultural and economic forces, such as macroeconomic conditions and consumer income affect marketing</p> <p>LO 3 Describe how technological changes are impacting marketers and customers.</p> <p>LO 4 Discuss the forms of competition that exist in a market, key components of competition, and the impact of small businesses as competitors</p> <p>Video case "Geek Squad"</p>	<p>Read chapter 3 and the video case "Geek Squad" at the end of the chapter.</p> <p>Do an external situational analysis</p> <p>Study the table in figure 3-2 and identify three trends related to each of the 7 forces (political, economic, social, technological, environmental, legal and competitive</p>
4	<p>CHAPTER 20</p> <p>LO 1 Define social media and describe how they differ from traditional advertising media.</p> <p>LO 2 Identify the four major social networks and how brand managers integrate them into their organizations' marketing actions.</p> <p>LO 3 Describe the differing roles of those receiving messages through traditional media versus social media, as well as the factors brand managers use to select a social network.</p> <p>LO 4 Explain how social media can produce sales revenues for a brand and compare the performance measures linked to inputs or costs versus outputs or revenues.</p> <p>LO 5 Describe how the convergence of the real and digital worlds affects the future of social media.</p>	<p>Read chapter 20</p> <p>Do a consumer analysis of the product in your marketing plan</p> <ol style="list-style-type: none"> 1. Identify the consumers who are most likely to buy your product, primary target audience 2. (a) Identify which one of the four social networks described in the chapter would be most useful and (b) give your reasons. 3. Briefly describe (a) how you would use this social network to try to increase sales of your products and (b) why you expect target market customers to respond to it. <p>Group meetings.</p>
5	<p>CHAPTER 8</p> <p>LO 1 What is marketing research?</p> <p>LO 2 Explain the different types of marketing research</p> <p>LO 3 Understand the stages in the marketing research process</p> <p>LO 4 Explain the use of secondary data, surveys, experiments, and observation in marketing research</p> <p>LO 5 Explain how a marketing information system can</p>	<p>Read Chapter 8 and the video case "Carmex" at the end of the chapter.</p> <p>Develop a three-column table:</p> <ol style="list-style-type: none"> 1. In column 1, list the information you would ideally like to have to fill holes in your marketing plan 2. In column 2, identify the source for each bit of information in column 1,

Week	Topic	What is Due
	trigger marketing actions. Video case "Carmex"	such as Web search, talking to prospective customers, looking at internal data etc.. 3. In column 3, set a priority on information you will have time to spend collecting by ranking them: 1=most important, 2=next most important etc.. Initial written component is due on October 7, 2017.
6	CHAPTER 9 LO 1 What is market segmentation and when to use it LO 2 Identify the five steps involved in segmenting and targeting markets LO 4 How to develop a market product grid to identify a target market and recommend resulting actions LO 5 Explain how marketing managers position the products in the marketplace LO 6 Describe 3 approaches to developing a sales forecast for a company.	Midterm exam 1 is scheduled on October 20, 2017. Read Chapter 9 Your marketing plan needs a market-product grid to focus marketing efforts. See page 230 on the textbook for detailed steps to accomplish this task.
7	CHAPTER 10, 11 & 12 Ch 10, LO 4 Describe the factors contributing to a product's or service's failure Ch 10, LO 5 Explain the purposes of each step of the new-product process Ch 11, LO 1 Explain the product life cycle Ch 11, LO 3 Recognize the importance of Branding and alternative branding strategies Ch 11, LO 4 Describe the role of packaging, labeling, and warranties in the marketing of a product Ch 12, LO 6 Managing services : the 7 Ps.	Read Chapter 10, 11 and 12 (specifically focus on the learning objectives listed on the left.) Fine-tune your marketing plan: 1. Develop a three column table in which a) market segments of potential customers are in the first column, and b) the one of two key points of difference of the product/service to satisfy the segment's needs are in the second column. 2. In the third column of your table, write ideas for specific new products/services for your business in each of the rows in the table. 3 . For your current product offering: a. Identify its stage in the product life cycle and b) the key marketing mix actions that might be appropriate (see Figure 11.1) and b. Develop branding and packaging strategies, if appropriate. Group meetings.
8	CHAPTER 13 LO 1 Understand the nature and importance of pricing products and services LO 2 Recognize the constraints on the firm's pricing and the	Read Chapter 13 How do we set the Selling Price: 1.List three pricing constraints and two pricing objectives

Week	Topic	What is Due
	<p>objective the firm has in setting pricing (maximizing Profits)</p> <p>LO 3 Explain what a demand curve is and what price elasticity of demand means</p> <p>LO 4 Perform a Break-even analysis</p> <p>LO 5 Demonstrate approaches to pricing as well as factors considered to establish prices for products and services (skip pages 341 and 342)</p>	<p>2.Set three possible prices based on your target audience</p> <p>3.Assume a fixed cost and unit variable cost and a) calculate break-even points using three possible prices. Choose final price.</p>
9	<p>CHAPTER 14 & 16</p> <p>Ch 14, LO 2 Distinguish among traditional marketing channels, electronic marketing channels, multichannel distribution and different types of vertical marketing systems</p> <p>Ch 14, LO 5 How does the company's supply chain align with its marketing strategy.</p> <p>Ch 16, LO 2 Describe the promotional mix</p> <p>Ch 16, LO 3 Identify the promotional approach appropriate to a product's life cycle</p> <p>Ch 16, LO 4 Discuss characteristics of push and pull strategies</p> <p>Ch 16, LO 6 Explain the value of direct marketing for consumers and sellers (social media marketing)</p>	<p>Read Chapters 14 & 16</p> <p>Identify which channel and intermediaries will provide the best coverage of the target market for your product or service</p> <p>Determine which channel and intermediaries will be the most profitable.</p> <p>Group meetings.</p>
10	<p>CHAPTER 17</p> <p>LO 2 Describe the steps use to develop execute and evaluate an advertising program</p> <p>Figure 17-3 from LO 3</p> <p>LO 4 Discuss strengths and weaknesses of consumer oriented and trade-oriented sales promotion</p> <p>LO 5 Identify Public relations as an important form of communication</p>	<p>Midterm exam 2 is scheduled on November 17, 2017.</p> <p>Read Chapter 17</p> <p>Prepare for the in class presentations</p>
11	<p>In-class presentations</p> <p>Only groups presenting during the class period are required to come to the class</p>	<p>Group meetings</p> <p>Present your project</p>
12	<p>In-class presentations or fine tuning the written report.</p>	<p>Present your project</p> <p>Depending on the number of groups presenting, there might be time left at the last week of the term. If so, we will use extra class time for fine tuning the written report.</p>

Late Work

On the group work assignment, 5% penalty per day will apply. No component of the assignment will be accepted after 3 days of the due date. Late submission implies the late penalties of 5% per day up to 3 days after the due date. The definition of late includes any submission after the deadline even if it is one minute late.

Information on Plagiarism Detection

Marketing project must be submitted electronically to the Course web-site drop box which checks for plagiarism via a link to Turnitin.

Text matching software (Turnitin®) will be used to screen assignments in this course. This is being done to verify that use of all material and sources in assignments is documented. Students will be given an option if they do not want to have their assignment screened by Turnitin. The option is to prepare a report as a review of available research data on the subject. Please let your instructor know in the first week of the term, if your group does not accept the use of turnitin. See:

<http://uwaterloo.ca/academicintegrity/Turnitin/index.html> for more information.

Electronic Device Policy

Cell phones, pagers, and other electronic devices must be either turned off or muted during classes. Laptops are permitted in class for note-taking and in-class activities only. Students using laptops in class for other purposes may be asked to leave the classroom. Consistent abuse of the laptop policy in class will negatively affect the participation grade.

Attendance Policy

Attendance is based on class participation measured via clickers. Please see the policy on clickers above.

Institutional-required statements for undergraduate course outlines approved by Senate Undergraduate Council, April 14, 2009

Cross-listed course

Please note that a cross-listed course will count in all respective averages no matter under which rubric it has been taken. For example, a PHIL/PSCI cross-list will count in a Philosophy major average, even if the course was taken under the Political Science rubric.

Academic Integrity

Academic Integrity: In order to maintain a culture of academic integrity, members of the University of Waterloo are expected to promote honesty, trust, fairness, respect and responsibility. See the [UWaterloo Academic Integrity](#) webpage and the [Arts Academic Integrity](#) webpage for more information.

Discipline: A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 – Student Discipline. For information on categories of offenses and types of penalties, students should refer to [Policy 71 - Student Discipline](#). For typical penalties check [Guidelines for the Assessment of Penalties](#).

Grievance: A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. [Read Policy 70 - Student](#)

[Petitions and Grievances](#), Section 4. When in doubt, please be certain to contact the department's administrative assistant who will provide further assistance.

Appeals: A decision made or penalty imposed under Policy 70 - Student Petitions and Grievances (other than a petition) or Policy 71 - Student Discipline may be appealed if there is a ground. A student who believes he/she has a ground for an appeal should refer to [Policy 72 - Student Appeals](#).

Accommodation for Students with Disabilities

Note for students with disabilities: [The AccessAbility Services office](#), located on the first floor of the Needles Hall extension (1401), collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the AS office at the beginning of each academic term.

Mental Health Support

All of us need a support system. The faculty and staff in Arts encourage students to seek out mental health supports if they are needed.

On Campus

- Counselling Services: counselling.services@uwaterloo.ca / 519-888-4567 xt 32655
- [MATES](#): one-to-one peer support program offered by Federation of Students (FEDS) and Counselling Services
- Health Services Emergency service: located across the creek from Student Life Centre

Off campus, 24/7

- [Good2Talk](#): Free confidential help line for post-secondary students. Phone: 1-866-925-5454
- Grand River Hospital: Emergency care for mental health crisis. Phone: 519-749-433 ext. 6880
- [Here 24/7](#): Mental Health and Crisis Service Team. Phone: 1-844-437-3247
- [OK2BME](#): set of support services for lesbian, gay, bisexual, transgender or questioning teens in Waterloo. Phone: 519-884-0000 extension 213

Full details can be found online at the Faculty of ARTS [website](#)

Download [UWaterloo and regional mental health resources \(PDF\)](#)

Download the [WatSafe](#) app to your phone to quickly access mental health support information

Territorial Acknowledgement

We acknowledge that we are living and working on the traditional territory of the Attawandaron (also known as Neutral), Anishinaabe and Haudenosaunee peoples. The University of Waterloo is situated on the Haldimand Tract, the land promised to the Six Nations that includes six miles on each side of the Grand River.

I wish you a productive term!

Olivia Mesta