

# Instructor Guide

## *for Online Teaching*

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**Royal Military College of Canada**  
**Collège militaire royal du Canada**

## Revision History

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|                   |         |                                 |                      |
|                   |         |                                 |                      |

# Table of Contents

|           |                                                                 |           |
|-----------|-----------------------------------------------------------------|-----------|
| <b>1</b>  | <b>WELCOME .....</b>                                            | <b>4</b>  |
| <b>2</b>  | <b>PROGRAMMES OFFERED FOR DISTANCE EDUCATION AT RMC .....</b>   | <b>4</b>  |
| 2.1       | Bachelor of Arts (General).....                                 | 4         |
| 2.2       | Bachelor of Military Arts and Science (BMASc) .....             | 4         |
| <b>3</b>  | <b>INSTRUCTOR RESPONSIBILITIES .....</b>                        | <b>4</b>  |
| 3.1       | Course Content and Academic Freedom .....                       | 4         |
| 3.2       | Instructor Responsibilities at a Glance .....                   | 5         |
| <b>4</b>  | <b>COURSE DELIVERY .....</b>                                    | <b>5</b>  |
| 4.1       | Time Commitment .....                                           | 5         |
| 4.2       | Email.....                                                      | 5         |
| 4.3       | My Services (RMC Information Management Services) .....         | 6         |
| 4.4       | RMC Moodle Learning Management System (LMS) .....               | 6         |
| 4.5       | Accessing Your Moodle Course .....                              | 6         |
| 4.6       | Making Your Course Visible .....                                | 6         |
|           | 4.6.1 Making your course visible to students .....              | 7         |
|           | 4.6.2 Un-hiding course elements .....                           | 7         |
| 4.7       | Course Materials .....                                          | 8         |
| 4.8       | Library Services .....                                          | 8         |
| 4.9       | Service Standards .....                                         | 8         |
| 4.10      | Establishing Contact with Students .....                        | 9         |
| 4.11      | Instructor Availability during the Course .....                 | 9         |
| 4.12      | Course Completion .....                                         | 9         |
| 4.13      | Student Administrative Issues .....                             | 10        |
| <b>5</b>  | <b>ASSIGNMENTS.....</b>                                         | <b>10</b> |
| 5.1       | Student Submission of Assignments.....                          | 10        |
| 5.2       | Retrieving Assignments and Quiz Responses .....                 | 10        |
| 5.3       | Grading Assignments .....                                       | 13        |
| 5.4       | Academic Integrity and the Use of Artificial Intelligence ..... | 13        |
| 5.5       | Use of Turnitin .....                                           | 13        |
| 5.6       | Providing Feedback to Students .....                            | 14        |
| <b>6</b>  | <b>EXAMS.....</b>                                               | <b>14</b> |
| <b>7</b>  | <b>FINAL MARKS .....</b>                                        | <b>15</b> |
| 7.1       | Marks Entry .....                                               | 15        |
| <b>8</b>  | <b>ACADEMIC REGULATIONS .....</b>                               | <b>15</b> |
| <b>9</b>  | <b>INSTRUCTOR FEEDBACK.....</b>                                 | <b>15</b> |
| <b>10</b> | <b>CLEARANCE PROCEDURES IN/OUT .....</b>                        | <b>15</b> |
| <b>11</b> | <b>HARASSMENT-FREE LEARNING ENVIRONMENT .....</b>               | <b>16</b> |
| <b>12</b> | <b>IN CLOSING .....</b>                                         | <b>16</b> |
| <b>13</b> | <b>LIST OF DEPARTMENTAL CONTACTS (2025-26).....</b>             | <b>16</b> |

# 1 Welcome

Welcome to RMC Online. The *Instructor Guide for Online Teaching at RMC* will serve as a reference to support you during your teaching appointment. It will help you to excel as an instructor, thereby providing an optimal learning experience for your students.

Teaching online will introduce you to highly motivated learners. Many online learners are studying while working and/or raising families and may even be studying while serving on military deployments. For this reason, RMC Online's DL courses are strictly **asynchronous**, since most of the students require this kind of flexibility. In asynchronous courses, students can access the course materials at a time that is convenient for them, and they are never required to be available at a particular time.

Your students have chosen to take one or more online courses for interest or to work towards earning a degree or certificate. As an online course instructor and as an accomplished leader in your field, you have a great opportunity to guide them toward personal and career success. Have an excellent term!

## 2 Programmes Offered for Distance Education at RMC

### 2.1 Bachelor of Arts (General)

The Bachelor of Arts (General) is a 30-credit degree program offered by the Faculty of Social Sciences and Humanities, with a focus on flexibility and breadth in the arts. It is typically taken by military members of junior ranks deployed across the country and abroad, full-time or part-time, sometimes over several years. Those members usually want to acquire a university degree for career advancement, in the military or not. Students must complete at least 20 credits in Arts, with 10 credits at the senior level and 15 earned through RMC. The program offers three pathways: a general BA, a BA with a Minor (8 credits), or a BA with a Concentration (12 credits) in any discipline offered in the SHS faculty. A core curriculum of 11 credits is mandatory, covering topics such as management, ethics, politics, military history, and Canadian studies. Instructors teaching in this program will be supporting students in developing foundational knowledge in various arts disciplines while offering specialized guidance in their chosen fields of concentration.

### 2.2 Bachelor of Military Arts and Science (BMASc)

The Bachelor of Military Arts and Science (BMASc) is a distinctive degree program tailored for members of the Canadian Armed Forces (CAF). Offered through RMC Online (Distance Education), BMASc is firmly rooted in the core principles of the military profession. The program combines in-service training with specialized and standard university courses, providing a comprehensive educational experience. Designed specifically for serving military personnel, it acknowledges university-level accomplishments relevant to the profession of arms. The Bachelor of Military Arts and Science is equivalent in quality and rigor to a conventional 30-credit degree. It is designed to be completed over an extended period, seamlessly integrating professional military training with academic study. The compulsory core of this program consists of 11 credits, and at least 15 of the minimum 30 required credits must focus on military content. Interested students have, also, the option to apply for a minor of their choice from those currently offered by the Faculty of Social Sciences and Humanities at RMC. 5 Instructors in the BMASc program offer students comprehensive training in various disciplines of the arts and sciences, alongside specialized instruction in their chosen areas of concentration.

## 3 Instructor Responsibilities

As an online course instructor, you are expected to engage your learners in concept exploration and activities that allow them to be successful. Your role is unique and distinct from that of a classroom instructor.

### 3.1 Course Content and Academic Freedom

Online instructors are **not** responsible for creating course content, the course manual (syllabus), or the course assessment scheme, and they do not choose the textbook(s). These course elements are developed collaboratively by Subject Matter Experts (SMEs) and Professors in Charge (PiCs), often with guidance from Instructional Designers (IDs), and posted online prior to course delivery.

- RMC Online instructors **must** use 1) the textbook(s) chosen for the course, 2) the course manual (syllabus), and 3) the assessment scheme established for the course. Please **do not** make changes to these course elements without express consent from the department head or the professor in charge of the course.

However, persons appointed as online instructors do have **academic freedom**, subject to adherence to curriculum content and teaching and evaluation techniques pre-designed for the course and approved by the department. They can upload articles, videos, and other elements to the course at their discretion; and modify individual assessments, as long as they do not change their weight in the overall assessment scheme.

## ***3.2 Instructor Responsibilities at a Glance***

The primary task of online instructors is to **facilitate and evaluate** student learning. In particular, you will be responsible for the following:

**Before** the course start date:

- Get access to the course on Moodle and familiarize yourself with the course content on Moodle (see below for access information);
- Unhide hidden course elements so students can see them (see section 3.6, below);
- Set up an access to the course's online textbook(s) and associated activities, if applicable (see section 3.7, below).

**During** the course:

- Communicate clearly with students before and during the course;
  - Establish contact with students early (see section 3.10, below)
- Provide guidance and stimulate discussion;
- Respond to students' questions and queries promptly;
- Manage the course discussion forums, if applicable;
- Mark students' work and provide useful and timely feedback.

**After** the course ends:

- Mark any end-of-term work and submit final grades (see sections 4-6, below);
- Follow the necessary procedures for any incomplete work (see section 3.12, below)

# **4 Course Delivery**

## ***4.1 Time Commitment***

You should plan to spend an **average** of four to five hours per week on your teaching duties. Your teaching duties will likely demand somewhat more time at the start of term (for organization), at the end of term (for marking), and when there are assignments or other activities, and less at other times.

## ***4.2 Email***

Instructors should use a standard RMC email account for all course-related correspondence. Your RMC email account info will be sent to you by Computing and Information Services (CIS) shortly after receipt of your signed contract. Your signature block on all emails to students should clearly show your affiliation with RMC (e.g., Contract Instructor).

**Secondary emails:** It is strongly recommended that you gather secondary email addresses from all of your students, and/or that you provide them with a secondary email address for you, so that you are able to contact each other in the case of a network service outage.

### **4.3 My Services (RMC Information Management Services)**

[My Services](#) provides information and services to RMC students, faculty, and staff. It is restricted to individuals with an RMC id##### account (e.g., id0123456) and is accessible from the Internet. (The login and password are distinct from your RMC email address.) An RMC ID allows instructors to access their course on Moodle and also to:

- a. View class lists
- b. Manage their contact information
- c. Communicate with students
- d. Access the Mark Entry Submission Process
- e. Access Library resources from off-campus

Your *My Services* account information is sent via email (to new instructors) once you have returned your signed contract (no notice is sent out if you already have an existing account). Instructions on signing in for the first time can be found on the [MyServices](#) login page.

If the start of term is approaching and you have not received an RMC ID, contact [support@rmc.ca](mailto:support@rmc.ca) as soon as possible. You can also contact your department head or admin assistant if you are having difficulties.

### **4.4 RMC Moodle Learning Management System (LMS)**

Web-based courses are delivered through the **RMC Moodle, version 4.1**.

You should get **access** to your course on Moodle on the start date indicated on your contract; your access credentials will be emailed to you.

Your RMC My Services username and password are the credentials required to login to the [RMC Moodle LMS](#).

If you encounter any technical problems or missing resources on your course's Moodle page, reach out to your **department head** or **admin assistant**.

#### **New to Moodle?**

- Visit RMC's Moodle [Help Centre](#) and/or view [Moodle's documentation \(how-to instructions\)](#)
- Consult [this teacher's guide to using Moodle 4](#)
- Learn about Moodle at: <https://moodle.com/about/>
- Managing a Moodle Course at: [https://docs.moodle.org/401/en/Managing\\_a\\_Moodle\\_course](https://docs.moodle.org/401/en/Managing_a_Moodle_course)
- Look at your own course at: <https://moodle.rmc.ca/my/courses.php>
- The Teaching and Learning Group Moodle page, which includes a variety of resources for instructors, can be found here: <https://moodle.rmc.ca/course/view.php?id=2646>.

### **4.5 Accessing Your Moodle Course**

Log on to Moodle and enter the name and semester in the Search Courses box (e.g., POE412 f23s, with "s" standing for "section"). Press the magnifying glass button. If you have selected the right course, your name will be under the link to the course as "Teacher." Click on the course link to enter the course.

### **4.6 Making Your Course Visible**

Once you have spent some time familiarizing yourself with your course, it is time to make it visible to the students.

### 4.6.1 Making your course visible to students

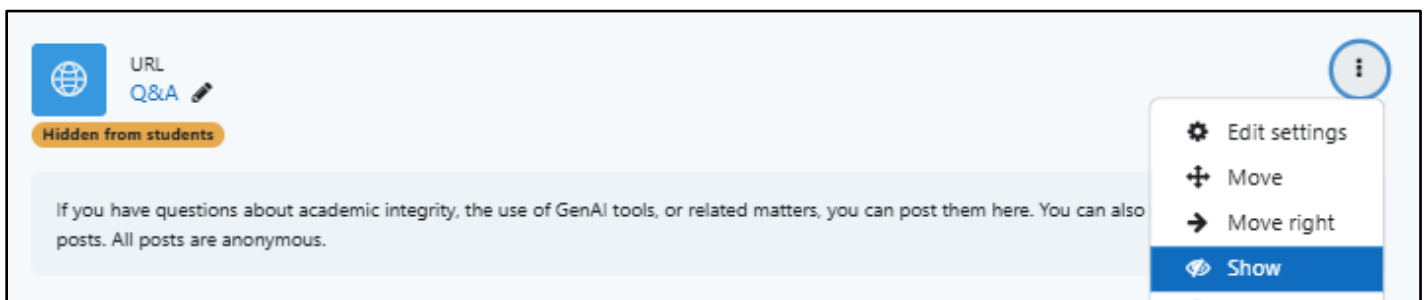
Although you may be able to see your course, it is possible that your students cannot. The course may be “hidden” from students, or it may not be visible because the course start date has not passed.

- To change the start date, open the course, select “Settings” from the toolbar at the top of the course, then in the “General” tab you can change the course start and end dates.
- To un-hide a course, go to Settings > General and then change “Course visibility” from “Hide” to “Show”

- Then scroll to the bottom of the page and select **Save and Display**.

### 4.6.2 Un-hiding course elements

Even if your students can view your course, **there may be elements that are hidden from them**. These elements will have a yellow “Hidden from students” note on them.



To unhide course elements,

- Make sure you are in editing mode (toggle the “Edit mode” switch in the top right to **on**).
- Navigate to the course element(s) you wish to unhide. Click the three dots on the right side of the element and click **Show** (when hidden, this has a picture of an eye with a line through it, as shown above).

## 4.7 Course Materials

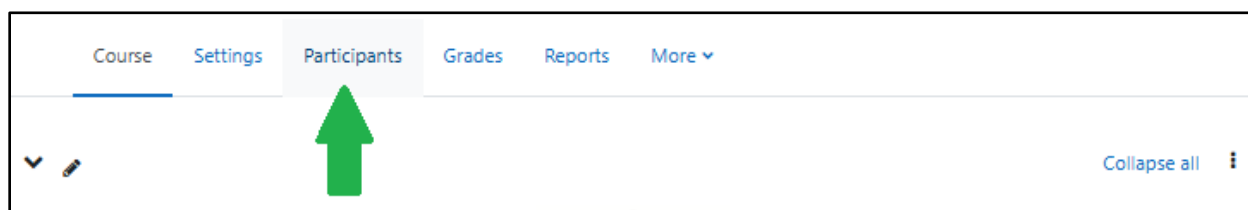
Course materials should be listed in a document called “Textbook information” and/or in the course manual (syllabus), both of which can be found on the course Moodle page. If course materials cannot be located contact your department as soon as possible.

Instructors who wish to receive desk copies of course textbooks should contact [coursematerial@rmc-cmr.ca](mailto:coursematerial@rmc-cmr.ca), or they can contact the publisher directly.

- Please note that the RMC Bookstore cannot send books to instructors who have not yet signed their contracts. Access to a digital edition can only be obtained by contacting the publisher directly. If you have difficulty obtaining access, please contact your department.

Although students should also be able to see the list of course materials on Moodle, it is recommended that DL instructors inform their students of required texts before the start of term in their welcome letter. Be sure to tell the students to buy the correct edition, with the same ISBN number that is cited in the list of textbooks.

- To access your class list, go to the course’s Moodle page and select **Participants** from the toolbar at the top.



**Online textbook setup:** If your course has a publisher-based online platform as part of the textbook package, **it is up to you, the instructor**, to set up an access code for the students at the beginning of the course. You should find instructions for how to do so on your course’s Moodle page, and you can also consult the publisher’s website for such instructions.

If you have questions about course materials, contact your department. (A list of department heads and administrative contacts appears at the end of this document.)

All the course documents for RMC distance courses are available electronically and are hosted on the Moodle course homepage. If a broken link is identified in a course’s Moodle shell or associated documents, the instructor can replace it with a functional link and/or contact their department to notify them of the problem.

## 4.8 Library Services

All RMC students have access to the RMC e-journals, which often make up part of the required readings for a course. Students and instructors can access the e-journals by clicking on the appropriate links in their Moodle course homepage. RMC students also have borrowing privileges at certain other universities with which RMC has an agreement in place.

## 4.9 Service Standards

Instructors must meet the following Service Standards:

- a. Establish contact with students (for additional guidance, see “Establishing Contact with Students” section below).
- b. Respond to all student queries within 48 hours.

- c. Mark assignments, including providing written feedback, and return all assignments electronically to students no later than two weeks after assignment due date or one week prior to the next assignment due date, whichever comes first.
- d. Submit final marks through [MyServices](#) according to the deadlines established by the Registrar's Office.

**Marks must be entered before the marks entry deadline, after which time access to marks submission through [MyServices](#) will cease.**

Marking Period Start and Marking Period End Dates are indicated in *My Services* under the *Grades* tab for each of your course.

If problems should arise in meeting any of these service standards, immediately contact your department.

## ***4.10 Establishing Contact with Students***

DL instructors can access updated class lists electronically from My Services and through their Moodle course homepage.

It is important that you get to know the students in your online course. **Instructors are asked to send an introductory email to their students no later than one (1) week prior to the start date of the course. This will facilitate payment of a contracted instructor's first invoice.**

Your *introductory email* should include the following information:

- a. A brief self-introduction, welcome to the course and instructor contact information
- b. An outline of the instructor's expectations with respect to marking, assignments, discussion forum participation, exams etc.
- c. A request that all students reply, confirming their registration in the course (the instructor must subsequently contact their department and advise which students did not respond)
- d. A list of course materials, including authors names, titles, ISBN numbers
- e. A request that students advise on any changes in their status within the course and a reminder that UG students who wish to withdraw from a course while it is in progress should consult the RMC [Guide to Undergraduate Distance Education](#).
- f. An alert to students to read and understand the importance and consequences of **Academic Integrity**, [RMC Academic Regulations # 23, which includes provisions on the use of generative artificial intelligence \(GenAI\)](#).

## ***4.11 Instructor Availability during the Course***

As the course progresses, instructors can expect students to email or phone them with queries regarding course material or assignments. Instructors should respond within 48 hours.

If the instructor anticipates being inaccessible for more than a 48-hour period during the course, the instructor should notify their students.

## ***4.12 Course Completion***

Students must normally complete all required course work prior to the last day of the term.

For details regarding students with incomplete work, please see [RMC Academic Regulations #7 Course Completion](#) (for undergraduate studies).

However, when it is unlikely that a student will be able to complete a course due to Canadian Armed Forces operational requirements, the student is encouraged to apply to withdraw without penalty.

## 4.13 Student Administrative Issues

Students experiencing administrative issues should consult:

- [Guide to Undergraduate Distance Education](#)
- [Undergraduate Calendar](#)
- [Graduate Studies Calendar](#)

or contact their department.

# 5 Assignments

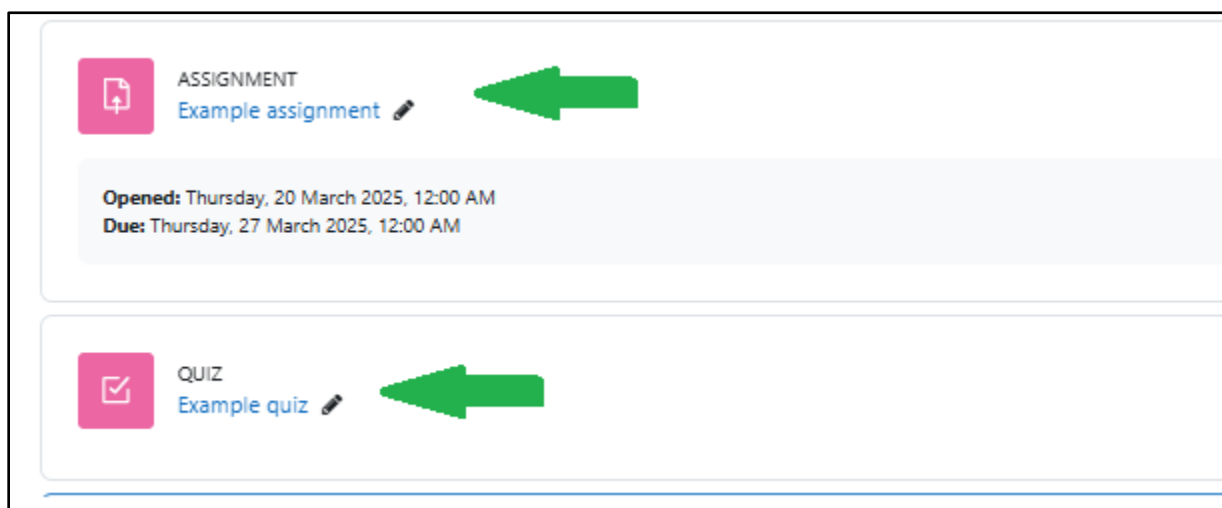
## 5.1 Student Submission of Assignments

It is recommended that students submit their assignments directly through the course Moodle page using Moodle's assignment activity.

## 5.2 Retrieving Assignments and Quiz Responses

To retrieve students' assignments from Moodle:

1. Log into your Moodle course(s) (<https://moodle.rmc.ca/my/courses.php>)
2. Select the appropriate course.
3. Select the assignment (or quiz) to mark on the course's Moodle page:



4. You can also navigate to assignments and quizzes by going to the gradebook (select "Grades" from the toolbar at the top of the main Moodle page) and then clicking on the names of individual assignments and quizzes in the gradebook:

## Grader report

All participants: 0/0

First name All A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

Last name All A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

| First name / Last name ▲ |  | Email address | Example quiz ▾ | Example assignment ▾ | Σ Course total ▾ |
|--------------------------|--|---------------|----------------|----------------------|------------------|
| Controls                 |  |               |                |                      |                  |

Save changes

### Grading option 1: Mark and comment on assignments directly in Moodle

- Click on the assignment
- Click “Grade.”
- A window displaying the first student’s assignment should appear. You can highlight, draw on, and/or add comments to the rendering of the student’s assignment file.
- Enter marks and comments in the right-hand sidebar. You can also upload files here through the “Feedback files” pane at the bottom of the sidebar.
- Click “Save changes”
- To advance to the next student’s assignment, click “Save and show next”; click on the arrow in the top right (this will advance to the next student’s assignment without saving any changes); or select the name of a particular student (“user”) in the drop-down menu:

Change user ▼


### Grading option 2: Mark and comment on downloaded assignment files, then upload.

1. Download the assignment files:
  - a. Click on the assignment
  - b. Click on “View all submissions.” This should display a table view of all students’ submissions.
  - c. From here, click on individual file submissions to download them.
  - d. To select and download all submissions, select the check box directly under “Select,” which should check them all. Then scroll to the drop-down menu labelled “With selected...” and select “Download selected submissions.”

| Select                              | User picture | First name / Last name | Email address        | Status                | Grade                 | Edit                 | Last modified (submission)      | Online text | File submissions                                                                                                                                                                                                                    |
|-------------------------------------|--------------|------------------------|----------------------|-----------------------|-----------------------|----------------------|---------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> |              | TLSG Test Account      | tlsg-gsea@rmc-cmr.ca | Submitted for grading | <a href="#">Grade</a> | <a href="#">Edit</a> | Wednesday, 7 May 2025, 11:18 AM |             | <a href="#">Getting started with Moodle (April 2025).docx</a><br>Turnitin status: Queued<br>7 May 2025, 11:16 AM<br><a href="#">Getting started with Moodle (April 2025).pdf</a><br>Turnitin status: Queued<br>7 May 2025, 11:18 AM |

With selected... [Download selected submissions](#) [Go](#)

## 2. Upload marked assignment files

- Once you are finished with the assignment files, go to the assignment in Moodle
- Click "Grade"
- A window displaying the student's assignment should appear.
- In the grading window, scroll to the bottom of the right-hand sidebar, to the box called "Feedback files"
 
- Select "Add files," which will appear like this:
- Select the file you wish to upload and click "upload this file"
- Click "Save changes"

### Grading option 3: Use Turnitin's "Feedback Studio"

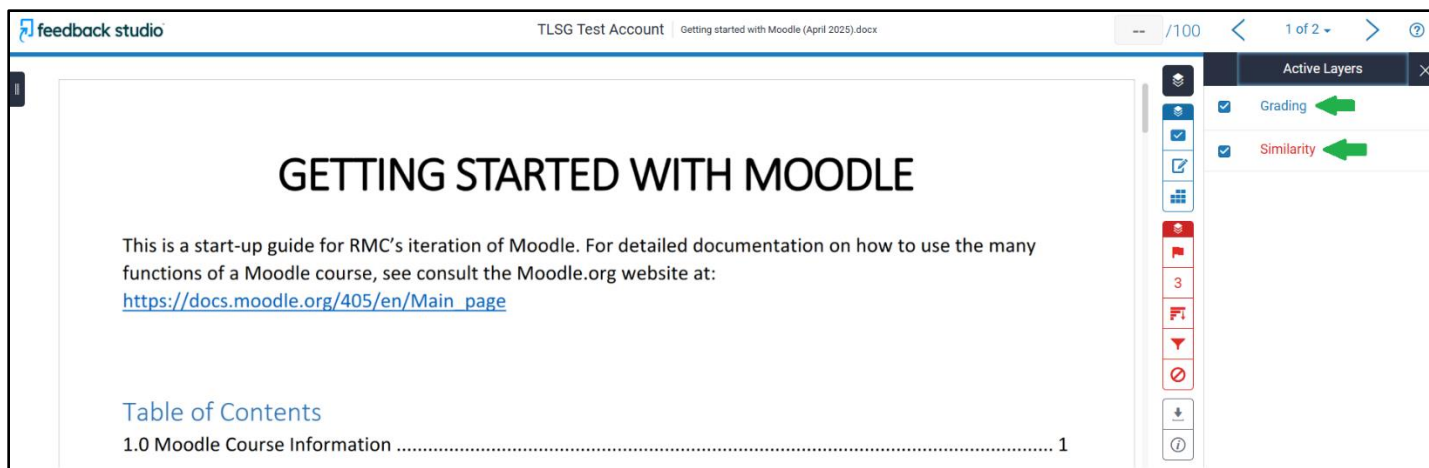
If you have enabled **Turnitin** for an assignment (see section 4.5), you can use it for both plagiarism analysis (Turnitin's "Similarity" report) **and** to grade and comment on the assignment. To do so, click on the assignment, then click "View all submissions." Below each file submission you should see the Turnitin logo, Turnitin ID, and a pencil icon. Click on the pencil to open the assignment in Turnitin:

**File submissions**

[Getting started with Moodle \(April 2025\).docx](#)

Turnitin ID: 2669250576

This will open the Turnitin "Feedback Studio." There you can toggle on the "Similarity" layer to check for plagiarism and the "Grading" layer to grade and comment:



For more details about using Turnitin's many tools, see this [Moodle document](#) or [this guide](#).

### 5.3 Grading Assignments

Grading assignments is one of the most important roles of the instructor. Assignments must be returned to students and marks entered no later than two weeks from assignment due date or one week prior to the next assignment due date, whichever comes first.

In addition, instructors must actively participate in the Discussion Forum of the course, if applicable, by providing general feedback to student postings, and when required, specific feedback to individual students within the assigned discussion, in order to promote an effective learning environment.

Marks for all assignments can be entered directly into the Moodle Gradebook in your Moodle course or in the assignment window for individual assignments, as described in section 4.2.

For further information on the **marks entry process**, please refer to [MyServices](#) under Instructor Information or contact your department.

### 5.4 Academic Integrity and the Use of Artificial Intelligence

Distance learning students are expected to uphold the values of RMC and follow the college's regulations regarding academic integrity, as stated in RMC's Academic Regulations, [Section 23](#). These regulations also apply the use of GenAI tools. Instructors should indicate to students if they are permitted to use GenAI tools, in what circumstances, and how they should indicate they have used them. Unauthorized use of GenAI tools in coursework may constitute a violation of academic integrity.

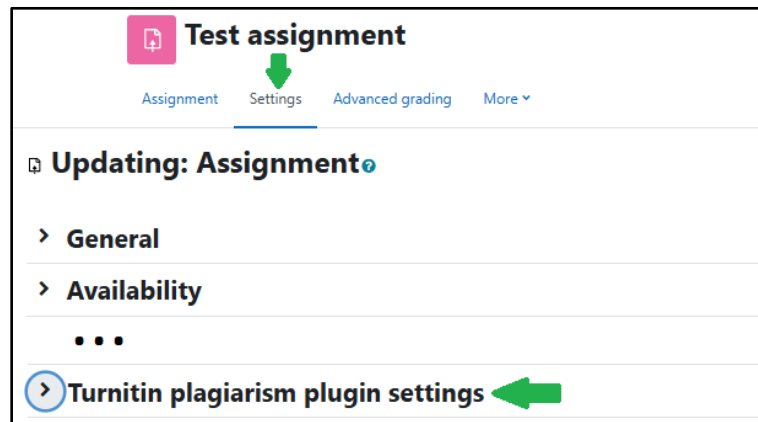
It is essential to communicate the importance of academic integrity to students, identify possible instances of misconduct, and follow the reporting protocols indicated in RMC's academic regulations. Please contact your department if you require further clarification.

### 5.5 Use of Turnitin

Students enrolled in an RMC distance learning course may, as part of the requirements, be required to submit their work to originality checking and plagiarism detection instruments or services. Currently, RMC has recourse to Turnitin via Moodle, which assesses students' documents for **similarity** to other writing (published or by other students) and provides a digital grading tool (as described in section 4.2, above).

To turn Turnitin on for an assignment,

1. Select the assignment
2. Select “settings”
3. Scroll down to “Turnitin plagiarism plugin settings”
4. Beside the label “Enable Turnitin,” select “yes” and then customize the settings as desired
5. Scroll to the bottom and select “Save and return to course” or “Save and display”



Please note that RMC’s version of Turnitin does not currently detect for text generated by artificial intelligence platforms, such as ChatGPT, in part because Turnitin’s AI-detection function (and other AI detectors) have been shown to yield a high number of false positives.

## 5.6 Providing Feedback to Students

As written assignments are normally the main form of evaluation for a distance education course, it is the duty of the instructor to provide students with written feedback explaining why a student received a given grade, pointing out what the student has done well, and providing advice about how to improve future grades.

It is generally recommended feedback be:

- **Constructive and future-oriented:** Offer advice about how a student can improve their work next time.
- **Focus on the work, not the student:** Comment on the student’s work, not their abilities.
- **Balanced:** If appropriate, provide a mix of positive feedback (something the student did well that they should continue) and constructive feedback (things to improve upon).
- **Specific:** Give specific points of feedback rather than blanket judgments.
- **Concise and prioritized:** If a student receives voluminous feedback and annotations on their work, they may not know what to focus on, or they might just ignore it entirely. In your feedback, try to draw their attention to the most important areas of improvement.

See [the feedback section of the TLG’s tutorial on assessment](#) for more information.

If an assignment is particularly poor, the instructor should consider extending an invitation to the student to make contact for further clarification (this is especially important for the early assignments in the course.) It is advisable that instructors contact students whose work is sub-standard via email immediately, rather than waiting until they have received the marked assignment. This will allow them the opportunity to respond to the constructive feedback in their next assignment.

After assignments have been graded, it may be useful for instructors to send an email to the entire class with some general observations about the assignments (i.e., common strengths and weaknesses, general suggestions for improvement, etc.). While this is not a requirement, it can help create a sense of community within the class.

## 6 Exams

Since 2020, most RMC distance courses have not had proctored, in-person exams. If your course documents indicate that the course should have a proctored exam, contact your department to determine how to proceed.

## 7 Final Marks

All course work (term work and assignments) must be completed to the satisfaction of the department concerned prior to the last day of the term for the student to complete the course.

- An undergraduate student must achieve a D- (50%) or higher to pass the course. A course is considered failed if a lesser mark is obtained.
- Certain courses may have a “Must Pass” final exam to pass the course. You can find this information in the course manual. If your course documents indicate that students must pass the final examination to pass the course, contact your department for clarification.

### 7.1 Marks Entry

Instructors must enter all final marks through [My Services](#) – *Instructor Information*. For detailed step-by-step instructions, please refer to the *Mark Entry and Submission Process – Instructions for Professors* under the Instructor Resources tab.

Marks are to be entered in accordance with the Marks Entry Start and End Dates. It is mandatory that all marks be entered before the mark's entry end date. **Instructors will no longer be able to enter marks after the mark's entry end date.** The responsible Department Head or Programme Chair will then electronically approve the marks that have been entered in *My Services*, so that they can be released to the students as per the time limit.

For further information on the marks entry process, please contact your department.

## 8 Academic Regulations

RMC instructors are encouraged to become familiar with all RMC *Academic Regulations* in the Undergraduate and/or Graduate Studies Calendars:

- [Undergraduate Calendar](#)
- [Graduate Studies Calendar](#)

## 9 Instructor Feedback

RMC is constantly striving to improve the programmes and services being offered to its students. We encourage instructors to submit relevant suggestions and constructive comments via email to their Department Head. **If you notice any broken links or other technical problems, please bring them to the attention of your Department Head (or their representative) as soon as possible.**

## 10 Clearance Procedures In/Out

Instructors cannot be entered into any RMC database or be assigned an email or Moodle account until a security screening check has been completed. This is coordinated by RMC Faculty Services [fs-scp@rmc-cmr.ca](mailto:fs-scp@rmc-cmr.ca), which is also responsible for liaising between academic departments and instructors and preparing staffing requests and contracts.

Once all assignments and exams have been completed and submitted, and marks are entered in My Services, the instructor will be considered to have completed all of RMC's out-clearance procedures (offsite instructors only), which in turn means that any final pay or contract payment will be released.

## 11 Harassment-Free Learning Environment

The Canadian Armed Forces (CAF) and DND are committed to providing a respectful workplace by promoting prevention and prompt resolution of harassment. All CAF members and DND employees have the right to be treated fairly, respectfully and with dignity in a workplace free of harassment. Harassment in any form constitutes unacceptable conduct and will not be tolerated.

## 12 In Closing

Have a positive, enjoyable, and successful teaching experience this term; do not forget that promoting communication and collaboration is the best way to ensure an optimal learning environment for your students. If you have any questions that are not answered in this Guide or the documents referenced in it, please do not hesitate to contact your department.

## 13 List of Departmental Contacts (2025-26)

### Chemistry & Chemical Engineering

Department Head (Acting): Dr. Frank Zeman, [frank.zeman@rmc-cmr.ca](mailto:frank.zeman@rmc-cmr.ca)

Administrative contact: Julien Morichon, [julien.morichon@rmc-cmr.ca](mailto:julien.morichon@rmc-cmr.ca)

### English, Culture, and Communications

Department Head: Dr. Huw Osborne, [Huw.Osborne@rmc-cmr.ca](mailto:Huw.Osborne@rmc-cmr.ca)

Administrative contact: Denise Noreau, [denise.noreau@rmc-cmr.ca](mailto:denise.noreau@rmc-cmr.ca)

### French, Literature, and Culture

Department Head: Dr. Stéphanie Bélanger, [stephanie.belanger@rmc-cmr.ca](mailto:stephanie.belanger@rmc-cmr.ca)

Administrative contact: Denise Noreau, [denise.noreau@rmc-cmr.ca](mailto:denise.noreau@rmc-cmr.ca)

### History

Department Head: Dr. Marie-Michèle Doucet, [Marie-Michele.Doucet@rmc-cmr.ca](mailto:Marie-Michele.Doucet@rmc-cmr.ca)

Administrative contact: [history@rmc-cmr.ca](mailto:history@rmc-cmr.ca)

### Management

Department Head: Dr. Fahim Youssofzai, [fahim.youssofzai@rmc-cmr.ca](mailto:fahim.youssofzai@rmc-cmr.ca)

Undergraduate chair: Maj Jason Kauenhofen, [jason.kauenhofen@rmc-cmr.ca](mailto:jason.kauenhofen@rmc-cmr.ca)

### Military Psychology and Leadership

Department Head: Dr. Cindy Suurd Ralph, [cindy.suurd-ralph@rmc-cmr.ca](mailto:cindy.suurd-ralph@rmc-cmr.ca)

Administrative contact: [Kathleen Doherty](mailto:Kathleen.Doherty@rmc-cmr.ca), [kathleen.doherty@rmc-cmr.ca](mailto:kathleen.doherty@rmc-cmr.ca)

### Physics and Space Science

Department Head: Dr. Luc Levesque, [luc.levesque@rmc-cmr.ca](mailto:luc.levesque@rmc-cmr.ca)

Administrative contact: [physics@rmc-cmr.ca](mailto:physics@rmc-cmr.ca) or Manon Deslandes, [Manon.Deslandes@rmc-cmr.ca](mailto:Manon.Deslandes@rmc-cmr.ca)

### Political Science & Economics

Department Head (Politics): Dr. Kerim Ousman, [kerim.ousman@rmc-cmr.ca](mailto:kerim.ousman@rmc-cmr.ca)

Department Chair (Economics): Dr. Ugurhan Berkok, [ugurhan.berkok@rmc-cmr.ca](mailto:ugurhan.berkok@rmc-cmr.ca)

Administrative contact: Nancy Imbeault, [nancy.imbeault@rmc-cmr.ca](mailto:nancy.imbeault@rmc-cmr.ca)