



Version	Approved by	Approval date	Effective date	Next full review
2.1	Deputy Vice-Chancellor Academic & Student Life	5 May 2021	5 May 2021	June 2023
Procedure Statement				
Purpose	To outline the process for managing poor scholarship and plagiarism at UNSW.			
Scope	This <i>Plagiarism Management Procedure</i> (Procedure) applies to: - all enrolled students, including those undertaking online programs and courses - former students, students not currently enrolled and students previously enrolled, where the incident governed by this Procedure occurred whilst they were enrolled in respect of poor scholarship and plagiarism suspected or detected during: - a UNSW coursework program - any coursework or assessment undertaken at another University, higher learning institution or organisation, towards the fulfilment of a UNSW program or degree - a higher degree research program, where the assessable work in question is not classified as 'Research'.			
Are Local Documents on this subject permitted?	☒ Yes, however Local Documents must be consistent with this Procedure and not breach mandatory requirements in University-wide Codes of Conduct, Policies, Standards and Procedures.			☐ No
Procedure Processes and Actions				

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1. Guiding principles

The University's approach to poor scholarship and plagiarism is guided by the principles of:

- Fairness
- Consistency
- Timeliness
- Education

This approach is supported by the University's services to students aimed at understanding the importance of academic integrity and in developing academic skills to avoid poor scholarship or plagiarism. It also extends to modes of teaching, assessment design and efforts to deter, detect and manage poor scholarship and plagiarism at the University.

2. Roles and responsibilities

APPENDIX A outlines the roles and responsibilities for managing poor scholarship and plagiarism at the University.

3. Managing poor scholarship and plagiarism

Allegations of plagiarism arising from Research will be handled according to the University's [Research Misconduct Procedure](#).

Otherwise the process for managing poor scholarship and plagiarism is as follows. An overview of the workflow is set out in **APPENDIX B**.

3.1. Poor scholarship or plagiarism detected

- 3.1.1. The University's [Plagiarism Policy](#) describes the various forms of plagiarism.
- 3.1.2. The assessor(s) or marker(s) exercise their academic expertise and judgement to detect poor scholarship or plagiarism, enlisting the assistance of the Course Authority, where appropriate.
- 3.1.3. Schools should use technology tools that detect poor scholarship or suspected plagiarism, such as *Turnitin*, where assessable work can be submitted electronically.
- 3.1.4. Once poor scholarship or plagiarism is suspected, the matter is referred to the Course Authority and/or School Student Integrity Adviser (SSIA) for assessment.

3.2. Assess poor scholarship or level of plagiarism

- 3.2.1. The Course Authority and/or School Student Integrity Adviser (SSIA) will assess poor scholarship or level of plagiarism in the submitted work using:
 - a) academic expertise and judgement
 - b) technology tools (i.e. the percentage similarity between a student's submitted assessment and other sources), such as, *Turnitin*, as [a guide](#)
 - c) the UNSW plagiarism marking rubric¹ found in **APPENDIX C** which delineates poor scholarship and four levels of plagiarism.
- 3.2.2. According to the UNSW plagiarism marking rubric:
 - a) 'Poor scholarship', 'Minor', 'Moderate' and 'Significant' will be managed by the School according to sections 3.3 to 4.2 below; or
 - b) 'Serious' will be referred by the Course Authority (following consultation with the SSIA) or the SSIA to UNSW Conduct & Integrity Office (CIO), to manage

¹ Adapted from *Plagiarism Reference Tariff*, Amber Project, plagiarismadvice.org, August 2010.

as a potential Student Misconduct according to the [Student Misconduct Procedure](#).

3.3. Advise student of poor scholarship or plagiarism and invite response

- 3.3.1. The Course Authority/SSIA should advise the student of poor scholarship/minor/moderate/significant level detected and proposed academic action. (Template 1: Notice to student in **APPENDIX D**)
- 3.3.2. The student will have five (5) business days to provide a response to the finding.
- 3.3.3. Where no response is received from the student within the stipulated time, the Course Authority may proceed with marking the submitted work.

3.4. Award a mark and notify student of outcome

- 3.4.1. The Course Authority, following consultation with the SSIA, will mark the submitted work based on the information available (including any response received from the student).
- 3.4.2. The SSIA's advice should be based upon available information and the plagiarism marking rubric in **APPENDIX C**.
- 3.4.3. The Course Authority will:
 - a) notify the student by email of the outcome and any action to be taken (Template 2, **APPENDIX D**)
 - b) refer the student to Student Academic and Career Success, where the student will be offered further academic assistance (Template 3 **APPENDIX D**); and
 - c) record the mark.

3.5. Record instance of poor scholarship and plagiarism

The Course Authority (or their delegate) will record the finding of poor scholarship/minor/moderate/significant plagiarism on the UNSW Plagiarism Register within a week of notifying the student of the outcome. For information about the UNSW Plagiarism Register please contact UNSW Conduct & Integrity Office at studentconduct@unsw.edu.au.

4. Appeals

4.1. Lodging an appeal for poor scholarship/minor/moderate/significant plagiarism

- 4.1.1. A student may only lodge an appeal on the ground that the process followed by the School in determining poor scholarship or plagiarism lacked procedural fairness.
- 4.1.2. The purpose or scope of the appeal will not extend to a review of the merits of the decision.
- 4.1.3. Appeals must be submitted by email to the Head of School or delegate within 20 business days of the Notification of Outcome referred to in clause 3.4.3(a) above.

4.2. Managing the appeal

- 4.2.1. The Head of School or their delegate, who was not involved in the initial decision-making process, will consider the appeal and determine the outcome.
- 4.2.2. The student is to be notified by the Head of School or their delegate of the outcome of the appeal within 10 business days of receipt of the appeal. The notification should include any action to be taken where an appeal is upheld. (see Template 4 in **APPENDIX D**).

5. Repeated instances of poor scholarship and plagiarism

- 5.1.1. UNSW Conduct & Integrity Office will regularly monitor the UNSW Plagiarism Register to identify repeated instances of poor scholarship and plagiarism by a student.
- 5.1.2. Repeated instances of poor scholarship and plagiarism by a student may constitute a breach of the UNSW [Student Code of Conduct](#) and will be managed by UNSW Conduct & Integrity Office as an allegation of Student Misconduct according to the UNSW [Student Misconduct Procedure](#).
- 5.1.3. Repeated instances of poor scholarship and plagiarism, regardless of level, may be considered Student Misconduct where the student has received previous findings and with an educative outcome.
- 5.1.4. Repeated instances that have been substantiated at or around the same time may be treated by Designated Officer within UNSW Conduct & Integrity Office as a single finding under this Procedure.

6. Procedural fairness

The following principles of procedural fairness apply in handling all cases managed under this Procedure:

- be unbiased in their decision making
- ensure that decisions are soundly based, relying upon relevant information
- ensure that students are afforded a fair hearing. This means inviting and considering student submissions, oral and/or written before a decision is made.

Matters should also be progressed promptly, and students should be advised of any likely delays on the part of the University.

7. Record keeping

All instances of poor scholarship and plagiarism must be recorded in the UNSW Plagiarism Register.

8. Confidentiality

Information gathered in the processes outlined in this Procedure are confidential and outcomes are not released to any external agency unless required by law or with the consent of the student.

Analysis and internal reporting of poor scholarship and plagiarism trends must be de-identified. Entries in the UNSW Plagiarism Register and the UNSW Student Misconduct Register may only be accessed by staff of UNSW Conduct & Integrity Office and nominated staff and affiliates located in Faculties and Schools.

9. Other matters

The University reserves the right to investigate and determine allegations of poor scholarship and plagiarism that may be outside the scope of this Procedure where they are considered by the University to be of a serious nature and which may adversely impact upon UNSW, its programs or other students.

Accountabilities	
Responsible Officer	Deputy Vice-Chancellor Academic & Student Life
Contact Officer	Director, Conduct & Integrity studentconduct@unsw.edu.au
Supporting Information	
Legislative Compliance	This Procedure supports the University's compliance with the following legislation: <i>Higher Education Support Act 2003 (Cth)</i> <i>Tertiary Education Quality and Standards Agency Act 2011 (Cth)</i>
Parent Document (Policy)	Plagiarism Policy
Supporting Documents	Nil
Related Documents	Code of Conduct Student Code of Conduct Student Misconduct Procedure Assessment Policy Assessment Design Procedure Assessment Implementation Procedure
Superseded Documents	Plagiarism Management Procedure. v2.0
File Number	2015/38065
Definitions and Acronyms	
Affiliates	Means conjoint and visiting appointees; consultants and contractors; agency staff; emeriti; members of University committees; and any other person appointed or engaged by the University to perform duties or functions for the University
Business days	Monday to Friday, excluding public holidays.
Higher degree research student	A student enrolled in a Higher Degree Research program i.e. Masters by Research, Mphil, Prof Doc or PhD.
Plagiarism	Plagiarism involves a person using words or ideas of others and passing them off as their own or republishing their own previously submitted work and presenting it as new findings or work without referencing the earlier work. The UNSW Plagiarism Policy defines plagiarism and its various forms.
Research	The creation of new knowledge and/or the use of existing knowledge in a new and creative way to generate new concepts, methodologies, inventions and understandings. This could include: • Synthesis and analysis of previous research to the extent that it is new and creative • The conception, design, conduct and reporting of research, including all associated research activities, methods, procedures and research outputs Any related activities in support/maintenance of a researcher's functions at UNSW, including undertaking responsible conduct of research training, research supervision, participating in peer review or other activities as required.
Staff	Means all employees of the University, including casual employees.
Student Misconduct	A serious breach, or repeated breaches, of the Student Code. See the UNSW Student Misconduct Procedure .

Revision History				
Version	Approved by	Approval date	Effective date	Sections modified

1.0	Vice-President and Deputy Vice-Chancellor (Academic)	10 December 2013	10 December 2013	New document
1.1	Acting Head of Governance	2 December 2015	2 December 2015	All references to Contact Officer amended.
1.2	Senior Deputy Vice-Chancellor	29 February 2016	29 February 2016	Responsible and contact officers
1.3	Senior Deputy Vice-Chancellor	3 August 2016	3 August 2016	Section 4.1, 4.5-7, 4.7.2 to reflect change in responsibility for Level 3 Plagiarism
1.4	Deputy Vice-Chancellor Academic	25 July 2017	15 August 2017	Administrative update to reflect changes in senior management.
1.5	Deputy Vice-Chancellor Academic	20 July 2019	20 July 2019	Administrative update to reflect minor changes arising from the Student Academic Integrity Audit, including: - the addition of definition of contract cheating - enabling investigation of matters beyond 12 months where the matter is serious (ie sexual misconduct and contract cheating) - treating IT breaches as serious student misconduct (ie providing student log-in details to third parties for the purposes of contract cheating).
1.6	Director of Governance	18 September 2019	18 September 2019	Administrative update to Appendix C – Email Templates FACULTY REFERRAL TO STUDENT ACADEMIC AND CAREER SUCCESS.
2.0	Deputy Vice-Chancellor Academic	8 May 2020	1 June 2020	Full review of procedures.
2.1	Deputy Vice-Chancellor Academic & Student Life	5 May 2021	5 May 2021	Update to title of Responsible Officer and unit and position titles Appendix A, C and D. Clarification in Appendix C that other decisions must be determined by Director, C&I

APPENDIX A: ROLES AND RESPONSIBILITIES IN MANAGING PLAGIARISM AT UNSW

Central roles

- **Executive Review Officer (ERO)** is a Deputy Vice-Chancellor, or their nominee. ERO has executive responsibility for the operation of this Procedure and the [Student Misconduct Procedure](#). The ERO also determines appeals of decisions made by the RO and DO, in accordance with the [Student Misconduct Procedure](#).
- **Responsible Officer (RO)** is the Director, Conduct & Integrity, or their nominee. The RO is responsible for this Procedure and the management of allegations of serious plagiarism under the [Student Misconduct Procedure](#). The RO may:
 - suspend or exclude a student (where appropriate) following a finding of a serious breach (Student Misconduct) for serious plagiarism
 - provides information to regulatory (or similar) bodies where the University considers such disclosure is necessary to fulfil its mandatory reporting obligations at law, and/or considering the potential serious consequences for the safety of individuals
 - provides bi-annual reports on matters arising under this Procedure to the Executive Review Officer (ERO) and University Academic Board.
- **Designated Officer (DO)** is the Team Leader, Student Conduct & Integrity (in UNSW Conduct & Integrity Office²) or their delegated officer. The DO:
 - conducts an initial assessment of an allegation of serious plagiarism to determine if:
 - i) the referral is within the scope of the [Student Misconduct Procedure](#)
 - ii) a breach of the Student Code may have occurred; and
 - iii) whether the potential breach should be investigated as potential Student Misconduct or according to clause 4.1.3 of the [Student Misconduct Procedure](#).
 - appoints an Investigation Officer (IO) to investigate potential breaches that may constitute Student Misconduct
 - receives the investigation report from the IO and decides if a breach of the [Student Code of Conduct](#) and/or Student Misconduct has occurred, and if so, what action is to be taken.
- **The Office of the Pro Vice-Chancellor (Education & Student Experience)** is responsible for:
 - supporting Course Authorities to design assessment that is informed by the purpose to minimise the likelihood of plagiarism occurring
 - providing educational materials to facilitate the education of assessors and markers in matters of plagiarism
 - providing tools and training to assist academic staff understand how to interpret a Turnitin originality report, and otherwise fulfil their duties in marking assessment and providing feedback to students on detected plagiarism.
- **Student Academic and Career Success (SACS)** in the Office of the Pro-Vice Chancellor (Education & Student Experience) supports:
 - Staff to design assessments that minimise the likelihood of plagiarism occurring. Also provides academic staff and markers/assessors with educational materials on plagiarism matters and with tools and training to assist academic staff understand and interpret *Turnitin* originality reports and to provide feedback to students on detected plagiarism.
 - Students to navigate appropriate referencing and citation practices at UNSW.
- **The UNSW Library** manages the content for the ELISE online induction module which educates all new undergraduate and postgraduate coursework students about:

² The Student Conduct & Integrity Unit (SCIU) is a work unit within the UNSW Conduct & Integrity Office which manages student complaints, conduct and academic integrity at UNSW.

- plagiarism, copyright, the UNSW [Student Code of Conduct](#) and [Acceptable Use of UNSW ICT Resources Policy](#); and
- the principles and practices related to the ethical use of information to help avoid unintentional plagiarism including referencing

All new students must complete the ELISE online induction module in their first term, hexameter or semester at UNSW.

Faculty Roles

- **Associate Dean (Education)/Academic (ADE/ADA)**

The Associate Dean (Education)/Academic or equivalent has overall responsibility for ensuring that this Procedure is implemented across their Faculty or research unit. This includes ensuring compliance with the Procedure and working to minimise plagiarism at UNSW.

- **Faculty Student Integrity Adviser (FSIA)**

Faculties may appoint a Faculty Student Integrity Adviser, to assist the ADE/ADA with Faculty wide management of plagiarism matters, including oversight and consistency in handling plagiarism in the Faculty.

- **Head of School/Discipline (HOS)**

The Head of School/Discipline is responsible for the implementation of this Procedure within their School. The HOS is also responsible for handling appeals that relate to assessments which contain plagiarism and can delegate this role to their School Student Integrity Adviser.

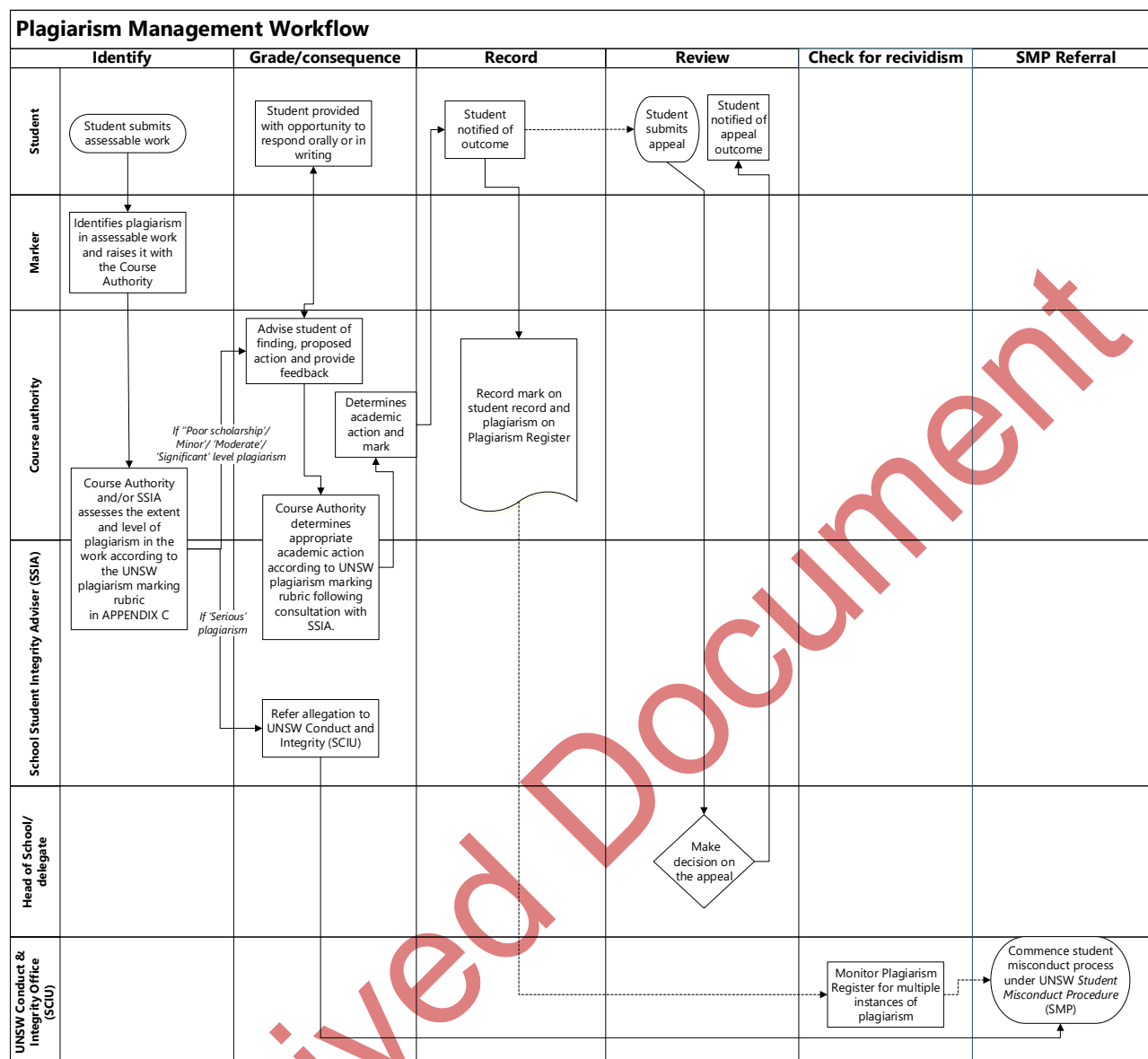
- **School Student Integrity Adviser (SSIA)**

Each School must appoint a School Student Integrity Adviser (SSIA) who is responsible for providing oversight and consistency in handling plagiarism in the School. The SSIA is also responsible for providing guidance, advice, and educating/training to other academic staff on assessments/submitted work containing plagiarism. The SSIA is also responsible for referring serious plagiarism cases to the UNSW Conduct & Integrity Office to be managed as potential student misconduct according to the UNSW [Student Misconduct Procedure](#).

- **Course Authority**

This is the role responsible for identifying possible plagiarism and consulting with the School Student Integrity Adviser on assessing the level of plagiarism and determining any academic action and mark for assessments/submitted work containing plagiarism. The role may also be locally referred to as Lecturer in Charge, Course Convenor or Program/Course Coordinator.

APPENDIX B: FLOWCHART FOR MANAGING PLAGIARISM AT UNSW



NOTE: The Student Conduct & Integrity Unit (SCIU) is a work unit within the UNSW Conduct & Integrity Office which manages student complaints, conduct and academic integrity at UNSW.

APPENDIX C: UNSW PLAGIARISM MARKING RUBRIC

The following rubric should be applied to work/piece of assessment submitted where plagiarism has been detected. Poor scholarship and Minor/Moderate/Significant levels of plagiarism are to be managed by Schools according to sections 3.3 to 4.2 of this Procedure. Any action or outcome that is outside of what is available below for the respective levels **MUST** be approved by the CIO. Plagiarism identified at the Serious level must be referred to UNSW Conduct & Integrity Office to managed according to the UNSW [Student Misconduct Procedure](#).

Level	Description	Action and outcomes available		
		Standard	Pass/Fail grade	
Poor scholarship	Poor scholarship as assessed by the Course Authority/SSIA <i>e.g. insufficient or inadequate referencing and/or citation.</i>	Educational intervention and strategies, including - referral Student Academic and Career Success (SACS) for academic skills development or refresher - referral to SACS further appropriate writing skills and academic integrity training - Requirement to repeat ELISE module	- Warning with no mark reduction - Remedial educative action only - Resubmit work with no mark penalty - Resubmit work with mark reduction - Warning with mark reduction - Mark student's original content in the work disregarding plagiarised parts	Pass the work unless it would otherwise fail.
Minor	- Minor plagiarism as assessed by the Course Authority/SSIA; and/or <i>e.g. parts plagiarised but not significant to the outcome, minor copying or collusion</i> - Inexperience is the key mitigating factor <i>e.g. first year student or those who have attempted 24 or less credits.</i>		NOTE: Any mark reduction for these two levels should be no more than 10% of the total awardable mark.	
Moderate	- More substantial plagiarism by an inexperienced student <i>e.g. first year student or those who have attempted 24 or less credits' or evidence of a deliberate attempt to disguise plagiarism</i> - OR - Moderate extent of plagiarism as assessed by the Course Authority/SSIA; and/or <i>e.g. parts of the work, including some key learning points, are plagiarised</i> - Copying or collusion where relatively small parts of the work submitted are identical		- Resubmit work with no mark penalty - Resubmit with mark reduction - Mark student's original content in the work disregarding plagiarised parts - Resubmit and drop a grade - Resubmit work with a maximum mark of 50/100 (or 50%) - Mark capped of 50/100 (or 50%) NOTE: 1) Any mark reduction for this Plagiarism level should not be more than 50% of the awardable mark for the assessed work. 2) A fail mark will stand where the work does not meet requirements.	Pass the work unless it would otherwise fail

Level	Description	Action and outcomes available	
		Standard	Pass/Fail grade
Significant	- Significant plagiarism as assessed by the Course Authority/SSIA; and/or <i>e.g. Large sections of the work, including most key learning points, are plagiarised</i> - Copying or collusion where large sections of the submitted work are identical/almost identical to work submitted by another student.	- Resubmit work with a maximum mark of 50/100 (or 50%) - Fail (0%) the submitted work	Pass/ Fail
Serious³	- The whole /almost the whole of the work submitted has been plagiarised; and/or - Copying or collusion where the whole/almost the whole of the work submitted is identical/almost identical to work submitted by another student; and/or - All or a large part of the work submitted was the work of another person; and/or - Evidence of a deliberate attempt to disguise plagiarism; and/or - Evidence of contract cheating occurred.	According to the UNSW Student Misconduct Procedure, possible outcomes include: - Fail (0%) for the work - Fail (0% or 00FL) for the course - Suspension from the University - Permanent exclusion from the University NOTE: Refer the matter to UNSW Conduct & Integrity Office to be managed as potential Student Misconduct according to the UNSW Student Misconduct Procedure.	Fail the course

³ The Course Authority and/or SSIA will identify if plagiarism level is 'Serious' and then refer the matter to UNSW Conduct & Integrity Office to be handled as potential Student Misconduct under the [Student Misconduct Procedure](#).

APPENDIX D: TEMPLATES

Template 1: Notice to student of allegation of plagiarism

[DATE]

[STUDENT NAME]

[STUDENT ZID]

[STUDENT EMAIL]

Dear [Student name]

I have reviewed an assessment task that you recently submitted for [course code] and identified a [poor scholarship or minor/moderate/significant level of plagiarism] according to the [UNSW Plagiarism Management Procedure](#). I attach a copy of the work, with relevant sections identified.

Based upon this finding, I propose to [identify proposed academic action].

I would like to give you an opportunity to discuss this finding and for you to receive feedback on the action that I propose to take. You are invited to respond to this finding and proposed action by:

1. Phone on [phone number]

OR

2. Meeting:

[date] at [time] at [location].

You may bring a support person or friend to the meeting if you wish.

OR

3. Written statement at [email].

Please note that you have five (5) business days to respond to this invitation.

At the end of this time period, and consideration of any response made by you, I will award your assessment task a mark and take academic action consistent with APPENDIX C of the [UNSW Plagiarism Management Procedure](#). If you do not respond to this notice within the stipulated timeframe, I will proceed to take the academic action indicated above, based upon the information currently available to me.

For further information on the range of student support services available at UNSW please see <https://student.unsw.edu.au/support>

Finally, if you have any further questions about the University's process for managing plagiarism please contact me.

Yours sincerely [Name]

[Position]

Template 2 – Notification of Outcome

[DATE]

[STUDENT NAME]

[STUDENT ZID]

[STUDENT EMAIL]

Dear [Student name]

I am writing to advise you that based upon the finding of [poor scholarship or minor/moderate/significant plagiarism] in the assessment task that you submitted for [course code], you will be awarded [indicate mark for the assessment task and academic action].

According to the [UNSW Plagiarism Management Procedure, \(Plagiarism Procedure\)](#) your name and details of this instance of plagiarism has been placed on the UNSW Plagiarism Register.

You are reminded to follow UNSW guidelines on correct referencing and appropriate attribution in the future, and to seek help and advice from [Student and Academic Success](#) on academic writing. For further information email sacs@unsw.edu.au

For further information on other student support services available at UNSW please see <https://student.unsw.edu.au/support>

Appealing this outcome

According to the [Plagiarism Procedure](#), you have 20 business days from the date of this letter to lodge an appeal by email to [insert email address]. Appeals may only be validly made on the grounds of lack of procedural fairness. This means that the appeal will not review the merits of the decision. You can read more about appeals in the Plagiarism Procedure.

The student association, Arc@UNSW, can also advise you about lodging an appeal. You may call a Student Support Officer on (02) 9385 7700 or email to advice@arc.unsw.edu.au This service is available to all students and it is free.

Please contact me if you have any further questions.

Yours sincerely

[Name]

[Position]

Template 3- Referral to Student Academic and Career Success (SACS)

This form is only to be used where the School has identified that the student would benefit from further support and education by [Student Academic Career and Success](#). Email completed form to sacs@unsw.edu.au

PART A – Referral of Instance of Plagiarism

Student details

NAME:		
ID:	Year:	Program:
Contact details (email)		

Assessment details

Term/semester and year:
Course code and title:
Assessment task:
Weight of the assessment in course (%):

Suspected Plagiarism identified by the Course Coordinator

Description (nature, specific sections/pages in the submitted assignment):
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Additional comments

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Suspected Plagiarism reported/referred by

Name of Course Coordinator:	
Email:	
Signature:	Date:

Template 4 – Notification from Head of School/delegate to student of appeal outcome

I refer to your email dated [date] seeking to appeal the determination made by [name of SSIA] on [date].

According to Part 4 Appeals of the **UNSW Plagiarism Management Procedure**, a student may appeal against a determination of student misconduct only on the grounds of lack of procedural fairness. Also known as 'natural justice', procedural fairness is a principle of law that is concerned with the procedures used by a decision-maker, rather than the actual outcome reached.

Key requirements of procedural fairness include:

1. Ensuring that respondents are provided with all necessary details of the allegations that have been made against them
2. Ensuring that respondents are given a proper opportunity to respond to the allegations in an appropriate way before a decision is made (including detail of any mitigating circumstances)
3. That persons involved in deciding an outcome do not have any bias or conflict of interest
4. That a decision is based only upon relevant material.

The appeal

The grounds outlined in your appeal are that:

- [insert]
- [insert]
- [insert]

Determination

In making my decision I reviewed the following documents that you have provided:

- [insert]
- [insert]
- [insert]

Outcome

Your appeal [is upheld/is not upheld] on the basis that [indicate basis for decision].
[Outline action to be taken if the appeal is upheld].

Next steps

If you remain dissatisfied, you have the right to request an external review of this matter by an agency such as the NSW Ombudsman.

The NSW Ombudsman's contact details are:

NSW Ombudsman
Level 24, 580 George Street
SYDNEY NSW 2000
T: (02) 9286 1000
E: nswombo@ombo.nsw.gov.au
W: <http://www.ombo.nsw.gov.au/>

Yours sincerely

[Name]

Head of School, [insert]