University of Waterloo
Global Business Digital Arts, Stratford Campus
GBDA 402 Cross-Cultural Digital Business 2:
D2L Design Fictions
Winter 2016
Tues, Wed, Fri. 10:00am – 12:50 pm
Thurs: 2:00pm – 4:50pm
DMS 3022

Professor Siebel-Achenbach	Professor Tingley	Professor Whitson
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Your first point of contact should you have questions is **always the SLACK FAQ channel, and then project assistants**. The details of which PA to contact for specific questions will be shared with you in a separate document. Emails from uwaterloo.ca email accounts will be responded to within 72 hours, excluding holidays. Slack questions, posted in the FAQ section will be responded to within 48 hours.

Course Description

This course adapts existing digital products and services to serve specific cultures or communities. You will develop proofs of concept, prototypes, and business plans while working with global businesses, consultants, and a community partner. These solutions adapt existing technologies and services to better fit different regions, countries, or cultures.

Our community partner for winter 2016 is D2L, the creator of Brightspace - the online teaching and learning platform used by schools, universities, corporations, governments, and healthcare organizations worldwide. For one twelve-week term GBDA 402 will collaborate with D2L Labs, D2L's advanced exploration team, in an R&D "Skunkworks" classroom structure: a flexible, agile, autonomous working group devoted to progressive innovation.

This term is organized around three development cycles of iterative design and business modeling. Each development cycle draws upon its own "design fiction" to encourage

thinking beyond existing organizational constraints and procedures. Design fictions use storytelling to encourage designing for characters in fictional environments. This helps uncover the benefits, challenges and implications of new technologies and design ideas by framing new technology in a user-focused, empathetic context.

In the GBDA/D2L Skunkworks, design fictions either relate directly to issues D2L sees in today's market, or future directions. Accordingly, each development cycle will support D2L's corporate vision and mission as well as one of the key metrics D2L uses to measure its impact on the world:

- **Vision:** To create a better world where learning is accessible, engaging and inspiring
- **Mission:** To deliver innovative solutions that transform the way the world learns
- **Key Metric:** Access; making learning accessible to those that might not otherwise have it

Along the way, D2L will help shape objectives and measure outcomes by providing the technological constraints and goals for each cycle, as well as providing mentorship and feedback on your projects at the start and close of each cycle.

Course Goals and Learning Outcomes:
By the end of this course, you will demonstrate the ability to:
A. **Conceptualize** a generative design by:
   a. addressing client needs;
   b. conducting relevant, credible market research;
   c. communicating in writing and oral presentation the values, meaning and social implications of a design;
   d. communicating in writing and in oral presentation the social elements of a design's use and misuse;
   e. differentiating a design from pre-existing models.
B. **Prototype** effectively by:
   a. adapting to variable platforms (high- and low-tech);
   b. adapting to variable user demands (including and variable abilities);
   c. creating prototypes that effectively address design needs.
C. **Iterate** designs effectively by:
   a. seeking and actively listening to client feedback;
   b. conducting relevant, credible user testing;
   c. pivoting on and integrating feedback in meaningful prototype revisions;
   d. rapidly responding to critique in a professional manner;
   e. providing effective and actionable feedback on designs.
D. **Manage** a project effectively by:

a. effectively scaling and scoping projects;

b. facilitating positive and productive team communication;

c. co-ordinating human resources to achieve productivity;

d. making the most efficient use of limited material resources;

e. consistently meeting hard stop deadlines.

E. **Plan** a viable business strategy by:

a. conducting relevant market research;

b. accurately assessing resource needs;

F. **Execute** a business strategy by:

a. creating design briefs and prototypes that effectively communicate a design concept;

b. communicating a confident, polished, convincing pitch in an oral presentation, accompanied by visual media;

c. provide polished supporting documents and prototypes to clients.

G. **Develop** team assessment, self-assessment and reflexivity skills

a. evaluate own performance and set structured and measurable goals for improvement;

b. assess the strengths of one's team members and provide actionable feedback for improvement;

c. scope, commit to, and deliver on one's individualized commitments to the project;

d. apply skills learned in previous GBDA courses to novel contexts;

e. acquire new skills via self-directed learning;

f. learn and habitually apply project management and team communication tools.

Course Requirements and Assessment

For this course, you will predominantly be assessed not only on the technical quality of the content you produce, but in terms of its growth and iteration along the way, cultural and contextual suitability, and both the creative and critical thinking skills your team employs. Many smaller assignments are structured to set deadlines, provide early feedback, and keep you on schedule and pinpoint any problem areas.

Assessment	Date of Evaluation	Cycle weighting	Final Weight
Group			
Cycle 1		15%	
Design Brief	Jan 15	25%	3.75%
Prototype	Draft Jan 22, Final January 27	25%	3.75%

Business Plan	Draft Jan 21, Final January 27		30%	4.50%
Pitch Presentation	Draft Jan 26, Final January 27		20%	3.00%
Cycle 2		20%		
Design Brief	Feb 5		25%	5.00%
Prototype	Draft Feb 12, Final March 2		25%	5.00%
Business Plan	Draft Feb 25, Final March 2		30%	6.00%
Pitch Presentation	Draft Feb 29, Final March 2		20%	4.00%
Cycle 3		25%		
Design Brief	Mar 11		25%	6.25%
Prototype	Draft Mar 18, Final April 1		25%	6.25%
Business Plan	Draft Mar 17, Final April 1		30%	7.50%
Pitch Presentation	Draft Mar 28, Final April 1		20%	5.00%
Individual				
Team Workflow, 360' reviews, postmortems and reflexivity statements	Cycle 1 Cycle 2 Cycle 3		8% 8% 9%	25.00%
Portfolio assignments	Draft Jan 29, Final Feb 2 Draft Mar 4, Final Mar 8 Draft Apr 1, Final Apr 6	5% each cycle		15.00%
				100%

For group assignments, you will receive a group mark. Your solo grade is heavily derived from your portfolio work, but also the class participation and peer-evaluations, so working well with a team and carrying the weight of the project equally (and avoiding either under-contributing or over-contributing) is essential if you want to do well in the course.

Assessments

Design Briefs
The Design Brief is a written paragraph that responds to a design problem by outlining how you intend on solving the design problem. It functions as a set of constraints that are used to guide the design process without actually boxing in the research. The design brief should be created in the beginning of the design process and referred to throughout every step of the design. Because we are designing for a fictitious world it is extremely important that we understand the world we are designing for first and for this reason we will need to go through a number of World Building exercises to arrive at the brief. These exercises in the first week of every cycle are designed to help us understand our world and will frame the context from which we will begin to design.

Prototypes

The Prototype is the process of materializing your ideas into physical form. In the prototyping phase of the project we iteratively move through ideas and think with our hands. The prototyping part of each cycle will begin once we have completed the design brief and the world building, with the creation of a number of prototypes, which we will then test, analyse, and then refine. Some of these refined prototypes will be used and/or described during the pitches and in your final presentation.

Business Plans

The business plan is a tool through which an idea is transformed conceptually into a marketable product or service. It is a written report outlining the potential benefits that could be achieved through the realisation of an idea. The plan's intention should be to clarify the potential for both creator and potential investor. A successful business plan is like a key that opens a door as it fosters interest to allow a creative individual or team the opportunity to obtain the necessary resources to realise an idea. Students will be expected to write progressively more persuasive plans with each cycle.

Pitch Presentations

The Pitch is the culmination of each development cycle. Your pitches will be structured similarly in terms of timing, organization, and elements you must cover. Near the end of each cycle, you will have 10-12 minutes to present your polished vision to our clients, D2L, demonstrating your prototype, and communicating the core elements of your business plan, marketing and user studies, and to highlight the future development potential of your prototype.

Individual Contributions to Projects

Individual contributions will be assessed in a number of ways, primarily tracking how your individual workflow and output reflects efficient, effective, and healthy working processes. For the first component of your individual grade, each week your scoping and task management abilities will be assessed using accountability documents, risk mitigation and retrospective sheets, as well as scheduling tables and GANTT charts. The second component of your grade will be assessed at the completion of each cycle via project postmortems and 360' Reviews. In these reviews you will evaluate not only your peers, but will also conduct self-assessments, as well as set and track individual progress on self-directed learning goals.

Individual Portfolio Assignments

The Portfolio is the documentation of your group project, as well as your individual contributions. It will be submitted at the end of each development cycle. Your portfolio will be a complete and professional documentation of the projects completed during this course, but will specifically highlight your individual contributions. The exact nature of this document (ie how it is documented) will be dictated by the project itself, and your personal aesthetic vision. The totality of this document must align with the groups accountability document, and must be submitted physically on the Tuesday at the beginning of class, following the end of each cycle. It should be professional, concise, and clear.

Required Texts

The following texts/films must be purchased. All other required course readings are accessible online and detailed in the below course schedule.

Ries, E. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. New York: Crown Business.

Molen, G. R., Curtis, B., Parkes, W. F., Bont, J. ., Frank, S., Cohen, J., Spielberg, S., ... Twentieth Century-Fox Film Corporation. (2003). *Minority Report*.

Jackson, P., Blomkamp, N., Tatchell, T., Cunningham, C., Block, B., Kamins, K., Copley, S., ... Sony Pictures Home Entertainment (Firm),. (2009). *District 9*.

Howard, R. Twentieth Century-Fox Film Corporation. (1985). *Cocoon.*

Course Outline

This is a tentative course outline. Please check the LEARN site for any updates, as readings are subject to change.

Week	Day	Topic	What is due this day?
1	Tues, Jan 5	Introduction to the course, and our mentors from D2L and the Accelerator Centre Lecture: What is Design Fiction	
1	Wed, Jan 6	Setting up our Skunkworks	Read: Brown *Change by Design.* (Chapter 1).

| | | | Brooks. The Mythical Man-Month

Primer on Getting Things Done |
|---|---|---|---|
| 1 | Thurs, Jan 7 | World-building and Sacrificial concept | Read:
Bleeker, *Short Essay on Design Fiction*

Watch: *Minority Report **important*** |
| 1 | Fri, Jan 8 (AM) | All about Business Plans | Assignment: Student survey
Read: X.it Case |
| 1 | Fri, Jan 8 (PM) | Illustrator workshop | |
| | | | |
| 2 | Tues, Jan 12 | Lecture: Introduction to Design Brief requirements

Lecture and Exercise: Playtesting and the Iterative Process | Read:
Brown *Change by Design.* (Chapter 2-4). |
| 2 | Wed, Jan 13 | Mapping the fiction to D2L's reality | Assignment:
World Building rules & documentation |
| | | | |
| 2 | Thurs, Jan 14 | Watch: John Baker, D2L at TEDxUW: https://www.youtube.com/watch?v=dDbhwea5Kx4

Assisted Prototyping and design brief prep | Read:
Cullen, *Layout Workbook* (Ch 1 and 3)

Assignment:
Design Brief materials for the AC MUST be uploaded to LEARN by 9:00 pm, Thurs Jan 14. |
| | | | |
| 2 | Fri, Jan 15 (AM) | Presenting your Design Briefs | **Assignment:**
Presentation-ready Design Briefs

(milestone) |
| | | | |
| 2 | Fri, Jan 15 (PM) | AC workshop: Pivoting & Iterating.

Work on team scheduling | |
| | | | |
| 3 | Tues, | Capitalism, Venture | Read: |

	Jan 19	Capitalism, and the Power of the Word	Dobra, Alexandra. "The global financial Crisis and the emergence of new capitalism," *Journal of Knowledge Globalization*, 7, #1 (2014) 129-44; Assignment: Team roles and schedule
3	Wed, Jan 20	Values, Technology & Design Assisted Prototyping	Read: Winner *Do Artifacts have Politics?* Nissembaum. Computing and Accountability. Friedman and Nissenbaum. Bias in Computer Systems
3	Thurs, Jan 21	User Testing Principles	Read: TBA Assignment: Draft Business Plans materials for the AC MUST be uploaded to LEARN by 9:00 pm, Thurs, Jan 21
3	Fri, Jan 22 (AM)	Business Plan Workshop Introduction to Pitch Deck Requirements	Read: Norman, *Emotional Design* (Ch 1 & 3) Assignment: User testing Plan
3	Fri, Jan 22 (PM)	User Testing Discussion: Emotional Design Exercise: Assisted Prototyping	**Assignment: Draft Prototype** **(milestone)**
4	Mon, Jan, 26		Assignment: Draft pitch decks materials for the AC MUST be uploaded to LEARN by 9:00 pm, Monday, Jan 25
4	Tues, Jan 26	Pitch Deck Workshop	Read: Ries. *The Lean Startup.* Part 1 (1-72) Assignment: Team role & Schedule update User Test report
4	Wed, Jan 27	Cycle 1 Presentations	**Business Plan, Final Prototype, and Pitch, cc to AC**

			(milestone)
4	Thurs, Jan 28	Team Communication Introduction to Portfolio Requirements	Assignment:Solo: Peer Reviews (2)
4	Fri, Jan 29 (AM)	Peer Critique and Postmortem	Assignment: Draft portfolio entry
4	Fri, Jan 29 (PM)	Portfolio Workshop	
5	Tues, Feb 2	Lecture: Centrality of Numbers (finance) Lecture: Critical Pedagogy Lecture: Design Probes Discussion: Designing Interactions	Read: Moggridge, *Designing Interactions* Chp 10. (pg 647-735) **Assignment:** **Portfolio entry** **(milestone)**
5	Wed, Feb 3	Mapping the fiction to D2L's reality	Watch: Watch *District 9* World Building rules & documentation
5	Thurs, Feb 4	Exercise: Assisted Prototyping and Design Brief prep Discuss: Designing Interactions	Assignment: Design Brief materials for the AC MUST be uploaded to LEARN by 9:00 pm, Thurs Feb 4.
5	Fri, Feb 5 (AM)	Presenting your Design Briefs	**Assignment:** **Presentation-ready Design Briefs** **(milestone)**
5	Fri, Feb 5 (PM)	AC workshop: Pivoting & Iterating. Work on team scheduling	
6	Tues, Feb 9	Financial Analysis and Globalisation	Read: Feng, Ling, Weijun Hu, Zhiyuan Li. "The Effects of globalisation on the US labour

			market: Service Sectors considered," *World Economy*, 36, #12 (December 2013) 1542-1565 Assignment: Team roles and schedule
6	Wed, Feb 10	UX Methods: Participant Recruitment	Read: Moser and Law. *Making Voices* Dishman. *Designing for the New Old* (through LEARN). Perry et al. *Disability, Inability and Cyberspace.* (through LEARN).
6	Thurs, Feb 11	Assisted Prototyping and UX Instrument Development	Assignment: Draft Prototype
6	Fri, Feb 12 (AM)	User Testing	Assignment: UX Instruments **Draft Prototype** **(milestone)**
6	Fri, Feb 12 (PM)	LittleBits Workshop	
7	Mon, Feb 22		Assignment: Draft Finanical statements materials for the AC MUST be uploaded to LEARN by 9:00 pm, Mon, Feb 22.
7	Tues, Feb 23	Market Diversity Financial Statement Workshop	Assignment: Team role & Schedule update User Test report
7	Wed, Feb 24	All about Open Source Assisted Prototyping	Read: Raymond, The Cathedral and the Bazaar Coleman, *Chapter 2. A Tale of Two Legal Regimes.* (p61-92) in Coding Freedom Benkler.*Chapter 3. Peer production and Sharing*. 59-90
7	Thurs, Feb 25	Exercise: Assisted Prototyping	Assignment: Draft Business Plans & financials materials for the AC MUST be uploaded to LEARN by 9:00 pm, Thurs, Feb 25.

7	Fri, Feb 26 (AM)	Business Plan Workshop	
7	Fri, Feb 26 (PM)	Arduino Workshop	Assignment: Download and TEST Ardunio software on personal laptop BEFORE class - ask Jordan for assistance. If it doesn't work you cannot participate in this class.
8	Mon, Feb 29		Assignment: Draft pitch decks materials for the AC MUST be uploaded to LEARN by 9:00 pm, Mon, Feb 29
8	Tues, Mar 1	Pitch Deck Workshop	Read: Ries. *The Lean Startup.* Part 2 (79-178) Assignment: Team role & Schedule update
8	Wed, Mar 2	Cycle 2 Presentations	**Assignment Business Plan, Final Prototype, and Pitch, cc to AC via LEARN dropbox.** **(milestone)**
8	Thurs, Mar 3	OpenSCAD Workshop	Assignment: Solo: Peer Reviews (2) Download and TEST OpenSCAD software on personal laptop BEFORE class - ask Jordan for assistance. If it doesn't work you cannot participate in this class.
8	Fri, Mar 4 (AM)	Peer Critique and Postmortem	Assignment: Notes on other groups presentations Draft portfolio entry
8	Fri, Mar 4 (PM)	Portfolio Workshop	
9	Tues, Mar 8	Aging and Variable Abilities Design Probes	**Assignment: Portfolio entry** Read: "Chapter 11: Learning" in *Make it So: Interaction Design Lessons from Science Fiction*

			(milestone)
9	Wed, Mar 9	Mapping the fiction to D2L's reality	Watch: *Cocoon* Assignment: World Building rules & documentation
9	Thurs, Mar 10	Exercise: Assisted Prototyping and Design Brief prep	Assignment: Design Brief materials materials for the AC MUST be uploaded to LEARN by 9:00 pm, Thurs Mar 10.
9	Fri, Mar 11 (AM)	Presenting your Design Briefs	**Assignment: Presentation-ready Design Briefs** **(milestone)**
9	Fri, Mar 11 (PM)	AC workshop: Pivoting & Iterating. Work on team scheduling	
10	Tues, Mar 15	Global Management and Leadership	Read: Groysberg, Boris and Deborah Bell. "Dysfunction in the boardroom," *Harvard Business Review*, 91 ,#6 (June 2013) 88-95 Meyer, Erin. "When Culture doesn't translate," *Harvard Business Review*, 93 #10 (October 2015) 66-72 Neeley, Tsedal and Robert Steven Kaplan. "What's your language strategy?" *Harvard Business Review*, 92, #9 (September 2014) 70-76. Assignment: Team roles and schedule
10	Wed, Mar 16	Ethics and Design	Read: TBA Phillips and Zavros. *Participants as Researchers.*
10	Thurs, Mar 17	Assisted Prototyping and UX Instrument Development	Assignment: Draft Prototype. Draft Business Plans materials for the AC MUST be uploaded to LEARN by 9:00 pm,

			Thurs Mar 17.
10	Fri, Mar 18 (AM)	Business Plan Workshop	Assignment: UX Instruments **Draft Prototype** **(milestone)**
10	Fri, Mar 18 (PM)	Exercise: Assisted Prototyping with Arduino and OpenSCAD Expert Workshop	
11	Tues, Mar 22	User Testing	Assignment: Team role & Schedule update
11	Wed, Mar 23	Exercise: Assisted Prototyping	
11	Thurs, Mar 24	Exercise: Assisted Prototyping with Arduino and OpenSCAD Expert Workshop	Assignment: User Test Report .
12	Mon, Mar 28		Assignment: Draft Pitch decks materials for the AC MUST be uploaded to LEARN by 9:00 pm, Mon, Mar 28.
12	Tues, Mar 29	Pitch Deck Workshop	Read: Ries. *The Lean Startup.* Part 3 (179-290) Assignment: Team role & Schedule update
12	Wed, Mar 30	International Business	
12	Thurs, Mar 31	Exercise: Assisted Prototyping	Assignment: Draft prototypes
12	Fri, Apr 1 (AM)	Cycle 3 Presentations	**Assignment: Business Plan, Final Prototype, and Pitch, cc to AC** **(milestone)**
12	Fri, Apr 1 (PM)	Portfolio Workshop	Assignment: Draft portfolio entry Solo: Peer Reviews (2)

13	Mon Mar 4, (AM)	Peer Critique	Assignment: Notes on other groups presentations
13	Mon Mar 4, (PM)	Course Wrap up	
13	Wed, Mar 6		**Assignment: Portfolio entry** **(milestone)**

Communication

Your professors are available via appointment, during their office hours, and also after class.

E-mails

Please use emails for administrative matters only. Your professors will be available during office hours, or by appointment, to discuss course material. During the day, they will check emails regularly. You should not expect to hear from them evenings or weekends.

All e-mail communication sent from students to instructors (including PAs), 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.

Announcements and Course Updates

Announcements, grades, lecture slides, information on exams, project 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.

Work Submission Policies

With the exception of physical prototypes, all work must but be submitted to the designated dropbox on LEARN by the posted deadline. This includes all documentation that is required in advance of your mentoring sessions and workshops. Submissions

MUST be in the appropriate file format. At the end of each cycle on your postmortem day, you must submit and leave all physical prototypes for evaluation.

Electronic Device Policy

Laptop computers and other portable technologies should be used in class only as learning-facilitation tools. During class, it is not acceptable to play games, answer email, surf the web, answer cell phones, text message, or engage in other non-class-related activities. Your participation grade will be penalized if you break this rule.

Why? Not only do these practices negatively affect your learning and participation, but they also distract others and create an environment of disrespect.

Backup Your Work

It is recommended that students backup their work frequently and to several different hard drives or USB sticks. Computers suffer failures all the time. Students should expect this in their workflow. Investing in a USB thumb drive or external hard drive is always a good idea when working in a class that makes use of digital equipment.

Attention to Detail

Students should always follow the specifications listed in the project instructions, for instance, the use of specific filenames when submitting projects, deadlines and grading rubrics.

Attendance Policy

Attendance is Mandatory.

Deadlines

Assignments are due by the date given in the schedule at the time of day specified. Extensions to assignment deadlines will be granted only in cases of illness or emergency. Extensions are granted based on the discretion of the instructor. Students should contact the instructor as soon as possible to make their requests and provide credible documentation (such as a doctor's note or a Verification of Illness Form).

Late Work

Individual assignments submitted late without approved extensions will be subject to late penalties. 5% will be deducted for projects that are handed in within 24hrs after the deadline and an additional 5% per day thereafter (including weekends) up to a maximum of 50%. After that time a grade of 0% will be assigned for the late work. Late

penalties are not recoverable.

Because of the client-based nature of this course, there are no extensions for late group work. If one of you happens to be sick, the rest of your team members will be there to present for you or to upload your documentation. Ensure that that you have a PRIVATE system for sharing your slides, research, scripts, other documents and media (like dropbox) so that any team member can theoretically present all material involved, and a backup plan is in place if your key presenter cannot be present.

Plagiarism and Copyright
The offence of plagiarism as defined by Policy 71 (Student Discipline) includes visual and aural plagiarism of works of art (drawings, photographs, graphics, video, sound, ideas, etc. conceived/made by other artists). The rules of conduct that apply to text-based work at the University of Waterloo also apply to work completed for studio-based assignments and research. There are two issues to consider with visual and aural plagiarism: ethics, i.e. expectations related to academic integrity as outlined in Policy 71; and copyright infringement, for which you could also be legally liable. Plagiarism and copyright infringement occur when you create an artwork that is substantially similar to the original source. For example, making a drawing in pencil based on a photograph that you find in a magazine may constitute plagiarism and be an infringement of copyright. Please take note of the following points:
- All work submitted for evaluation must be your own. If the submitted work is determined not to be your own, the Academic Discipline Procedure of Policy 71 will be invoked.
- If you use any visual or aural material, such as images from the internet, magazines, books, websites of other artists, or from any source that can be cited, you must acknowledge/cite those references. Failure to do so will be deemed a violation of academic integrity and possibly an infringement of copyright and the Academic Discipline Procedure of Policy 71 will be invoked.
- If you are using visual or aural material that you have not made yourself, you must make an appointment with your instructor/s to discuss the ramifications of using 'found' or 'appropriated' material.
- Any original images used as the basis for any work you create – whether manipulated digitally or manually, or otherwise incorporated or appropriated for your work – must be properly cited, and must accompany your final work at the time of submission or evaluation.

A note on copyright free and Creative Commons:

Resources are available in the public domain that are identified as copyright free or that fall under licenses from Creative Commons. Public domain is a term used for works that are not protected by copyright law. If an image is in the public domain then you are allowed to use it—to copy it, to manipulate it and to distribute it. Works identified as Creative Commons allow varying degrees of use. In this case, the authors decide how you can use their images.

Helpful Links:

- CARFAC (Canadian Artists Representation / Le front des artists canadiens) (CARFAC website)
- Wikimedia Commons and Flickr have databases of digital files that are available for use. You need to check the conditions of use as they vary: (Wikimedia Commons website; Flickr Commons link)
- The Copyright Act in Canada was recently amended to reflect the current digital landscape. To find out more about the "Copyright Modernization Act", check out: (Canadian Copyright Act link)
- The following is a conversation that occurred on the US-based site, Copyright Advisory Network. It answers some of the basics related to US Copyright, images and fair use: (http://librarycopyright.net/forum/view/1456)
- The following document defines works in the public domain for United States as of January 1, 2013: (http://copyright.cornell.edu/resources/docs/copyrightterm.pdf)

Academic Integrity

In order to maintain a culture of academic integrity, members of the University of Waterloo community are expected to promote honesty, trust, fairness, respect and responsibility. See the UWaterloo Academic Integritity Webpage (https://uwaterloo.ca/academic-integrity/) and the Arts Academic Integrity Office Webpage (http://arts.uwaterloo.ca/current-undergraduates/academic-responsibility) for more information.

Discipline

A student is expected to know what constitutes academic integrity to avoid committing academic offenses and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offense, or who needs help in learning how to avoid offenses (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. For information on categories of offenses and types of penalties, students should refer to Policy 71, Student Discipline (http://www.adm.uwaterloo.ca/infosec/Policies/policy71.htm). For typical penalties check Guidelines for the Assessment of Penalties (http://www.adm.uwaterloo.ca/infosec/guidelines/penaltyguidelines.htm).

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 (https://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-70). 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 (http://www.adm.uwaterloo.ca/infosec/Policies/policy72.htm).

Note for Students with Disabilities

The Office for Persons with Disabilities (OPD), located in Needles Hall, Room 1132, 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 OPD at the beginning of each academic term.