



Dalhousie University's Local Government Program

Program Regulations

Associate Certificate in Local Government

Certificate in Local Government Administration

Certificate in Local Government Financial Administration

Certificate in Local Government Human Resource Administration

Certificate in Local Government Administration: Law & Ethics

Certificate in Local Government: Community Economic Development

Associate Certificate in Community Economic Development

Certificate in Local Government: Citizen Engagement and Consultation

National Advanced Certificate in Local Authority Administration

Executive Certificate in Local Government

For Alberta Students Only:

National Advanced Certificate in Local Authority Administration Level I

National Advanced Certificate in Local Authority Administration Level II

CERTIFICATE PROGRAMS

There are 10 professional development certificate program offerings for local government officials. All certificate courses are delivered entirely online. There are three terms; fall, winter and spring. Each course runs between ten and thirteen weeks depending on the term. Everything that you need is contained in the online environment including such things as course readings, articles, web links and the course schedule. Everything you have to do is also contained in the online environment including communications with your instructor and fellow students, discussion forums and all assignments.

The certificates are intended to accomplish three broad objectives. The first is to impart specific skill and knowledge in order to improve policy development and managerial performance in local government. The second is to develop an appreciation of the importance of local government as an instrument for building strong communities and for developing democratic values and the third is to create an online national learning community.

Below is a description of the certificates, the pedagogical rationale and the specific course requirements for each certificate. If you require more detailed information on any individual course, please consult our website at www.dal.ca/localgovernment

ASSOCIATE CERTIFICATE IN LOCAL GOVERNMENT

This associate certificate is intended to give those who work in the technical fields of local government a broader understanding and a working knowledge of the history, organization, challenges and opportunities for local government. Graduates will have the knowledge and skills to effectively interact with municipal staff at all levels of the organization, the municipal council and the citizenry.

Courses:

- Local Government
- Municipal Law I
- Local Government Finance

THE CERTIFICATE IN LOCAL GOVERNMENT ADMINISTRATION

The Certificate in Local Government Administration is an introductory program intended to help students develop basic skill and knowledge competencies. The Certificate consists of six courses which are identified below. Completion of the program will enable students to better serve the needs of their municipal council, manage service delivery more efficiently, improve their opportunities for advancement and generally conduct themselves with a high degree of professionalism.

Courses:

- Local Government
- Municipal Law I
- Local Government Finance

- Public Administration Professionalism
- Organizational Behaviour and Leadership
- Property Taxation and Assessment

THE CERTIFICATE IN LOCAL GOVERNMENT FINANCIAL ADMINISTRATION

Municipalities are responsible for the spending and accounting of large amounts of public money. The public trusts that this money is being administered wisely on their behalf. In order to meet this standard of care, local governments need to have employees that have a good working knowledge of the basic concepts of budgeting, accounting, finance, taxation and assessment. This Certificate provides much of the information contained in the Certificate in Local Government Administration but with a greater emphasis on financial administration within local government.

Courses:

- Local Government
- Municipal Law I
- Local Government Finance
- Accounting
- Financial Management
- Property Taxation and Assessment

THE CERTIFICATE IN LOCAL GOVERNMENT HUMAN RESOURCE ADMINISTRATION

Human resource administration is increasingly being recognized as an important and relevant skill set for the modern local government. The difference between one local government and another can often be attributed to the quality of its human resources. Having a highly competent and energetic staff complement is a key ingredient for success. However, this does not happen by accident. Designing appropriate jobs, making good hires and developing peak performance is more likely when the municipality has someone dedicated to this effort that has the knowledge, skills and mandate to perform this function.

Courses:

- Local Government
- Municipal Law I
- Local Government Finance
- Human Resource Management
- Organizational Behaviour and Leadership
- Organizational Design and Management

THE CERTIFICATE IN LOCAL GOVERNMENT ADMINISTRATION: LAW & ETHICS

This certificate is intended for municipal employees who wish to have a specialization in law and ethics. The law concentration is intended to provide an appreciation of the legal framework within which municipal government must operate and help students to understand when there is a need to seek the advice of a legal professional. The law concentration also includes a course on freedom of information

and privacy foundations. Increasingly, municipalities are subject to requests for information from various individuals and groups. Each municipality should have one person designated who has the requisite training in order to ensure that the municipality is accountable and transparent by providing information which can be, or is required to be, disclosed or withheld under the law.

Courses:

- Local Government
- Municipal Law I
- Local Government Finance
- Public Administration Professionalism
- Freedom of Information and Privacy Foundations
- Municipal Law II

CERTIFICATE IN LOCAL GOVERNMENT: COMMUNITY ECONOMIC DEVELOPMENT

The program is intended for local government administrators, community economic development professionals and community practitioners. Community economic development seeks to respond to the interrelated challenges of creating viable, sustainable and resilient communities by working with and building upon the strengths of the community. Solutions that have their genesis rooted in the community can provide lasting solutions to the ever-changing economic and social landscape. Community economic development provides a platform for constructive dialogue, mutual learning and the development of social capital. The intent of this Certificate program is to equip students with the necessary skills and knowledge to provide leadership in community economic development within a local government setting.

Courses:

- Local Government
- Municipal Law I
- Local Government Finance
- Citizen Engagement and Consultation
- Community Economic Development I
- Community Economic Development II

ASSOCIATE CERTIFICATE IN COMMUNITY ECONOMIC DEVELOPMENT

This concentrated certificate is intended for those who do not work for local government or whose work in community economic development does not put them into regular contact with municipalities. This Associate certificate still provides the skills and knowledge necessary to help your organization and community, but without the strong local government context.

Courses:

- Citizen Engagement and Consultation
- Community Economic Development I

- Community Economic Development II

CERTIFICATE IN LOCAL GOVERNMENT: COMMUNITY ECONOMIC DEVELOPMENT

This certificate is intended for municipal employees who wish to have a specialization in Citizen Engagement. The municipal landscape is changing with more municipal officials being expected to consult with the public on an ongoing basis. This certificate will provide an intellectual overview of why citizen engagement represents the foundation of democracy and how it can be implemented in a practical way in local government.

Courses:

- Local Government
- Municipal Law I
- Local Government Finance
- Policy Planning and Program Evaluation
- Citizen Engagement and Consultation I
- Citizen Engagement and Consultation II

THE NATIONAL ADVANCED CERTIFICATE IN LOCAL AUTHORITY ADMINISTRATION

This is an advanced certificate that requires the completion of a first level certificate or equivalent. This advanced certificate places greater emphasis on leadership and decision making and is intended to develop or enhance leadership capabilities. While compulsory courses are discrete, students will be expected to draw from many sources. Students will be expected to engage in a more rigorous experience which will include, among other things, the expectation for independent research and critical thinking.

Courses:

- Policy Planning and Program Evaluation
 - Sustainable Communities
 - Citizen Engagement and Consultation
- + 3 Electives (student's choice)*

THE NATIONAL ADVANCED CERTIFICATE IN LOCAL AUTHORITY ADMINISTRATION

LEVEL I AND LEVEL II (NON-ALBERTA STUDENTS)

*Students who were accepted into the NACLAA Level I and Level II program prior to September 2012 and have chosen to remain in this program are required to complete four compulsory courses:

- Local Government
- Local Government Finance
- Municipal Law I
- Public Administration Professionalism

Level I requires the completion of these four compulsory courses plus any four electives.

Level II requires the completion of these four compulsory courses plus eight electives.

ALBERTA STUDENTS

THE NATIONAL ADVANCED CERTIFICATE IN LOCAL AUTHORITY ADMINISTRATION LEVEL I & II

Students from Alberta have the option of taking NACLAA Levels I and II with the Local Government Program at Dalhousie University. NACLAA Level II meets the educational component of certification for the Society of Local Government Managers in Alberta.

Students from Alberta may also take the other five introductory certificates offered by the Local Government Program. These may be used as intermediary certificates towards completion of NACLAA Levels I and II, ensuring that all requirements are met for each certificate. Students must notify the Program Manager of what certificate(s) they are planning on attaining.

The following courses are required for the NACLAA Levels I and II for Alberta Students:

NACLAA Level I

- Local Government
- Local Government Finance
- Municipal Law I
- Public Administration Professionalism
- Organizational Behaviour and Leadership
- + 3 Electives (*student's choice*)

NACLAA Level II

- Organizational Design and Management
- Citizen Engagement and Consultation
- Policy Planning and Program Evaluation
- Municipal Law II
- + 2 Electives (*student's choice*)

EXECUTIVE CERTIFICATE IN LOCAL GOVERNMENT

This online program is intended, exclusively, for those who are responsible for leading the municipal organization. This ten-unit online program will address: challenges and emerging practices for service excellence, strategic alignment, collaboration imperatives, policy making, council/staff relations, the illusive public interest and the prevailing effectiveness/ efficiency contradictions.

Throughout the program students will also get the chance to interact with top academics and practitioners who participate in the discussions during various units. Students will be able to view exclusive online interviews with influential thought leaders from across the country and abroad.

This certificate is a one course only.

GENERAL REGULATIONS

Non Certificate Students

Students who do not wish to fulfill the requirements of a specific certificate program, but who do wish to take individual courses may do so. Successfully completed courses, subject to the ten year rule, may be applied to a certificate program at a later date.

Audit

With permission, a student may elect to take a course as an audit student. Under such circumstance, a student may participate in the class discussion, but will not be required to submit any work for assessment. Students may not use an audited course towards any certificate program. The audit fee is the same as a regular course fee.

Course Load

In recognition that the majority of students will be working full time, the local government certificate programs have been designed so that a normal course load is one course per term. Students who wish to take two or more courses per term must apply to and receive written permission from the Program Director or Program Manager. This permission is granted when the Program Director or Program Manager has been satisfied that the student will have sufficient time in order to undertake this additional workload. Students who do receive such approval will be monitored closely to make sure that they perform at an acceptable academic level. If a student's academic performance drops, he or she may be required to drop a course without compensation.

Course Maximum

In order to ensure an appropriate learning experience for each student, a maximum enrollment for each course of 25 students is strictly enforced. Although it is possible to register for courses throughout the course year, students are strongly encouraged to register before August 31st for all the courses they wish to take in order to secure a place in their courses of choice.

Time Limit

Students have ten years from the time of first enrollment to complete the certificate program for which they have registered.

Compulsory/Elective

Each certificate program has a prescribed program of study. It is the student's responsibility to ensure that all compulsory courses required for the certificate in which he/she is enrolled are completed and

within the time limit. In exceptional circumstances and upon request, a student may be exempted from a compulsory course and another course taken in its place. Requests should be made directly to the Program Director.

Current Student

A student is considered current if the student is enrolled in at least one course in the academic year. Students who are not considered current may be subject to any changes in program regulations including changes to the program structure and course requirements.

Academic Probation

A student who fails to maintain a minimum academic standard in his or her course work or who fails a course will be placed on academic probation. A student who continues to demonstrate poor performance and or fails a subsequent course may be asked to leave the program. Matters that would trigger academic probation include: failure to maintain an online presence, poor quality postings/essays, inappropriate language/online demeanor and an initial incident of plagiarism.

Graduating Students

Students who plan to graduate must fill out the “Intent to Graduate Form” and forward to the Program Manager before entering their last term of study prior to graduating.

Transfer Credit

From Other Post-Secondary Institutions:

Students may also apply for transfer credit (advanced standing) so that courses completed at other institutions can be applied to their certificate program. This also includes other programs of study completed through Dalhousie University. Notwithstanding transfer credit regimes negotiated with other post-secondary institutions, no more than two courses can be applied from another institution or program to any one certificate.

To be eligible for consideration, the following criteria must be met: the course has to have been taken in the last ten years, the course must have been taken from a recognized post-secondary institution, the course must be substantially similar in content to the one for which equivalency is being requested, the course must be of similar rigor, and there must be a formal assessment with a grade of B or better awarded. Students who wish to apply for transfer credit should send a completed “Request for Transfer Credit” form to the Program Manager.

Students cannot apply transfer credits to the *Associate Certificate in Local Government* or the *Associate Certificate in Community Economic Development*.

From Other Dalhousie Local Government Introductory Certificates:

Students who complete the ***Associate Certificate in Local Government*** can use the certificate towards any of the other certificates offered by the Local Government program (except the *Associate Certificate in Community Economic Development* and the Executive Certificate in Local Government).

Students who complete the ***Associate Certificate in Community Economic Development*** can use the certificate towards the Certificate in Local Government: Community Economic Development.

After completion of the **Certificate in Local Government Administration**, a student would need:

- Local Government Accounting, Financial Management and one elective to complete the Certificate in Local Government Financial Administration;
- Human Resource Management, Organizational Behaviour and Leadership and Organizational Design and Management to receive the Certificate in Local Government Human Resource Management;
- Municipal Law II, Freedom of Information and Privacy Protection and one elective for the Certificate in Local Government: Law & Ethics;
- Citizen Engagement and Consultation, Community Economic Development I and II for the Certificate in Local Government: Community Economic Development.

After completion of the **Certificate in Local Government Financial Administration**, a student would need:

- Public Administration Professionalism, Organizational Behaviour and Leadership and one elective to receive the Certificate in Local Government Administration and Human Resource Management;
- Organizational Behaviour and Leadership and Organizational Design and Management to receive the Certificate in Local Government Human Resource Administration;
- Municipal Law II, Freedom of Information and Privacy Foundations and Public Administration Professionalism to receive the Certificate in Local Government: Law and Ethics;
- Citizen Engagement and Consultation, Community Economic Development I and II for the Certificate in Local Government: Community Economic Development.

After completion of the **Certificate in Local Government Human Resource Administration**, a student would need:

- Public Administration Professionalism, Property Taxation and Assessment and one elective to receive the Certificate in Local Government Administration;
- Local Government Accounting, Financial Management and Property Taxation and Assessment to receive the Certificate in Local Government Financial Administration;
- Municipal Law II, Public Administration Professionalism and Freedom of Information and Privacy Protection to receive the Certificate in Local Government: Law and Ethics;
- Citizen Engagement and Consultation, Community Economic Development I and II for the Certificate in Local Government: Community Economic Development.

After completion of the **Certificate in Local Government: Law and Ethics**, a student would need:

- Organizational Behaviour and Leadership, Property Taxation and Assessment and one elective to receive the Certificate in Local Government Administration;
- Local Government Accounting, Financial Management and Property Taxation and Assessment to receive the Certificate in Local Government Financial Administration;
- Human Resource Management, Organizational Design and Management and Organizational Behaviour and Leadership to receive the Certificate in Local Government Human Resource Management;
- Citizen Engagement and Consultation, Community Economic Development I and II for the Certificate in Local Government: Community Economic Development.

After completion of the **Certificate in Local Government: Community Economic Development**, a student would need:

- Public Administration Professionalism, Organizational Behaviour and Leadership and Property Taxation and Assessment to receive the Certificate in Local Government Administration;
- Local Government Accounting, Financial Management and Property Taxation and Assessment would need to be completed in order to receive the Certificate in Local Government Administration;
- For the Certificate in Human Resource Administration, students would have to complete Human Resource Management, Organizational Behaviour and Leadership, and Organizational Design and Management.
- Public Administration Professionalism, Freedom of Information and Privacy Foundations and Municipal Law II would need to be completed in order to receive the Certificate in Local Government Administration: Law & Ethics.

After completion of the **Certificate in Local Government: Citizen Engagement and Consultation**, a student would need:

- Public Administration Professionalism, Organizational Behaviour and Leadership and Property Taxation and Assessment to receive the Certificate in Local Government Administration;
- Local Government Accounting, Financial Management and Property Taxation and Assessment would need to be completed in order to receive the Certificate in Local Government Administration;
- For the Certificate in Human Resource Administration, students would have to complete Human Resource Management, Organizational Behaviour and Leadership and Organizational Design and Management;
- Public Administration Professionalism, Freedom of Information and Privacy Foundations and Municipal Law II would need to be completed in order to receive the Certificate in Local Government Administration: Law & Ethics;
- Community Economic Development I, Community Economic Development II and one elective need to be completed for the Certificate in Local Government: Community Economic Development.

Time Commitment

Successful progress for this type of learning requires, on average, 6 to 10 hours of study per week. For the online discussions, you should be prepared to login to your course and participate in your discussions on a regular basis as identified in your course. Failure to maintain a “regular” online presence will result in a warning. Failure to respond to the warning will result in academic probation. Continued failure to maintain an online presence will result in removal from the course without right of appeal or financial compensation.

Course Cancellation

Dalhousie University College of Continuing Education reserves the right to cancel a course for any reason, including but not limited to failure to meet minimum levels of enrollment.

Transcripts

Once final marks have been received from the instructor and approved by the Program Director, a transcript will be sent by mail to each student at the conclusion of the course. At the completion of an academic year, one official transcript is provided to all current students. For additional transcripts, please contact the Program Manager.

Course Fees

The course fees are inclusive of materials and instruction. New students are required to pay a one-time application fee. Where a course has a textbook and/or course packs, students are responsible for purchasing them. These can be purchased from the Dalhousie University bookstore or a current edition can be acquired from a prior student. Detailed ordering instructions will be included with your enrollment confirmation. A registration is not complete without receipt of the appropriate course fee. Students for whom their employer is paying the course fee(s) on their behalf need to submit a letter of authorization or a purchase order from their employer with their registration form. Notwithstanding, it is the student’s responsibility to ensure that all fees attributable to his or her registrations are paid in a timely manner. No student will be eligible to graduate until all outstanding fees and charges have been paid in full.

Payment

Payment can be made by Cheque, Credit Card (Visa, Master Card, AMEX) or Direct Deposit (Organization must be set up with Dalhousie University). Payment should be made within 30 days of receipt of the initial invoice and before the commencement of the course. Outstanding invoices will be subject to collections once they become older than 60 days. Students are responsible for any and all collection costs associated with collecting outstanding payments.

Withdrawal

Students who withdraw more than two weeks before the commencement of a course are entitled to a refund of 80% of the course fee. Students who withdraw within two weeks of the commencement of a course are entitled to a 50% refund of the course fee. Once the course has begun, there are no refunds.

You must communicate your intention to withdraw from the course **in writing** to the Program Manager. Withdrawals are indicated on student transcripts as a “W”.

Deferral

Students who must withdraw from a course for medical reasons or for a family emergency, can apply for a deferral. Application for deferral should be made to the Program Manager in writing with a full explanation of the extenuating circumstances. Documentation including a medical note may be required. If a deferral is granted, it may be used for any course offered in one of the three subsequent terms. After that period, the deferral expires and the original full fee forfeited.

Late Policy

Students are expected to complete and submit their assignments by or within each designated time period. Extensions with or without penalty are granted by the College on the recommendation of the instructor.

Tax Receipts

Tax receipts will be issued at the end of each course. Tax receipts are issued in the name of the student who is enrolled in the course. It is the student’s responsibility to give the copy of this receipt to the organization if the organization has paid for the course. Requests for replacement tax receipts should be directed to the Program Manager.

Academic Integrity

Dalhousie University is committed to the highest standards of academic integrity and honesty. Students are expected to be familiar with the standards regarding academic honesty and are expected to uphold the policies of the University in this respect. Students are particularly urged to familiarize themselves with the provisions of the Code of Student Behaviour and avoid any behaviour which could potentially result in suspicion because of cheating, plagiarism, misrepresentation of facts and/or participation in an offence. Academic dishonesty is a serious offence and can result in suspension or expulsion from the University.

https://www.dal.ca/dept/university_secretariat/academic-integrity.html

Student Privacy

While students are connected to the online platform at Dalhousie University, all their activities are tracked to the full extent permitted by the online platform in order to compile a complete record of students’ use of components and tools. Administrators and instructors who are specifically authorized to access this course can request full or partial reports of tracked data for any and all students. These tracking features are integral to the online platform and cannot be turned off. The online platform tracks each student’s use of all course tools and components, including:

- Entry/Exit time into each tool and component
- Total time on Brightspace
- Discussion messages read and posted
- Mail messages read/sent
- Calendar entries viewed/added
- Time spent in each tool and component per session/entire course
- Number of Brightspace sessions
- Assignments read/submitted
- Content files viewed
- Urls viewed

The following tracked information is made available to all members of the class: Discussion tool postings publish the name of the user and the date and time of the posting. This data is visible to any class member using the discussion tool. The mail tool displays the names of all class members who are potential recipients when “To,” “CC” and “BCC” fields of an email are populated. Students can use the “My Settings” tool to input, display and/or suppress additional personal information as you wish.

Instructors use tracked information to help determine grades. Specifically, date stamps on discussion postings and assignment file uploads are used to determine if these activities were completed by a specified deadline and to calculate late penalties if applicable. Start times, end times and duration times in online tests will determine whether or not students have exceeded time limits and deadlines specified by the instructor. Instructors may apply late penalties to students who do not complete online tests within specified timeframes.

Aggregate class and data is used by administrators to study usability, access and pedagogical issues in the online learning environment. Each Brightspace course has several individuals with administrative status who can access the tracked data for any student. These administrators include: construction specialists who build the course; managers who oversees course construction; specialists who offer technical support to instructors and students; specialists in student registration and course enrolment; course instructors; specialists who offer pedagogical support to instructors; program managers who oversee instructors and course administration; support staff who perform tasks as assigned and respond to instructor and student concerns as necessary; and the Program Director who provides academic oversight.

The College of Continuing Education requires that these administrators have access to courses because the creation, maintenance, administration and teaching of these courses is a complex labor-intensive undertaking requiring a multi-disciplinary team with a wide variety of skill sets. This also ensures that appropriate personnel are available at all times to respond to any type of issue concerning any facet of our online courses, and to ensure the success of our students in these courses.

STUDENT ASSESSMENT

While the exact method of student assessment will vary somewhat for each course, there will be some common elements including online discussions and graded essay assignments. In addition each course will have a final “take home” exam worth at least 35% of the final grade. For a student to successfully complete a course, a passing grade of 50% must be achieved in the final exam with an overall final grade

of 60% or more in the course. Failure to meet either criterion will result in a failing grade. There are no supplementary examinations. Students must participate in the online discussions.

Official grades are mailed to students, usually within six to eight weeks of the conclusion of the course. For the students' protection, grades are not given out over the telephone.

For all essay questions the following grading rubric is used.

Thesis (Grade Weight = 20%)

Excellent (A: 86–100)	Good (B: 72–85)	Satisfactory (C: 60–71)	Poor (D–F: 0–59)
<ul style="list-style-type: none"> Thesis is clearly stated, creative, original and insightful Presents a Point of View (POV) based on a critical analysis of factual evidence and relevant theory 	<ul style="list-style-type: none"> Thesis is clearly stated and insightful Presents a POV based on an assessment of factual evidence and may refer to relevant theory 	<ul style="list-style-type: none"> Thesis is lacking in clarity and precision Presents a POV based on a limited assessment of factual evidence and on common knowledge, generalizations and some theory 	<ul style="list-style-type: none"> Thesis is poorly stated, ambiguous or absent Fails to present a POV or presents a POV that is not based on analysis of factual evidence relevant theory or any other viable form of support

Background and Course Content (Grade Weight = 20%)

Excellent (A: 86–100)	Good (B: 72–85)	Satisfactory (C: 60–71)	Poor (D–F: 0–59)
<ul style="list-style-type: none"> Elaboration of the thesis is concise, focused explicitly situated (relevant to the community of learners and practitioners), contextualized (related to real life scenarios for practitioners) and draws on the student's personal experiences 	<ul style="list-style-type: none"> Elaboration of the thesis is clear and somewhat situated and contextualized The essay contains some background information that is not central to the thesis so the focus on the thesis sometimes waivers 	<ul style="list-style-type: none"> Elaboration of the thesis is somewhat clear, but too much time is given to contextualizing and situating the thesis The extra emphasis on the background and context tends to draw the focus of the essay away from the central thesis 	<ul style="list-style-type: none"> The thesis is neither situated nor contextualized in terms of practical professional experiences and/or situations Focus on the thesis is poor or absent

Research, Supporting Data and Analysis (Grade Weight = 25%)

Excellent (A: 86–100)	Good (B: 72–85)	Satisfactory (C: 60–71)	Poor (D–F: 0–59)
<ul style="list-style-type: none"> • Demonstrates a clear grasp of the complexity of the issues arising from the thesis • Refers to a full range of relevant current resources (course materials, external sources), and contemporary research findings • Uses relevant data, analyses and conclusions to conduct a thoroughly and objective examination of the validity of the thesis • Includes a critical analysis of the sources used 	<ul style="list-style-type: none"> • Demonstrates an understanding of the central issues arising from the thesis • Refers to current sources, including contemporary research findings • Draws on related analyses and conclusions that support the thesis • Uses a somewhat uncritical analysis of this information to examine the validity of the thesis 	<ul style="list-style-type: none"> • Demonstrates an appreciation for some of the issues arising from the thesis • Refers to current sources, research, opinions, and observations that support the thesis • The resources, evidence, and analyses used are somewhat limited in scope • Information is used in an uncritical way to examine the validity of the thesis 	<ul style="list-style-type: none"> • Fails to indicate an appreciation or understanding of issues that arise from the thesis • Makes limited or no reference to current sources, contemporary research or other forms of factual evidence, opinions or analyses to support the thesis • Does not use the information that is presented to assess the validity of the thesis

Conclusions (Grade Weight = 15%)

Excellent (A: 86–100)	Good (B: 72–85)	Satisfactory (C: 60–71)	Poor (D–F: 0–59)
<ul style="list-style-type: none"> Conclusions are clear, creative and insightful Contain a clear, cogent reiteration of and support for the central points of the thesis Thorough careful analysis confirms the superiority of this POV over other POVs. The conclusions are based on arguments that are developed throughout the essay and offer a convincing defense of thesis and a compelling, insightful closure 	<ul style="list-style-type: none"> Conclusions are clear and valid Contain a cogent reiteration of the central points of the thesis A careful analysis tends to support the superiority of this POV over a competing POV The conclusions support the main hypothesis of the essay and provide a convincing sense of closure 	<ul style="list-style-type: none"> Conclusions are offered but in a disorganized way The central points of the thesis are reiterated Analysis supports the thesis but little consideration is given to other POVs. The thesis defense is somewhat successful, but there is only a limited sense of closure 	<ul style="list-style-type: none"> Conclusions are vague or absent There is little or no reiteration of the central points of the thesis Analysis is weak and offers limited support for the thesis and does not consider alternative POVs Fails to defend the thesis adequately and provides no sense of closure

Writing Style and Essay Structure (Grade Weight = 10%)

Excellent (A: 86–100)	Good (B: 72–85)	Satisfactory (C: 60–71)	Poor (D–F: 0–59)
<ul style="list-style-type: none"> Essay is very well organized Central ideas are presented very clearly, cogently and effectively Thesis is insightful and creative and functions as a unifying factor throughout the paper There is a critical analysis and integration of ideas throughout the paper 	<ul style="list-style-type: none"> Essay is well organized Central ideas are presented clearly, and effectively Thesis is sound and imaginative and is referred back to frequently throughout the paper Paper is analytical and relationships between ideas are clearly developed 	<ul style="list-style-type: none"> Some parts of the essay are less well organized Central ideas are fairly clear, but could be presented more effectively and consistently Thesis is generally sound but utilized inconsistently as a unifying factor in the paper Paper presents some analysis and integration of ideas 	<ul style="list-style-type: none"> Essay lacks organization Central ideas are unclear and poorly presented Thesis is unclear and lacking in insight, creativity and soundness Paper is neither analytical nor integrative

Grammar and Mechanics (Grade Weight = 10%)

Excellent (A: 86–100)	Good (B: 72–85)	Satisfactory (C: 60–71)	Poor (D–F: 0–59)
<ul style="list-style-type: none"> • All sources are cited accurately • Minimal spelling, punctuation, and grammatical errors • Essay submitted on time (or delayed, with instructor permission) 	<ul style="list-style-type: none"> • Most sources are cited correctly • A few spelling, punctuation, and grammatical errors • Essay submitted late (marks deducted at instructor's discretion) 	<ul style="list-style-type: none"> • Some sources are cited incorrectly or inappropriately • Some spelling, punctuation, and grammatical errors • Essay submitted late (marks deducted at instructors discretion) 	<ul style="list-style-type: none"> • Sources not cited or cited incorrectly or inappropriately • Excessive spelling, punctuation, and grammatical errors • Essay submitted very late

Thesis	(Grade Weight = 20%)
Background and Course Content	(Grade Weight = 20%)
Research, Supporting Data and Analysis	(Grade Weight = 25%)
Conclusions	(Grade Weight = 15%)
Writing Style and Essay Structure	(Grade Weight = 10%)
Grammar and Mechanics	(Grade Weight = 10%)

100%**Conditions for a Failing Grade**

A student will receive a failing grade where the student has failed to meet the course requirements of the required standard stipulated by the course instructor or the student has failed to notify the Program Manager in writing of his or her withdrawal from a course.

Appeal of Grades

The assignment of grades is the responsibility of the course instructor. Any concerns regarding grades should first be discussed with the instructor within 7 days of receiving the grade. The instructor then has 14 days to respond to the student appeal. If the problem is not resolved, the student should appeal, within 7 days of response from the instructor, to the Program Director. The student should indicate in writing the basis of the appeal. A final written decision will be made by the Program Director within 60 days of the receipt of the appeal.

Grades

Grades reflect judgement of student achievements made by instructors. These judgements are based on a combination of absolute achievement and relative performance in a class. The table below provides information about the relationship between letter and numerical grades and between letter grades and grade points.

A+	A	A-	B+	B	B-	C+	C	C-	D+	D	F	Letter Grade
86 – 100%			72-85%			60 – 71%			50 – 59%		<50%	% range
96-100	91-95	86-90	81-85	77-80	72-76	69-71	64-68	60-63	55-59	50-54	<50	

Course Grades Obtained by Students:		
Descriptor	Letter Grade	Grade Point Value
Excellent	A +	4.3
	A	4.0
	A-	3.7
Good	B+	3.3
	B	3.0
	B-	2.7
Satisfactory	C+	2.3
	C	2.0
	C-	1.7
Poor	D+	1.3
Minimal Pass	D	1.0
Failure	F	0.0

For any additional questions, please contact:

Program Manager

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