

Health Care Leadership

2023-24 Student Handbook



LAND ACKNOWLEDGEMENT

NorQuest College respectfully acknowledges that we are on the traditional lands, referred to as Treaty 6 Territory and the homeland of Metis Region 4. This land is home to many diverse groups of Indigenous peoples including the Cree, Dene, Blackfoot, Saulteaux, Nakota Sioux, Inuit, and Métis. NorQuest College also acknowledges that the City of Edmonton and all the people here are beneficiaries of Treaty Number 6, which encompasses the traditional territories of numerous western Canadian First Nations as well as the Métis people who have called these lands home since time immemorial. NorQuest acknowledges the treaty, the land and the territories of Indigenous peoples as a reminder of:

- Our responsibility and obligations to the land and to Indigenous peoples,
- Our accountability to addressing the ongoing impacts of colonization that are distinct to Indigenous peoples and communities,
- To work together in remembering the spirit and intent of the Treaty towards right relations.



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MESSAGE FROM THE DEAN

Jennifer Mah, RN, MN

Welcome to the Faculty of Health Studies and the Health Care Leadership Program. We are delighted to be part of your educational journey and help you launch into your chosen career.



Here, you will find highly qualified faculty, a current and workforce-relevant program curriculum, and a supportive learning environment. As a graduate of NorQuest College Health Care Leadership Program, you will have excellent career opportunities with a skill set that is in high demand.

The instructional team looks forward to working with you as you embark on your educational journey. We encourage you to seek our assistance and support to help you achieve your goals. This student handbook is designed to provide you with Information to guide your success in the program.

MESSAGE FROM THE CHAIR

Becky Kelley, BSc, MA

Welcome to the Health Care Leadership program In the Post-diploma department In the Faculty of Health! The post-diploma team will support you throughout your program. I encourage you to reach out to your Instructors for support during your program and refer to this handbook for key information. You may always reach out to me If you have questions or need guidance in finding support or answers.



NORQUEST'S PURPOSE AND SKILLS OF DISTINCTION

Purpose

NorQuest's purpose inspires everyone, in all aspects of the college, to transform people's lives. It challenges us to continually ask, with everything we choose to do: How will this change people's lives for the better?

Perhaps there is nowhere in the college where this purpose is more compelling than in the programs we provide, the opportunities we open, and the outcomes we strive to achieve for each and every student who walks through our doors or connects with the college.

Skills of Distinction

NorQuest commits to a common set of outcomes we aspire to achieve with each and every student. We call these the Skills of Distinction:

- Resilience
- Inclusion
- New ways of thinking

For more information, please see: [Skills of Distinction](#).



THE STUDENT HANDBOOK

This handbook is designed to assist you in meeting your career goals and to help ensure that your learning experience at NorQuest College is a positive one.

We would appreciate any feedback that you can provide to your instructional team about your learning experience and about the program. Your comments will help us continue to provide quality education for our students.

We wish you every success in achieving your career goals!

This handbook is divided into two sections.

The first section reviews general information relevant to all students in the Faculty of Health Studies (FHS), including campus services, general information about various course policies, and strategies to support your success as a NorQuest College student.

The second section contains key information specific to your program and the third contains information about Work-Integrated Learning (or practicum).

Please note that students are responsible for awareness of information in this manual, and of all policies listed on the [NorQuest College website](#).



CAMPUS INFORMATION



The two main buildings on campus where the majority of campus services are housed are:

- Civic Employee Legacy Tower (CELT) - located at 10215-108 Street
- Singhmar Centre for Learning (SCFL) - located at 10215-108 Street

For a detailed look at all of our campus locations, please see: [Campus Map](#)

NorQuest College is committed to providing a safe environment for students, staff, faculty, and visitors. Please review the [Emergency Response Procedures](#), which include instructions for a variety of situations such as (i.e. evacuation, lockdown, and threats of violence).

Please note that all of our campuses are non-smoking and scent-free. No scented products are permitted in the classrooms, labs, or clinical settings.

Locker Rentals

There are a limited number of lockers on the Edmonton campus can be rented. Locker rentals are on a first-come/first-serve basis.

For more information, please see: [Lockers](#)

Parking



Click [Parking Services](#) for information about parking on and near campus.

MyQuest/MyMail

MyQuest is NorQuest’s online student services centre.

Once you apply, you are issued your MyQuest username and password. You can access MyQuest anywhere there is internet. Regularly update the details on your MyQuest account, including your phone number and your home address. This will ensure that we can reach you and that your official documents are sent to the correct address.

For more information, please see: [MyQuest](#)

MyMail is the college e-mail used to communicate with you and is the official communication route for all student information. We encourage you to check MyMail daily. When communicating with the College:

- Include your name and student ID number in all your e-mails/voice messages to instructions and support team.
- Send all e-mails to the College using your MyMail email address (your @norquest.ca email).

For more information, please see: [MyMail](#)

Academic Schedule

The [Academic Schedule](#) provides important dates, schedules, closures, and deadline information for the college. Log into MyQuest to see precise dates for your classes.

Academic & Student Services

Centre for Growth and Harmony (Health and Wellness)	NorQuest College offers social work, counselling, and general health support for students. All services are professional, confidential, and at no cost to registered students.
Service Desk	Service Desk is responsible for assisting students who are having difficulties accessing the College Website, MyMail, MyQuest, Moodle, and more.
The Core (Bookstore)	You can purchase new and used books at The Core. Visit the website to learn more about the Core's buy-back program for sell back your used books.
Financial Aid	Connect with a Student Financial Advisor who specializes in helping students identify their eligibility for several different financial resources

	that will assist with educational and/or living costs while they are attending NorQuest College.
<u>Indigenous Student Services</u>	NorQuest College provides learners with a complete education that attempts to balance strong academic foundations with Indigenous culture.
<u>International Student Services</u>	The International Student Office offers a wide range of support programs and services committed to the unique need of our international students.
<u>Learner Centre (Library)</u>	NorQuest Library is dedicated to empowering students with strategies for finding, evaluating, and using research in their courses and in real life.
<u>Office of the Registrar</u>	<p>The OR is responsible for admission, advising prospective students, updating student information, maintaining student records, posting grades on PeopleSoft, managing course fees, and managing transfer credits and requests.</p> <p>To access forms and documents, including transcripts, please see: Forms and Documents</p>
<u>OSJA (Office and Student Judicial Affairs)</u>	The Office of Student Judicial Affairs coordinates the administration of Student Judicial Affairs Policy. The Office oversees student academic and non-academic conduct, grade appeals, student complaints, and provides a means for dispute resolution.
<u>Reflection Room</u>	NorQuest College is a vibrant, inclusive and diverse community that recognizes the spiritual and religious aspects of our learners and employees. We are committed to providing a neutral room that is

	accessible to members of all faiths within the College community.
<u>SANQC (Student's Association)</u>	All students are encouraged to get involved with your Students' Association. You can do this by running for a position on Students' Council to represent your fellow NorQuest students, getting involved in a student club or by signing up for SANQC's volunteer program to help out with a variety of fun and exciting activities.
<u>Accessibility Services</u>	NorQuest College offers a wide range of services to support students with disabilities. Support services including assistive technology, academic coaching, accommodated exams, sign language interpreters, and instructional assistants.
<u>Student Advisors</u>	Advisors are your go-to people for everything from general inquiries to specific questions about your personal situation. If you need help or assistance navigating college services, policies, or processes, you're advisor can point you in the right direction.
<u>Tutorial and Academic Coaching Services</u>	Tutors and Academic Coaches work with you to review course content, guide you with homework and assignments, and build academic skills, such as time management and test-taking.
<u>The Intercultural Child & Family Centre</u>	The Intercultural Child & Family Centre opened in October 2017. The child care centre offers safe and accessible services to NorQuest students, employees, and the community. A total of 64 spaces are available for children who are twelve months to five years of age.

Further contact information for College Services can be found here: [College Directory](#).

ACCOMODATIONS FOR STUDENTS REGISTERED WITH ACCESSIBILITY SERVICES

Students with disabilities can receive accommodations after registering with Accessibility Services. Please visit the Accessibility Guide [here](#) for more information about the services available for accommodated students at NorQuest.

Students are not required to disclose their disability to instructors. However, students are responsible for providing instructors with information about their individual accommodations. This includes classroom, exam, and WIL/placement accommodations.

- If you have exam accommodations set up by Accessibility Services, you will write your exams with Testing Services.
- Please note that accommodations may not be permitted for any skills during practical labs that are considered essential for the workplace.

For more information, please refer to:

- [Accessibility Services](#)
- [Duty to Accommodate Students with Disabilities Policy](#)
- [Testing and Exam Accommodations](#)

FHS ESSENTIAL INFORMATION



Technology Requirements for Success

NorQuest embeds technology throughout the learner experience. You will be required to use technology to complete online learning activities in order to be successful in your studies. This includes learning about different hardware and software used to complete your courses and/or hardware and software related to your field of study.

Some courses are designated as BYOD (Bring Your Own Device) where you will be required to bring a compatible device to class. **Please note that certain devices (e.g. Chromebooks, MACs) are not currently supported and will require additional user skills and adaptations to use.** Please refer to the technical requirements found on our [BYOD website](#) for complete information.

Basic technology skills for success during your program are:

- file management skills (managing files and folders, searching/finding documents, naming a document, downloading/uploading files, taking screen shots/snipping)
- basic keyboarding skills (i.e. type 30+ wpm – Words Per Minute). You can check your current speed at this [website \(Typing.com\)](#)

- basic Windows skills (navigation, open/close software/windows, file management)
- access and utilize email (must check daily)
- access, create and upload videos
- internet search skills and the ability to access other sites as required by your program
- find photos online for assignments
- basic understanding of word processing and presentation software
- able to print, scan and/or take pictures

Some software and hardware that may be required for your program include:

Hardware

- A device that meets the basic standards listed on our [BYOD website](#) (Bring Your Own Device page)
- Peripheral devices such as a mouse, keyboard, camera and microphone
- A stable internet connection

Software

- Moodle (learning management system) including specific activities in Moodle (e.g. Assignments, Forums, Quizzes, VoiceThread, H5P, Blackboard Ultra, upload to Dropbox, follow instructions and links on assignments, understand icons and symbols)
- MyQuest (online registration system)
- MyMail (student email)
- Google Chrome (needed for Moodle) and other plugins as required
- [MS Office 365](#) (Free for students and includes Word, Excel, PPT) and other sites online as required by your program

- Specific course or program-related software (your program area will provide the necessary information. Some software may have additional costs)
- Any additional software that may be required for students with accommodations. Please consult Accessibility Services for further information.

Additional training and resources can be found in [Online Learning Resources](#).

Transfer Credit

You may be eligible for credit for previous coursework at other post-secondary institutions. Students must apply for transfer credit to be assessed, and follow the policies outlined by the Office of the Registrar. More information and the Request Form can be found at: [Transfer Credit](#)

You must be admitted to your program prior to requesting transfer credit, and it is recommended that you submit your [Transfer Credit Form](#) Request at least one month prior to the start of term.

Prior Learning Assessment and Recognition

NorQuest College has a [Prior Learning Assessment and Recognition \(PLAR\) policy](#) that can help you earn college credits based on your current skills, competencies, knowledge, work, and experience if you are able to show that they relate to the learning outcomes of your courses. You can request an assessment once you are admitted or waitlisted. More information about the process can be found at: [Prior learning assessment and recognition](#)

Orientation

Please watch your @norquest.ca email for important details about your program orientation. Orientation provides you with an opportunity to get valuable information about your program, meet other students, and get your initial questions answered. It is critical to start your program equipped with the right information and tools for success.

BIPOC Mentorship

NorQuest College's BIPOC Mentorship Program will help increase the equity, diversity and inclusion of black, indigenous, and people of color (BIPOC) postsecondary students and facilitate a place of belonging. The program connects students with a trustworthy mentor who will help them with personal, educational, and professional development, connection, and collaboration.

Allergies

Students with allergies should be aware that labs, demonstrations, field trips, and other experiential learning opportunities contain many types of materials. Please be aware of your environment, ask for clarification as required, and inform the instructional team of any concerns.

Course Outlines

Course outline are provided for each course and contain valuable information about the learning outcomes, assessments, and expectations for that course. Please review the outline carefully and consult with your instructor if you have any questions. It is recommended to save your course outlines for future use when applying for transfer credits to another post-secondary institution.

University Transfer

Please note that certain courses are administered by the University Transfer department. These include but are not limited to English, Sociology, Psychology and Health Education courses.

While taking these courses, you are subject to policies of the University Transfer department, which can be found on your course outlines for these courses. Any questions or concerns should be directed to your instructional team.

Open Studies

Some courses are designated as “Open Studies” (O). These courses are available to students from other programs and Open Studies students.

Students might choose to take Open Studies as a pathway to a credit program, for general interest, or as a visiting student.

For more information, please see: [Open Studies](#)

Attendance

Attendance is important in developing a professional work culture that values responsibility, respect, and commitment to practice. Attendance demonstrates that students have participated in the entire educational process in addition to their academic performance.

Although you are an adult learner and can choose whether or not to attend class, some learning experiences (e.g. labs, exams, clinical, practicum/work-integrated learning) may be mandatory. If you have questions regarding mandatory attendance days, please speak with your instructor or review the course outline.

The course outline will specify the attendance policy in each course. Take the time to learn the expectations regarding attendance in each of your courses.

In addition:

- Please treat your classroom as a workplace. Let your instructor know in advance if you cannot attend and make a plan to complete missed coursework.
- Vacations should be planned for scheduled College breaks (e.g. Reading Week, etc.)
- Please note that if your program has a practicum, practicum hours need to be completed as described in the course outline.

APA Format

All work is to be referenced in APA format, unless otherwise indicated by the instructor.

The Learner Centre (Library) offers regular tutorials regarding APA.

For more information, please see: [APA 7th edition](#)

Late Assignments

Assignments are due on the date/time specified by your instructor/course outline. Assignments received after the scheduled due date/time will be penalized with a grade deduction per calendar day. Late assignments will not be accepted once the assignment set is marked and returned. Please refer to the program-specific information section for late assignment policies and procedures.

Pass/fail assignments not submitted by the scheduled due date/time will receive an automatic fail on that assignment.

Exceptions to the late assignment policy may be granted only in cases of extenuating circumstances, and appropriate documentation (e.g. medical note) may be requested.

Vacations are not considered an acceptable reason to hand in an assignment after the due date. Exams or assignments in other courses due at a similar time do not qualify as extenuating circumstances.

Olson Centre for Health Simulation

As part of your learning, you may be participating in activities at the Olson Centre for Health Simulation. Read more about it here: [Olson Centre](#).





PLANNING FOR YOUR SUCCESS

The following expectations may apply to courses, labs, and other learning environments in your program. The purpose of these expectations is to foster a sense of professionalism while performing your duties as a student, and prepare you for your success in the workplace.

Adaptability

- Adapt to new situations, people, procedures and ideas
- Display a willingness to approach situations in different ways to achieve better outcomes

Appearance & Dress Code

- Comply with dress code, proactively discussing any concerns with instructor
- Use proper hand and personal hygiene

Communication

- Respect confidentiality of classmates
- Convey information in a clear, respectful and organized manner
- Demonstrate respect for the feelings and opinions of others
- Develop positive working relationships with others
- Use active communication skills that respect the learning environments
- Proactively communicate concerns to instructor

Honesty & Integrity

- Demonstrate honesty, integrity, and accountability
- Inform instructor of any issues (equipment, academic integrity, inappropriate conduct)

Personal Growth & Continued Competence

- Demonstrate reflective practice in both written and verbal forms
- Actively engage in all activities
- Implement actions to improve performance and skills based on feedback
- Respond maturely and positively to suggestions and constructive criticism
- Demonstrate self-confidence in course work, assessments, and other learning opportunities

Problem Solving & Critical Thinking

- Identify problems and recognize risks to safety
- Analyze situations and carry out solution-oriented actions
- Demonstrate strong problem-solving and critical-thinking skills to work effectively in an independent capacity
- Use available resources as appropriate to solve problems

Collaboration & Teamwork

- Engage in teamwork as an active, cooperative participant
- Offer creative and appropriate ideas to further the goals of the team
- Report relevant information to others, as appropriate, in a timely manner
- Contribute equally to team learning activities
- Manage interpersonal conflict effectively
- Identify appropriate situations for collaboration
- Provide constructive feedback to classmates and instructional team
- Share College resources (supplies, equipment, etc.) fairly

Attendance & Punctuality

- Respect and follow attendance, punctuality, and absence notification

requirements for courses and assessments

Work Habits

- Demonstrate preparedness for classes and assessments
- Follow all NorQuest College and program specific policies and procedures
- Maintain a clean and safe working environment
- Plan and organize to successfully complete work for the classroom and assessments
- Bring required materials and textbooks
- Manage time effectively

Practical tips

Your program is a fast-paced, demanding program designed to prepare you to enter a similar workplace and our instructional team is eager to assist you. Here are some tips for success:

- **Attend Orientation.** This session will provide important information about your program and the College to set you up for success.
- **Prepare for class.** Each instructor will outline a plan for pre-reading, assignment preparation, and other ways to maximize your time in the classroom and/or lab.
- **Attend class regularly.** Although you are an adult learner and can choose whether or not to attend class, some learning experiences (labs, field trips, guest speakers, practicum discussions) are mandatory. Please treat your classroom as a workplace – let your instructor know if you cannot attend in advance and make a plan to complete missed

coursework. Vacations should be planned for scheduled College breaks such as term break.

- **Engage and participate.** There is a difference between merely attending class as opposed to actively participating in your learning experience. Ask questions, engage in discussions, and reflect on your learning experiences. It is always best to arrive to class on time and stay to the end of the class period. Leaving midway impacts your learning, and that of others, in negative ways.
- **Communicate with your instructional team.** If you are concerned about your success, or need additional resources, initiate contact with your instructional team by emailing, dropping in during online office hours, or making an appointment.
- **Utilize your Student Advisor.** If you need assistance navigating College services, please see your Student Advisor.
- **Stay informed.** Please check your NorQuest email daily, as this is the only email address that your instructional team and College employees will use to contact you. Check the student website at norquest.ca, check your MyQuest page for mark information, and frequently check your course page on Moodle. As well, you will receive regular general communications by email from the program area.
- **Make a plan for success.** Maintain an up-to-date calendar of due dates, and create a plan to study, review, and prepare for assignments. Ensure that you are balancing your studies with other aspects of your life to manage stress. If you need resources or assistance with time or stress management, seek out assistance from the Centre for Growth and Harmony. It is not uncommon for post-secondary students to feel overwhelmed by workload, so seek assistance if required.
- **Buddy up.** Meet other students in your courses so that you have someone to ask for assistance if you are away. Your instructional team recommends forming study groups with other students as a study and support strategy.

Respectful Learning Environments

Students benefit from sharing ideas with their classmates, friends, or family. Often, during the exchange of ideas, an original idea can develop into a stronger or more complex idea. This is a benefit of classroom or online discussions between students. Therefore, you should read course materials before class and arrive with questions and ideas related to the topic to be taught.

Please respect your fellow students, faculty, and program staff. You will discuss many controversial subjects and you are free to disagree with views presented by your instructor and fellow students; however, you must do so respectfully.

As well, hands-on practice in labs and clinical settings requires students to be prepared to work with people of all cultures, religions, gender identities, sexual orientations, socio-economic status, and physical and mental disabilities. A NorQuest College, education is inclusive and our students are prepared to meet the needs of a diverse society.

Please ask for clarification and initiate discussions with the instructor if expectations are not clear. For example, talk to your instructor if you are unsure whether a learning activity is meant to be collaborative (e.g. group work) or individual (e.g. a reflective practice journal). If you have concerns regarding participation, please consult with your instructor.

It is important to note that collaborating on assessments that are to be done individually could lead to an academic misconduct report.

EXAMINATIONS

Overview

Examinations are used to assess mastery of course outcomes in many courses. Each course outline specifies the examinations you will be required to write and the passing grade you need to meet course requirements.

Booking Exams

Many courses require students to write an exam(s) to demonstrate that they have met the course outcomes.

Although not all exams are proctored (supervised), many exams must be. You must write your exam using the process determined by your instructor. In-person classes will have a predetermined date, time, and location set by your instructor and will be shared with the class. For other exams, you may need to book a date/time to write your exam.

Exam bookings are available on a first come, first serve basis. You should book your exams as soon as possible in order to write on your preferred date/time. You are responsible for booking your exams well in advance (e.g. 1 month) of the exam due date and/or course end date. *Booking exams too close to the exam date may mean you are unable to write your exam, and may also result in additional costs to you.*

If you are unable to attend the exam, please refer to the section entitled “Rescheduled Exams and Exam Deferrals”. You should try to cancel your exam booking as far in advance as possible. *You will also need to notify the proctor in order to avoid additional costs to you.*

Please review your course outline for specific details about your exam and check with your instructor (or on Moodle) if you have any questions about how and when your learning will be assessed.

Missed Examinations

If you are going to be absent for the writing of a scheduled examination, you are required to notify the program office **prior to the exam writing time**. It is

important you make this notification to avoid receiving an exam grade of zero. Please see the section “Rescheduled Exams and Exam Deferrals” for more information.

Please do not plan vacations during exams. A vacation is not an acceptable reason for exam deferral.

Late Arrivals for Exams

If you will be late for an exam, please email your proctor and/or your instructor to inform them as soon as possible prior to the exam starting. It is important you make this notification to avoid receiving an exam grade of zero.

If you are late for an examination, you may not be able to write your exam if 25% of the exam time has passed. This is in order to ensure exam integrity. If you are allowed to start the exam, you will not be given any extra time to write.

Rescheduled Exams and Exam Deferrals

A rescheduled exam is a **planned request** due to non-emergency situations. It is the responsibility of the student to review the class schedule and determine priorities accordingly. Please discuss any issues with your instructor directly. If you have a need to reschedule an exam, you should note that vacations should be planned for designated College breaks and are not a reason for rescheduling. Academic penalties may apply if students choose not to attend exams.

An exam deferral is an **emergency or unplanned request** that causes a student to be unable to write an exam on the scheduled date. Steps for exam deferral include:

1. Notify your instructor and exam proctor (if different) by email as soon as possible if you are going to be unable to write the exam as scheduled.
2. Submit a “Request for Deferral – Examination” form online and provide documentation (e.g. medical note) if required to support your request. You can access the form in Moodle.

3. The instructor, with the Program Chair's approval, will make a decision about your deferral.
4. Once a deferral is approved, you have two working days to work with your instructor to reschedule the exam. You may need to re-write the exam through Testing Services, which your instructor will help arrange. Deferred exams must be written within 5 days of the originally scheduled date. Program Chair approval is required for longer deferrals.
5. Please note that if you have already viewed the exam, it is considered an attempt at the exam and the exam has been written, as per the examination policy.

Writing Accommodated Exams

Instructions on how to book your exams and what to expect when writing exams with Testing Services can be found [here](#).

Release of Examination Marks

While each program may have specific guidelines regarding the release of examination marks, typically, your examination marks will be released within 10 business days of writing your exam.

Your instructor will advise you should there be a delay in the release of marks. Please contact your instructor about your exam results *only after* the marks have been released.

Individual exam results will be discussed with students *only after* all class exam marks are released.

Examination Review

You may request an exam review with your instructor within 5 business days of the exam marks being released. Exams may only be reviewed privately, between the instructor and the student, and outside of class time.

For exams written on paper in-class, you may request a meeting with your instructor to review the exam. The exam and all exam materials must remain with the instructor following the meeting; likewise, taking notes or pictures is prohibited. You may ask your instructor questions about the exam during the meeting.

For exams written online, you may request an exam review from your instructor that will consist of a discussion of overall performance. Exams will not be shared online, via screen-share, between instructor and students, in order to protect exam integrity. If it is possible to arrange a face-to-face meeting, online exams may be printed and reviewed as per the paper exam review procedure.

Each program may have further specific guidelines for exam review that may replace these guidelines. Please contact your program area for further information.

Exam-Writing Protocol

In addition to the following your program may have other policies and procedures with respect to exam writing. It is your responsibility to review and follow all rules and expectations. Please contact your instructor if you have questions about the rules and expectations.

Academic Honesty

- You are expected to work on your own during an examination.
- Communicating with other students or sharing answers in any way is prohibited.
- You are expected to understand the [Academic Misconduct Policy](#).

Asking Your Instructor a Question During an Exam

- Asking questions is discouraged as your proctor may not be your instructor or a subject matter expert.

Technology Use During an Exam

- Opening additional windows and/or programs is not permitted unless specified in your exam instructions.
- Calculator use is not permitted unless specified in your exam instructions.
- Cell phones are to be **turned off** and stored with the rest of your belongings.
- If you lose connectivity during the exam, log back into the exam as soon as possible and alert your proctor as soon as possible.
- Online activity during exams may be monitored.

E-Proctored Exams

- You are expected to follow the [Student Guide - ProctorU](#)
 - Note: If you are in a HyFlex courses, this is an opt-in, pay-as-you-go service. [More information is available here](#)

Washroom Breaks

- It is highly recommended that you remain in the room until you complete the examination.
- If you must leave the room to go to the washroom, you must obtain permission from the proctor. All examination materials must be left in the exam location.
- Please check with your proctor prior to writing the exam, especially if an existing medical condition exists affecting the need for washroom breaks.

Materials at Your Exam Location

- You are allowed writing materials (pen, pencil, eraser) and other materials only as specified in the exam instructions (i.e. a calculator may be permitted).

- Make sure to leave personal items in an area designated by the proctor or preferably, do not bring any items to an exam other than your ID and other items specifically specified in the exam instructions such as a calculator.
- Clear/transparent water bottles will be permitted during exams unless location-specific restrictions apply.
- Special considerations need to be discussed with your instructor prior to the exam (i.e. snack for a diabetic student).

Be sure you understand and follow examination policies and procedures to avoid severe penalties with respect to your exam marks as well as an academic misconduct report.

ACADEMIC PROGRESS



Overview

- You must successfully obtain credit by achieving the minimum passing grade for each course.
- In order to progress from one semester to another, you must attain a minimum 2.0 (C) grade point average (GPA). You must also meet all course pre-requisites.
- If you receive a grade of F or WF you will be required to repeat the course.

How to Calculate GPA

For information on how to calculate your GPA, and/or how to qualify for Honours distinction, please see here: [GPA](#)

Learning Improvement Plans (LIP)

The Learning Improvement Plan (LIP) is a collaboration between the program's instructional team and the student to identify pathways to improve student achievement in certain areas. You will identify and document the areas requiring improvement and discuss with your instructional team strategies to support you.

This process is guided by the foundational principle of collaborative goal setting between student and evaluator if and when it is required.

There will be an established date and time for reassessment (if applicable) included in the LIP as well as clearly stated consequences that will arise if and when you do not meet the course outcomes.

Grade Appeals or Complaints

If you disagree with a program decision regarding grades or conduct, you have the right to appeal.

- Students who disagree with a grade are asked to first speak with the instructor. If not satisfied after meeting with the instructor, they will then discuss with the Program Chair or designate.
- Students who have concerns about their program experience may meet with the Program Chair or Associate Chair.

The appeal process for grades, academic misconduct, and non-academic misconduct are all handled by the [Office of Student Judicial Affairs](#). Information about Academic Grade Appeals, as well as forms and procedures documents, can be found at the webpage above.

If you need assistance in this process, you may contact:

- The Office of Student Judicial Affairs at: OSJA@norquest.ca
- Student Advisor at student.advisor@norquest.ca

Information about appeals relating to admissions, transfer credit, enrolment and finances is provided by the [Office of the Registrar](#).

Repeating a Course

If you are unsuccessful in a course you will be required to repeat all parts of the course. This includes all examinations, assignments, or lab assessments required for that course. In a second attempt of the course, you cannot re-use assignments from the first attempt.

Students who are required to repeat a course must pay the tuition for that course.

You may only enroll in other courses if you have met all of the pre/co-requisites.

Academic Probation

Academic Probation (AP) is a means of identifying students at risk in their program. A student who has failed a course or failed to maintain a GPA of 2.0 in a semester will be placed on AP.

You will be automatically put on Academic Probation under the following circumstances:

- You committed an act of academic dishonesty but are allowed to remain in the program as per the [Academic Misconduct Procedure](#)
- You fail two courses (receiving a mark of F or WF) while in the program
- Your GPA falls below 2.0 (64%) in any term

While on AP, you must maintain a 2.0 GPA in each of your courses. If you fail a course while on AP, you may not be able to continue in the program.

Removal of the AP indicator is determined by each program area. See the program-specific information section for details.

Note: There may be additional requirements that need to be met while on academic probation. These requirements will be outlined by the Chair, Associate Chair or designate in the program area. Students on academic probation may require Chair approval or a permission number in order to register for future courses.

Program Withdrawal

Program and Course withdrawals may be initiated by the student, the program, or the College.

After the drop period has elapsed, you may withdraw from any credit course at any time prior to completion; however, academic and/or financial penalties may apply.

For general information, please see: [Withdrawals](#)

If you are initiating a program withdrawal for any reason, you are advised to discuss this decision with the Chair/Associate Chair to map out a plan prior

to completing the withdrawal forms. Students who withdraw from the program need to re-apply and meet the current admission requirements for the program.

If a program initiates a program withdrawal due to Academic or Non-Academic reasons, you may request a meeting with the Program Chair or designate to discuss future options.

Re-admission following Program Withdrawal

Re-admission to a program after a program-initiated withdrawal is determined by the Program Chair or designate. In addition, you will need to re-apply and meet the current admission requirements for the program.

STUDENT RIGHTS & RESPONSIBILITIES

NorQuest College is committed to maintaining high standards of non-academic conduct and academic performance and integrity, in order to foster a learning environment conducive to the personal, educational, and social development of its students. This commitment is founded upon the principles of fairness, trustworthiness, honesty, respect, and responsibility.

The college expects that its students will be guided at all times by these principles in the work that they submit and the behaviour in which they engage. As members of this learning community, students have both [fundamental rights and consequential responsibilities](#) that NorQuest commits to protect and enforce for the benefit of the entire college community.

It is your responsibility to read and ensure you understand your program's and the College's rules regarding student conduct.

Code of Conduct

Please familiarize yourself with the college's Code of Conduct, which applies to all members of the college community.

You are expected to uphold a high standard of personal conduct during your time at NorQuest in preparation for your work in your chosen field.

For more information on the Code of Conduct, please see: [Code of Conduct](#)

Academic Misconduct

NorQuest College is committed to maintaining high standards of academic performance and integrity, in order that all students may benefit equally from the opportunity to pursue their education in a learning environment that is characterized by high levels of fairness, trustworthiness, honesty, respect, and responsibility.

All members of the NorQuest community must uphold these standards by ensuring that they inform themselves and others of the fundamental importance of these standards.

Academic misconduct occurs when an individual or group uses information dishonestly in order to improve their own academic standing. Common examples include, but are not limited to, plagiarism and cheating.

For more information, please see: [Academic Misconduct](#)

Non-Academic Misconduct

NorQuest College is committed to maintaining high standards of non-academic conduct and it is important all members of the NorQuest community to uphold these standards.

Non-academic misconduct may be defined broadly as any behaviour that:

- negatively affects the learning of others or the college's educational mission
- violates civil or criminal statutes
- threatens the safety or well-being of members of the NorQuest community

For more information, please see: [Non-Academic Misconduct](#).

STUDENT REPRESENTATION



Academic Council

The Academic Council is a group of students, faculty, and administrators who come together once a month to exchange information and viewpoints on academic affairs. Elected by the Students' Association, ten students represent their peers on this council. For more information please see: [Academic Council](#)

Program Advisory Committee (PAC)

Each program in the Faculty of Health Studies has an active Program Advisory Committee, made up of students, educators, practitioners, industry leaders, and alumni.

The purpose of this committee is to provide guidance to the program area to ensure the curriculum and its delivery is current and workforce relevant.

Students' Association

The NorQuest Students' Association advocates on behalf of students to the College, Government, Student Finance Board, and other organizations regarding issues that concern students. The Students' Association also organizes a variety of social and cultural events within the College. You are encouraged to become involved in the Student Association.

More information on events, services, and opportunities can be found at: [SANQC](#).

EVALUATION & FEEDBACK

It is important to NorQuest College that you receive quality programs and services and are able to find a job related to your education.

In order to determine if the College is successful in meeting both goals, you will have a number of opportunities to provide feedback on your time at NorQuest. This will primarily be done through surveys, but other formats may also be used.

Survey information is used by the College to continually assess and improve the program. Individual faculty members do not see the individual responses to the surveys. A summary of the results is compiled and provided to the Program Chair and to the instructor being surveyed.

Evaluation information is also collected for accreditation reporting purposes. This information is compiled with student names removed to ensure confidentiality.

APPLYING TO GRADUATE & ATTEND CONVOCATION



Once you complete all courses and other requirements of your program, you will have the opportunity to apply to graduate and attend convocation.

Convocation is a ceremony celebrating success of graduates from all programs. It takes place in May each year. Our instructional team looks forward to this event each year to recognize the hard work and success of our students.

Regardless of whether or not you attend convocation, you must apply to graduate in order to receive your credential.

Please monitor your student email and the NorQuest College website for important information about applying to graduate and planning for convocation. Please see: [Applying to Graduate](#).

WHAT'S NEXT?

Student Career and Employment Services

As you prepare for entering your chosen career, remember that our Work-Integrated Learning and Career Education Centre organizes a number of job fairs each year, and this is a valuable resource in preparing you for employment. Experts will review your resume, conduct mock job interviews

with you, and assist you with effective job search techniques. This service is available to you free of charge for up to six months after you graduate from your program.

For more information, please see: [Student Career and Employment Services](#).

Continuing Your Education

Perhaps you see your credential as a stepping-stone for other educational goals. A number of NorQuest College courses have credit transfer agreements in place with other institutions. In some cases, you will be able to access block transfer agreements that give credit for the entire program of study.

Please visit [Transfer Alberta](#) or consult the College Calendar for the most current transfer agreement information.

Alumni Association

As a graduate of NorQuest College, you are a member of the Alumni Association. Benefits to this membership include savings on different services and the opportunity to stay connected to the College.

Learn more at: [Alumni](#)

Stay in Touch!

Your instructional team have invested in your success, and we love to hear how our graduates are doing in the workforce or in furthering their studies. Please keep in touch with the program area via the Chair or Associate Chair and let us know how you're doing. As we continually seek to ensure our programs are meeting the needs of the workforce, we may even ask you to speak about your experience in the program at a recruitment event or participate in a focus group.

SECTION TWO: PROGRAM-SPECIFIC INFORMATION

Health Care Leadership Post-Diploma Certificate

Program Roles and Responsibilities

Students in the Health Care Leadership programs will work with the following instructional team members:

Instructors

Instructors are responsible for:

- Distributing course outlines, schedules, materials, assignments, and exams
- Monitoring and recording student progress
- Grading student assignments and providing feedback to the student

Chair, Associate Chair, or designate

The Chair and/or Associate Chair is responsible for:

- Working with students to outline their program plan
- Providing information if:
 - You want to change course registration
 - You have failed, withdrawn, or need to take a break from the program
 - You would like to transfer to another delivery option
- Approving final course grades

Administrative Support

The Business Operations team provides support to students, instructors, and Program Chairs. When other areas of the College advise you to contact with another program area, this team can assist you. You can reach them through e-mailing using the program specific inbox listed in this handbook.

Business Operation team members work closely with program areas. Some of their responsibilities include:

- Responding to student inquiries
- Booking appointments to see the Associate Chair or Program Chair
- Supporting organization of events, including orientation
- Issuing permission numbers granted by program areas
- Coordinating communication with students (sending newsletters, updates on behalf of the program, etc.)

Program Overview

The Health Care Leadership post-diploma certificate program will be offered using a student-centered, classroom and online hybrid-based approach to prepare graduates for leadership roles within a variety of health care settings. It would benefit individuals with a previous health care diploma or degree who wish to enhance their career opportunities by gaining higher level competencies related to leadership and management. The program will deliver theoretical knowledge and skills assessment related to leadership and management and focus on: leadership development, cultural sensitivity, communication, organizational behaviour, principles of adult education, business fundamentals, strategic planning, and inter-professional collaboration. Students in this program will acquire advanced leadership skills that will assist them in being recognized as key and essential contributors to the overall operations of both private and public health organizations.

Program Outcomes

1. Demonstrate effective and professional communication strategies within inter-professional teams.
2. Apply best practice strategies to lead and manage inter-professional teams.
3. Develop educational resources that follow best practices in adult education.

4. Demonstrate professionalism through intercultural and advanced critical thinking strategies that support creative and innovative thinking.
5. Apply basic project management skills and change management strategies to actualize health care initiatives.
6. Examine government and organizational systems and policies that impact health organizations
7. Analyze business fundamentals and practices in health care organizations, including quality improvement, risk management, change management, and project management.
8. Initiate and promote continuous improvement initiatives in health care organizations.

Program Delivery

The program is considered full time, if taking all courses, for the purpose of student funding. Students have the option of taking the program over more than one year if needed, as long as all courses are completed within the specified time frame. Courses are offered in-person at the Edmonton campus.

The Health Care Leadership Program runs each year from September to April.

Courses may only be offered once each academic year, so It Is important to ensure you are registered in all required courses.

Failing a Course and/or Practicum

Students who are unsuccessful in three courses, or unsuccessful twice in the same course, will not be allowed to continue in the program.

Course of Study by Terms

Term 1
HLTH 1200: Introduction to Health Leadership and Management
COMM 1012: Leadership: Communication, Collaboration and Relationship Building

HLTH 1201: Fundamentals of Inclusive Leadership
HLTH 1202: Organizational Behaviour and Leadership
HLTH 1203: Business Fundamentals
Term 2
HLTH 1204: Principles of Adult Education
HLTH 1205: Team Management
HLTH 1206: Strategic Planning in Health Care
HLTH 1207: Health Care Quality, Safety and Innovation
HLTH 1208: Capstone Project

Program Completion

- Successful completion of all courses with a GPA of 2.0 or higher.

QUESTIONS?

Please feel free to contact any of your instructors, the Chair, or other College staff listed in the Program Team chart at the beginning of this handbook for help with any question or need you have.

Have a great term!

Developed by **Health Care Leadership Program**, NorQuest College. Last revised August/2023.

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