HANDBOOK FOR FACULTY AT BARNARD COLLEGE

Compiled and Administered by the Office of the Provost and Dean of the Faculty

The most up-to-date version is available online at https://barnard.edu/provost/faculty-resources/publications

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I. Introduction

A. PURPOSE

This Handbook is intended to serve as a convenient source of information for Instructors (as defined below) at Barnard College. It provides an overview of the policies and procedures governing academic affairs, as well as faculty benefits, campus services, and other resources available at the College.

As used in this document, "Instructors" at Barnard College include the Members of the Faculty of Barnard College (as defined below) as well as others teaching with part-time or full-time teaching appointments. The Faculty of Barnard College [1] includes the ranks of Assistant Professor, Associate Professor,
Professor, Assistant Professor of Professional Practice, Associate Professor of Professional Practice, Professor of Professional Practice, Lecturer, Associate, Senior Lecturer, and Senior Associate (collectively, "Members of the Faculty"). The term "faculty" may be used to refer to both the Members of the Faculty of Barnard College and Instructors. All Instructors are appointed formally by the Provost and Dean of the Faculty (hereafter "Provost") or designee. Members of the Faculty are appointed upon recommendation to the President subject to the policies established by the Board of Trustees, the terms of any current written agreement with Columbia University, and the *Code of Academic Freedom and Tenure* (*Academic Code*).

The Faculty Handbook is compiled and maintained by the Office of the Provost. Errors and omissions in this edition should be communicated to the Provost's Office (110 Milbank Hall, ext. 4-2708, provost@barnard.edu). Further information, including the most current guidelines and forms, are also available on the Provost's website at http://barnard.edu/provost.

B. PREFATORY DISCLAIMER

This Handbook is an informal reference and is not a vehicle for official announcements of Barnard College regulations and policy, nor is it a contract between the College and the Faculty and Instructors. It reflects current policies and procedures to every extent possible and, as such, is subject to revision without prior notice. Should there be any disagreement between this Handbook and the *Academic Code,* the Statutes of Barnard College, or the Collective Bargaining Agreement between Barnard College and the Barnard Contingent Faculty, UAW, Local 2110 the latter documents will control.

II. Teaching & Faculty

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[1] Membership in the Faculty is governed by the Statutes of the College.

A. Course Administration

1. Teaching Assignments and Class Cancellation

a. Course Schedule

Department chairs and program directors make teaching assignments and determine course meeting times. The Office of the Registrar makes room assignments. Course schedule information is published in the online Barnard College Course Catalogue at http://catalog.barnard.edu and the Columbia University Directory of Classes at http://www.columbia.edu/cu/bulletin/uwb.

b. Cancellation of Courses

Any course (other than an independent study) may be cancelled at the discretion of the Provost upon discussion with the department chair or program director. In instances of low enrollment, Instructors with fewer than five students at the first meeting should inform the department chair or program director, who will notify the Office of the Provost. The Provost will decide to continue or cancel the course, following appropriate consultation with the Instructor and department chair or program director.

c. Instructor Office Hours

All Instructors are expected to schedule at least two hours per week of regular office hours and be available to students at other times by appointment if necessary, especially during program planning periods.

d. Instructor Absences

An Instructor who needs to be absent from or cancel a scheduled class must inform the department chair or program director of the absence and provide a plan for another Instructor to cover the class, or a plan for making up the instructional hours. Upon approval of the department chair or program director, the Instructor should inform the students of the absence or cancellation and alternative plan with as much notice as possible.

If an Instructor needs to cancel a scheduled class without prior notice to students, she or he should inform the department chair or program director of the cancellation and notify the department administrator, who should post a notice for students on the classroom door.

Instructors are not exempt from jury duty in New York City by virtue of their occupations, but postpone of jury duty to the summer months may be requested through the local Commissioner of Jurors.

2. Course Policies

a. Course Syllabi

Instructors must prepare a syllabus for each course they teach. In addition, Instructors must prepare a syllabus for each proposed new course and for proposed changes to an existing

course. The course syllabus should be distributed to students at the first class meeting and may be posted to the CourseWorks site. Course syllabi should include the following:

- Instructor and course information – includes office hours, contact information, and class meeting times.
- Expanded course description.
- Student learning outcomes – student-centered, measurable expectations of specific skills, knowledge, or attitudes of students who successfully complete the course.
- Assignments and Expectations – includes guidelines for papers, reports, and other assignments, including the degree to which collaboration is allowed; due dates (consult the Academic Calendar at http://barnard.edu/registrar/academic-calendar for College- and University-wide deadlines); attendance policy; and expectations for participation.
- Evaluation – specifies the criteria/items that will comprise the grading scale. If participation comprises more than 15% of the final grade, you must describe what it constitutes.
- Required texts.
- Course outline – an outline of topics to be covered, required readings, and associated dates.
- Inclusion or mention of the Barnard College Honor Code (see section II.A.4.a. below or visit http://barnard.edu/dos/honorcode).
- Inclusion or mention of the Barnard College Wellness Statement from the Committee on Instruction (see section V.I.2. below or visit http://barnard.edu/blais/facultyresources#wellness).
- Inclusion of the Office of Disability Services (ODS) statement for students with disabilities (see section II.A.2.e. below or visit http://barnard.edu/provost/teaching/courses).
- Statements regarding any other classroom policies such as limitations on use of laptops and other electronic devices in class (such limits are at the discretion of the Instructor except where required by a student with a disability).

b. Managing Courses on CourseWorks

Barnard and Columbia use the web-based CourseWorks system to manage courses. Using CourseWorks, Instructors can access course rosters; upload syllabi; post, collect, and return assignments with comments; upload all types of files (including videos) that only the class can access; send announcements to the class; manage online discussions; and more. Some materials may be made available beyond the registered class participants. Instructors can log into CourseWorks at http://courseworks.columbia.edu using their UNI and UNI password.

For more information about how to use CourseWorks, including a guide to getting started, an FAQ, and tutorials, visit http://courseworks.columbia.edu/welcome/faculty.html.

c. Course Textbooks

Ordering Course Textbooks

Instructors are expected to order the books that students purchase from nearby bookstores at least one month before the beginning of the semester. The following bookstores serve the campus community:

Columbia University Bookstore (854-4265) Lerner Hall, Broadway at 115th Street

Book Culture (865-1588) 536 W. 112th Street

Posting Textbook Requirements

To comply with federal guidelines under the Higher Education Opportunity Act (HEOA), Instructors must provide students with textbook information by entering it into CourseWorks. A textbook is defined as any book with an ISBN. The textbook information entered into CourseWorks need not be complete, and can be updated at any time. If the course does not have required textbooks, Instructors must indicate so in CourseWorks. Textbook information must be available to students every year by the time of advance program planning in April and November.

Instructors may find more information in the online CourseWorks Textbook Instructions at http://barnard.edu/academics-library/provost-dean-faculty/teaching-curriculum/online-courseinformation and FAQ at https://courseworks.columbia.edu/welcome/txtbooks_faq.html?inner_support=1.

d. Religious Holidays

It is the College's policy to respect the religious beliefs of students and employees. In compliance with New York State law, no student will be penalized for absence due to religious beliefs. Each student who is absent from class because of religious beliefs will be given an equivalent opportunity to make up or satisfy the academic requirements involved. If a suitable arrangement cannot be worked out between the student and the Instructor, the Instructor should consult the Dean of Studies. If an additional appeal is needed, it should be taken to the Provost.

Instructors should plan their syllabi to avoid conflicts with religious holidays to the extent possible. The major Christian, Islamic, and Jewish religious holidays during the school year are listed on the Provost's Office website at the link below. Please note that the Islamic and Jewish holidays begin on sundown of the preceding day.

For the College's complete policy, see http://barnard.edu/provost/institutional-policies/religiousholidays.

e. Administering Coursework for Students with Disabilities

In accordance with federal law, it is the College's policy to provide reasonable accommodations to meet the needs of students with documented disabilities, such as extended time or modified formats for exams, assistive technology, readers, note takers, and the use of a recording device.

Students who anticipate needing disability-related exam or classroom accommodations are required to register with the Center for Accessibility Resources & Disability Services (CARDS), then self-identify and meet with their Instructors to discuss their needs at the beginning of each semester. All students with disabilities who are registered with CARDS are provided a copy of the College's policy on this matter. Instructors who wish to receive a copy, or who have any questions, should visit the CARDS website at http://www.barnard.edu/disabilityservices.

Instructors must include the following statement on their course syllabi, which explains how to access accommodations:

> If you believe you may encounter barriers to the academic environment due to a documented disability or emerging health challenges, please feel free to contact me and/or the Center for Accessibility Resources & Disability Services (CARDS). Any student with approved academic accommodations is encouraged to contact me during office hours or via email. If you have questions regarding registering a disability or receiving accommodations for the semester, please contact CARDS at (212) 854-4634, cards@barnard.edu, or learn more at barnard.edu/disabilityservices. CARDS is located in 101 Altschul Hall.

f. Class Attendance and Students in Academic Difficulty

Students are expected to attend classes regularly, and Instructors are encouraged to record absences and lateness. In case of frequent or prolonged absence, the Instructor may deny a student the privilege of making up work or taking the final examination.

Instructors should notify the appropriate Class Dean about any student with prolonged absence in a timely manner, as they become aware of the absence.

All Instructors at Barnard and Columbia are asked to submit online reports to the appropriate Deans' offices every semester regarding students in academic difficulty.

Forms for reporting students in academic difficulty are distributed electronically each semester. As an alternative to the form, Instructors may call the Dean of Studies office at ext. 4-2024.

g. Letters of Recommendation

Writing letters of recommendation is a responsibility of all instructors. Instructors are reminded that the Family Educational Rights and Privacy Act of 1974 (FERPA) requires that students be permitted access to their official educational records, including letters of recommendation and interdepartmental memoranda, unless they waive their right to access.

h. Auditors

A student or alumna may audit a Barnard course with permission from the Instructor. Instructors are under no obligation to grant permission, although it is a privilege regularly extended to Barnard alumnae. No credit is given for a course taken on an audit basis and no acknowledgment is made on a transcript. Auditors may join in discussion only at the discretion of the Instructor.

Columbia University's School of Professional Studies may also refer auditors to lecture courses through its Auditing Programs. Auditors are not permitted to attend seminars, limited enrollment courses, or courses above the 4000 level. If you have questions about auditors referred to your course by Columbia, or do not wish to admit these auditors to your class, contact the Associate Dean of Academic Affairs, School of Professional Studies, Columbia University, at ext. 4-3771.

3. Course Proposals to the COI

a. Course Proposals to the Barnard COI

The Barnard College Committee on Instruction (COI) must approve:

- New courses;
- Substantive changes to existing approved courses (defined as changes to the course subject area code, course prefix, course number, course points, course title, and course type); and
- Courses that have not been taught for five or more years.

Course proposals to the COI should be submitted to the Office of the Provost in 110 Milbank Hall or by email to the Academic Affairs Coordinator in the Provost's Office. The instructions for submitting course proposals to the Barnard COI may be found on the Provost's website at http://barnard.edu/provost/teaching/courses.

The Office of the Provost will announce specific dates for course proposal submission each semester, but generally the following timeline applies:

- Fall courses – Proposals due the first Monday of February
- Spring courses – Proposals due the first Monday of October

Proposal forms from new Instructors will be accepted after the submission deadlines. The Provost may exercise discretion in approving a fall course when the submission of the course proposal occurs during the summer holiday.

Following COI review, the Office of the Provost will convey the committee's recommendation to the Instructor, the department chair or program director, and the department assistant or administrator; the COI may require or recommend modifications.

New courses approved by the COI are brought to the full Faculty at the subsequent Faculty Meeting where they must be approved by a majority vote of the Faculty.

The department assistant or administrator is responsible for adding all new courses and changes to existing courses to the online Course Inventory Management ("CIM") and the department or program's page in the online Course Catalogue.

a. Course Proposals to the Joint CC-GS COI

Inter-school courses or courses with administration shared between a Barnard and Columbia department, require approval by both the Barnard COI and the joint Columbia College-General Studies COI. It is the responsibility of the department proposing the course to see that it is submitted to and approved by the joint CC-GS COI. Instructions for submitting proposals to the joint CC-GS COI can be found at https://www.college.columbia.edu/coi-procedures.

4. Evaluation of Student Work

a. Honor System

The "Honor System" refers to the combination of the Honor Code, the Honor Board, and the members of the entire Barnard community who together strive toward building a community of academic integrity.

The Honor Code is a vital part of the Barnard community because it helps to shape the character of the College. In registering at Barnard, and as part of enrollment confirmation each subsequent semester, every student agrees to maintain the Honor Code. Barnard students reaffirm their acceptance of the Honor Code each semester as part of enrollment confirmation. Columbia students commit themselves to the Honor Code upon enrolling in a Barnard course.

The Honor Code states[2]:

> *We, the students of Barnard College, resolve to uphold the honor of the College by engaging with integrity in all of our academic pursuits. We affirm that academic integrity is the honorable creation and presentation of our own work. We acknowledge that it is our responsibility to seek clarification of proper forms of collaboration and use of academic resources in all assignments or exams. We consider academic integrity to include the proper use and care for all print, electronic, or other academic resources. We will respect the rights of others to engage in pursuit of learning in order to uphold our commitment to honor. We pledge to do all that is in our power to create a spirit of honesty and honor for its own sake.*

Instructors must include information about the Honor Code in their course syllabi and are encouraged to discuss how the Honor Code is applicable to the particular course and its assignments. This will ensure that Columbia students who take Barnard courses are aware of Barnard's Honor Code. Instructors are also expected to promote honesty in their courses and may report incidents of suspected cheating to the Dean of Studies, as their discretion.

The Honor Board is responsible for developing and following its rules of procedure in consultation with the adviser to the Board, and for educating the community about the Honor System. More information on the composition and meeting schedule of the Honor Board can be found here: http://barnard.edu/honor-code/honor-board.

b. Scheduling of All Course Work Other Than the Final Assignments and Exams

Scheduling

Instructors should avoid scheduling examinations on major religious holidays, although students who observe religious holidays while classes are in session are responsible for the work missed and all subsequent deadlines.

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[2] Revised by the Honor Board in Spring 2016, this version of the Honor Code is effective as of August 2016.

Instructors should arrange coursework so that a mid-term examination, paper, or other cumulative assignments will yield a tentative grade for every student no later than the sixth or seventh week of the semester.

Instructors should return all written work to students in a timely manner with appropriate feedback. The Dean of Studies requests reports on all students whose work is unsatisfactory after the midterm. It is important that Instructors submit these reports so that a student with academic problems may receive timely remedial action.

Instructors are not required to give make-up examinations to students absent from previously announced examinations. An Instructor who is willing to give a make-up examination may require acceptable evidence of illness or other extenuating circumstances from the appropriate class dean in the Dean of Studies Office.

c. Final Papers

The deadline for final papers in a course with a final examination is two weeks before the first day of the final examinations. Papers should not be accepted during the reading period or the examination period. This regulation is intended to relieve students of the burden of completing term papers while studying for final examinations and the Instructor of the necessity of reading papers while preparing course grades.

In a course without a final examination, the deadline for final papers is the last day of classes.

d. In Class Final Examinations

Scheduling of In Class Final Examinations

The Office of the Registrar issues the schedule for final examinations. Exact times and room numbers for individual examinations are posted on the Registrar website at least four weeks in advance of final examinations. Class meetings may not be extended into the required reading period, as designated by the Academic Calendar.
Consult https://barnard.edu/registrar/academic-calendar for specific dates.

Instructors must strictly observe the examination schedule and give examinations only during the hours scheduled for them. The duration of all scheduled final examinations shall be no less than two hours and no more than three hours.

Proctoring of Final Examinations

For regularly scheduled examinations, Instructors or their delegates (including fellow Instructors, laboratory assistants, teaching assistants, or ODS staff, but not undergraduate students) must proctor the examination and remain in the assigned room for the duration of the examination. All students begin work on the examinations at the same time; a student who is late may not have extra time. Students should sit in alternate seats wherever possible.

Barnard examinations are given under the Honor Code; see section 4.a., above, for details.

Written Exams

Instructors may obtain examination blue books for written final examinations either from the Purchasing department or their department assistant or administrator. Students should be asked to use both sides of the page to minimize the number of books used.

In the event of a missing written exam, the Instructor should thoroughly investigate a student's claim that the exam has been lost since the time of the exam. Unless the student is clearly not at fault, the Instructor must give the examination the grade F.

Students Leaving Scheduled Examination Early

Students who leave the examination room before the end of the scheduled period must submit their written exam to the Instructor. The time of departure should be noted on the exam. The responsibility for submitting the examination lies with the student.

Student Illness during Final Examinations

If a student becomes ill during the course of the examination, he or she must notify the Instructor, give the examination book directly to the Instructor, and report to Health Services directly from the examination room.

If less than an hour of the examination period has expired, a grade of DEF (deferred) will be recorded on the student's transcript and the student will take a deferred examination. Deferred examinations will be given at the beginning of the following semester for these students and for students absent from the examination (graded X) who have received approval for a deferred examination because of an illness or other emergency.

If a student remains in the examination for more than one hour of a three-hour examination period or more than 40 minutes of a two-hour examination period, the student will be graded on the work completed, with the uncompleted work scored as a grade of zero.

Deferred Final Examinations

Deferred final examinations, given in September and January (see the Academic Calendar at https://barnard.edu/registrar/academic-calendar) and administered by the Office of the Registrar, are permitted only for those students who were absent from the regular examinations for reasons of illness or emergency and who have received authorization from their Instructors and the Dean of Studies Office.

Student requests for absence from final exams for reasons of health or other emergencies must be reported to the Instructor and to the Dean of Studies Office in person or by telephone on the day of the examination. The Office of the Registrar will verify whether the student has medical or other clearance, and will request copies of deferred examinations from Instructors when a deferred examination has been approved.

Examinations missed in December are to be taken the following January. Those missed in May are to be taken in September of the same year. If a student absents herself from a final or

deferred examination without a compelling and valid excuse, she will receive a grade of zero for that examination.

Unexcused Absences from Final Examinations

A student who is absent without excuse from a regular final examination or a deferred final examination shall receive a grade of zero for the examination. The final course grade will be calculated with the zero score included.

Conflicts of Scheduled Final Examinations

A student with a conflict of scheduled examinations may take an examination at an alternative time. Students who have four examinations within a 48-hour period or three examinations in a 24-hour period may also ask for a change of schedule. The Office of the Registrar will verify exam conflict or hardships on a form the student then takes to the Instructor to request an alternative exam time.

Courses Exempt from Final Examinations

Courses that emphasize skills and performance, courses that meet as seminars or colloquia, and programs of independent work are exempt from the final examination requirement. Requests for exemptions or take-home examinations for any other courses must have the approval of the Committee on Instruction.

Out of Class Final Examinations

- It is understood that students will not be proctored during out of class exams and therefore should be reminded that the rules of the honor code and disability accommodations pertain to both in class and out of class exams
- Instructors who will be administering out of class final exams should refer to guidelines and procedures listed on the COI website
- A take-home examination must not require research beyond the required reading for the course;
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The Instructor must indicate understanding of these guidelines in the request to the COI.

Examinations for Students with Disabilities

Consistent with section II(A)(2)(e) of this document ("Administering Coursework for Students with Disabilities"), students seeking testing accommodations must register with the Office for Disability Services (ODS) to arrange those accommodations.

5. Course Grades

 a. Grading System

Academic standing and eligibility for graduation are determined by both the total number of courses completed and the grades achieved. The system used at Barnard is as follows:

A+, A, A-	Excellent
B+, B, B-	Good
C+, C	Satisfactory
C-, D	Unsatisfactory but passing
F	Failure
P	Passed without a specific grade on student's election of P/D/F option
P*	Passed in a course for which only a grade of P or F is allowed
I	Incomplete
X	Absence from final examination
Y	For the first half of a two-semester course which the grade for the second semester is the grade for the entire course
W	Approved withdrawal after "drop" deadline
UW	Withdrawal from a course without official notification to Registrar
DEF	Deferred examination

Pass/Fail grades are recorded for all students in certain courses, e.g., Physical Education courses. Pass/Fail grades for individual students are subject to regulations described below. In the computation of grade point averages, marks for courses are awarded on the following scale:

A+	4.3
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D	1.0
F	0

To graduate, a student must maintain a cumulative average of 2.0 (C) for 122 (121 for transfer students) or more points completed with passing grades. At the end of each term all records are examined. Normally only those students who have completed 12 points with cumulative averages of 2.0 or above are permitted to remain enrolled at the College. Students whose work falls below the cumulative average of 2.0 may be permitted to continue at Barnard with probationary conditions at the discretion of the Committee on Programs and Academic Standing. Courses in which the student receives the grade of D may not be counted toward major requirements or the minor option. Courses graded D that are retaken for a higher grade

will not receive degree credit when repeated. Both enrollments and grades appear on the transcript.

b. Pass / D / Fail Option[3]

A student may elect the Pass/D/Fail (P/D/F) option by submitting a Request for Pass/D/Fail online via myBarnard before the firm deadline published in the Academic Calendar. Under the P/D/F option the student is held responsible for fulfilling all course requirements. A grade of D or F is not converted. The complete rules and instructions are available on myBarnard and on the Registrar's website at https://barnard.edu/registrar/barnardcoursework/pass-d-fail.

Of the 122 points required for the degree, students may elect P/D/F for a maximum of 23 points of course work. This 23-point limit will count courses for which P/D/F is elected, regardless of whether or not a student later uncovers her grade. Some courses record Pass/Fail grades for all students enrolled, *e.g.*, Physical Education classes and ENGL BC3191. These mandated grades of P are *not* included in the maximum allowed. The P/D/F option cannot be elected for First-Year Writing, First-Year Seminar, or any course designated to count toward the major or the minor. (For students required to complete 120 points, the maximum is 21 points; for students required to complete 121 points, the maximum is 22.)

No limitation is placed on the number of Pass grades that may be recorded in a single term, except those rules that apply to Dean's List, to eligibility for financial aid and/or scholarships, and to the overall 23-point maximum.

Grades of P are not included in the grade point average. Grades of D or F, whether or not received under the P/D/F option, are computed. If the total number of points excluded from calculation in the grade point average exceeds 34, a sliding scale requiring higher qualifying averages is used to determine eligibility for general honors at graduation. (Like courses graded Pass, points credited for AP, baccalaureates, transfer work, study leave, and summer courses are not calculated in the Barnard grade point average.)

A request for a course to be graded under the P/D/F option is irreversible after the deadline. No P/D/F request will be honored after the deadline. After election of P/D/F, subsequent conversion to a letter grade (uncovering) will not be allowed during the semester in which the course takes place. Information on the grade assigned to a course taken P/D/F will not be released to the student. Exception: If a student elected P/D/F in a course that subsequently is required for her major or minor, the letter grade will be uncovered during her final semester, when the major (or minor) department verifies that the course is a requirement.

Students may uncover their grades in any course that they initially elect to take P/D/F. Students are able to see their grades on myBarnard at the end of each semester, and then decide whether or not to uncover. Uncovering must be done by the registration deadline of the semester following the one in which the P/D/F course was taken. Graduating seniors will not be

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[3] Revised P/D/F policy effective for all students as of Fall 2016.

allowed to uncover their grades in their last semester. To ensure equity and comparability, this point applies to all graduating seniors, regardless of their official degree date.

f. Incompletes

A student may, for compelling reasons, request from her Instructor an *Incomplete* by means of written approval on forms available at the Office of the Registrar. The deadline for filing the Application for Incomplete is the last day of the reading period. However, in a course without a final examination, the deadline is the day before the final paper is due if that date precedes the last day of the reading period.

There are two *Incomplete* options. The "*Early Incomplete*" option requires submission of unfinished work to the Registrar soon after the end of the term by the date designated in the Academic Calendar and results in the removal of the "*I*" notation from the transcript. The second option extends the deadline to the first day of classes for the next Autumn term, but the "*I*" notation remains on the permanent transcript and is joined by the final letter grade. The full regulations that apply to Incompletes are listed on the Application for Incomplete form available at the Office of the Registrar. A student must have the permission of her Instructor to qualify for an Incomplete, and she is required to use the form, which is a written guarantee of the terms set forth in it by the Instructor.

g. Reporting Course Grades

Instructors post grades for all students, Barnard and Columbia, through myBarnard. Each semester the Office of the Registrar sends a summary of dates on which grades are due. Instructors must abide by these dates. Otherwise, seniors may not be certified for graduation, honors may not be determined, action may not be taken on records at the academic review meetings of the Committee on Programs and Academic Standing, and transcripts sent to and on behalf of students may be incomplete. Failure to submit grades on time causes severe problems for the Office of the Registrar, students, Deans, and advisers. Additionally, Instructors should submit all grades before leaving campus.

h. Finality of Course Grades and Grade Grievance Procedures

Course grades submitted at the end of each term (except I, X, Y, and DEF) are final. In most courses, equity requires that work done throughout the term be included along with the final examination in computing a course grade.

Barnard regulations about the finality of course grades differ from policies in effect in other schools of the University. The grading system and policies of the College in which students are matriculated are operative, not those of the University divisions offering the courses in which they may be enrolled.

After a grade is officially recorded, no change may be made without authorization by the Committee on Programs and Academic Standing. Application for any change must be made to the Registrar in writing by the Instructor, stating explicitly the reason for the request. The final course grade for an individual student may be changed if it is the result of a clerical or computational error on the part of the Instructor. Otherwise, if the work of an individual student is reevaluated for purposes of reconsidering the grade assigned, the work of all students in the class must be similarly reevaluated.

The Dean of Studies coordinates the grievance procedure available to a student who, after consultation with her Instructor, still feels she has been unfairly graded.

Typically students bring grade grievances to their Class Dean in the Office of the Dean of Studies. The student is then informed that the steps listed below constitute the grievance process:

1. The student initiates the process by discussing her grievance with the Instructor. If the student and the Instructor cannot reach an agreement, and the student continues to feel aggrieved, she may submit to the Dean of Studies a written statement detailing the reasons for her complaint, and supply any pertinent graded materials.

2. The Dean of Studies submits a copy of the statement to the Instructor and to anyone to whom a position is attributed in that statement and requests the Instructor's written response.

3. If there appear to be disparities in matters of fact, copies of all relevant commentary are sent to the student for her reaction.

4. Student and Instructor statements will be reviewed and the case is adjudicated by a committee made up of the Dean of Studies, the Provost, and the Dean of the College.

i. Preservation of Course Records

Instructors should retain final exams for one year. After that, they may be discarded. Students have the right to review their final exams, in the presence of the instructor or designee.

6. Course Evaluations

c. Overview of Course Evaluations

At the end of each term, students enrolled in Barnard courses are asked to evaluate each of their courses. To encourage participation, Barnard students who do not submit a completed evaluation form for a Barnard course (whether filled in completely, partially, or not at all) are blocked from viewing the grade for that course on myBarnard for three weeks. An exception to this grade block is made for graduating seniors. Course evaluations are used in the following ways:

1. Instructors incorporate student feedback on course evaluations as they continuously revise and enhance their courses.

2. Departments utilize feedback on course evaluations to improve the overall quality of department offerings and to advise individual Instructors (especially new Instructors) on how they might improve their teaching.

3. Data from course evaluations inform the department's and College's evaluation of teaching during appointment, reappointment, tenure, and promotion reviews and in recognizing teaching excellence by Instructors.

d. Administration of Course Evaluations

Course evaluations are administered online via CourseWorks. Barnard uses two evaluation forms, one for Lecture/Seminar courses and one for Lab courses. Instructors or departments may add up to ten customized, course-specific questions to the end of the evaluation form. Teaching assistants may be evaluated, if desired. Each semester, department assistants and administrators work with the Office of the Provost and Instructional Media and Technology Services (IMATS) to set up the proper evaluation form for each course.

Students who are listed in the CourseWorks roster as non-registered typically do not have access to course evaluations and are not included in the calculation of the response rate. In cases where more than one CourseWorks site exists for a course, exceptions can be made to allow access to non-registered students, to streamline the evaluation and reporting process. Department assistants and administrators should discuss such cases with the Office of the Provost and IMATS.

Instructors do not need to direct students to fill out the online evaluations, but they are welcome to remind students in class of the importance of doing so. CourseWorks generates reminder messages to the students during the evaluation period. If students need to change the responses of an evaluation that was filled out incorrectly after it has been submitted, or if they have any other issues, they should email courseworks@barnard.edu for assistance.

Results of the evaluations are available to Instructors on CourseWorks after they have posted all grades for the course.

A department may opt out and take responsibility for implementing its own system by petitioning to the Advisory Committee on Appointments, Tenure, and Promotion (ATP).

All graduate-level courses are evaluated by Columbia Arts & Sciences. The process is outlined at http://fas.columbia.edu/faculty-resources/course-evaluations.

e. Course Evaluation Confidentiality

In the CourseWorks system, the identity of course evaluation respondents is confidential; responses are not linked to the student who submitted them. As an additional step, Instructors are restricted from viewing any evaluation responses until after they have submitted all of their course grades.

The CourseWorks system allows Instructors to send an email to "nonrespondents" to encourage participation, but they cannot identify which particular students have or have not completed the evaluation.

To maintain student confidentiality for a course enrolling five students or less, the course evaluation report is not made available directly to the Instructor. To gain access, the Instructor's department chair or program director must contact the Office of the Provost or email courseworks@barnard.edu to request the evaluation report. The report will be released to the chair or program director, who is asked to share a summary of the content with the Instructor in a manner that does not compromise the students' confidentiality.

Instructor course evaluations are not made public and are considered confidential. Access is limited to the following: Department Chair and designee, Provost and designee, President, members of ATP, Instructional Applications Developer. All staff are alerted to the fact that these evaluations are strictly confidential.

B. ACADEMIC ADVISING

The Office of the Dean of Studies is responsible for academic advising. For general information on the major advising system and to download related forms, visit http://barnard.edu/registrar/barnard-coursework/majors. For further assistance, contact the Dean of Studies office at ext. 4-2024 or visit their website at http://barnard.edu/dos/academicadvising.

Students are responsible for completing all degree requirements and may use the degree audit program on the Barnard website as an aid. The Senior Class Handbook describes College policy on honors, application procedures for graduate or professional study, deadlines for major examinations (GRE, LSAT, MCAT), and fellowship applications.

1. First-Year and Sophomore Advising

The Office of the Dean of Studies is responsible for academic advising and assigns an adviser to each entering student. Advisers primarily consist of full-time Members of the Faculty and deans in the Dean of Studies office. In rare cases, exceptions may be granted by the Provost and Dean of Studies permitting other Instructors and/or administrators to serve as advisors. Faculty members from all departments are encouraged to serve as first-year and sophomore advisers.

They help students plan their courses and provide guidance on the curriculum, degree requirements, and academic policies and procedures until the student selects a major advisor.

2. Major Advising

During the sophomore year, each student declares a major and receives an adviser from the major department to work with for the next two years. A student who chooses to double major will have two major advisers, one from the department of each major.

The major adviser guides advanced study for the undergraduate degree and is the principal source of information on preparation for graduate school. Students are expected to meet with their advisers at least four times throughout the academic year.

Department chairs and program directors coordinate major advising for their department or program. In some cases, a chair or director may delegate major advising to a member of their department. For more information on the administration of major advising by department chairs, refer to section IV.C. (below) or visit http://barnard.edu/registrar/barnard-coursework/majors.

a. Selecting Major Advisers

Students who know their major but are unsure of how to select an adviser should consult with the department chair, program director, or designated major advising coordinator. Students may contact faculty members directly to determine if they would be appropriate advisors.

Departments and programs typically hold meetings for majors and prospective majors twice per year, and inform the Sophomore Class Dean. These gatherings help students make informed decisions about selecting a major, introduce them to faculty advisers, and also provide an opportunity for departments and programs to introduce new faculty, courses, policies, and requirements.

When major advisers go on leave or depart the College for other reasons, their advisees are reassigned. The new assignment must be discussed with the student and communicated to the Office of the Registrar through the Change of Major/Adviser Form. The student's advising materials must be transferred from the department adviser to the new adviser.

b. Declaring Majors

Single or Double Majors

To declare a single or double major for the first time, a student completes a Major Declaration Form and submits it to the Office of the Registrar. For a single major, a student requires the signature of the department chair. For a double major, signatures are required from both department chairs. The student is expected to fulfill the requirements of each major including a senior project in each of the majors.

Double Majors with a Single Integrated Project

To declare a double major with a single integrated project, for which a student completes all courses for both majors but completes a combined senior project, a student completes a Double Major with Single Integrated Project Form and submits it to the Office of the Registrar. The department chairs of both majors must agree to the course(s) used for the senior project and sign the form. Both departments must read and evaluate the senior project and must agree on the grade.

Special or Combined Majors

A special major comprises courses from throughout the College and University curricula. A combined major integrates in-depth coursework in two established academic departments, with at least seven courses from each. Both special and combined majors must demonstrate both breadth and depth, and should possess intellectual integrity that is coherent within the major.

A special major requires approval by the designated adviser and by the chair of the adviser's department. A combined major requires approval by major advisers from each of the two departments and both department chairs.

Students who wish to apply for a special or combined major should discuss the requirements and procedures with their Class Dean. Once they are ready to apply for a special or combined major, they should complete the Special Major Form or the Combined Major Form and obtain

the necessary approvals to petition the Committee on Programs and Academic Standing (CPAS). Special and combined major forms should be submitted to the Office of the Dean of Studies.

Changes to Majors or Advisers

To change a major and/or adviser after a student has already declared a major, a student completes the Change of Major/Adviser Form and submits it to the Office of the Registrar, with the required department chair's signature(s).

Petitioning for Changes to a Special or Combined Major

Students may petition for changes to a combined or special major that is already approved by the Committee on Programs and Academic Standing (CPAS) by returning a completed Petition for Changes to a Combined or Special Major Form, with the necessary signatures, to the Office of the Registrar.

Minors

A student may declare a minor after having completed all coursework for the minor with a grade of C- or higher. .

To declare a minor, a student completes the Minor Elective Form available at the Office of the Registrar.

c. Tracking Major Requirements

Advisers should work with advisees to track their progress toward major requirements. Departments and programs are advised to maintain a checklist of major requirements. The checklist may be used as a general advising tool, as a way to encourage students to take responsibility for tracking major requirements, and as a record-keeping device that may be helpful in the occasional resolution of misunderstandings.

Both advisers and advisees also have access to an online degree audit program that tracks student progress toward non-major requirements and toward major requirements. Advisers, chairs, and students should inform the Registrar's Office of inaccuracies in or substitutions approved for the major, so that the Registrar's staff can update the audits. Departments should also make sure that the information in the online Catalogue is correct; the major audits are based on that information. The final word on whether a student has completed all major requirements rests with the department.

3. Transfer, International, and Visiting Student Advising

a. Transfer Student Advising

Deans within the Office of the Dean of Studies and the Office of the Registrar serve as advisers to new transfer students, helping them plan their programs and select their majors. Transfer students who enter with first-year or sophomore class standing continue with their initial

advisers until they declare a major and select a major adviser. Transfer students who enter with junior class standing are guided by both transfer and major advisers during their first semester.

Group meetings for transfer student advising are scheduled in the summer and during New Student Orientation, and individual appointments may be arranged throughout the academic year.

b. International Student Advising

The Associate Dean for International and Intercultural Student Programs is available to meet with international students regarding issues related to their international student status. Group meetings are scheduled during Orientation and throughout the year to give international students the opportunity to become familiar with one another, the College, and life in the United States. The International Student Handbook is also available in the Dean of Studies Office. For more information call ext. 4-1777 or visit http://barnard.edu/dos/academic-advising/international.

c. Visiting Student Advising

Students who enroll for classes at Barnard as visitors and who will graduate from another college must have approval from the degree-granting school for coursework that is to be completed at Barnard. Transfer advisers guide registration and enrollment confirmation for visiting students.

4. Registration (formerly called Program Planning)

a. Registration

Students work with their academic advisers to plan their schedules and register. See the Advising Manual for a detailed description.

For more information about registration, visit https://barnard.edu/registrar/enrollment-confirmation-registration/registration-for-classeshttps://barnard.edu/registrar/enrollment-confirmation-registration/registration-for-classes. Instructors should also consult the Academic Calendar at http://barnard.edu/registrar/academic-calendar.

b. Course Choices for Students Interested in Health Professions

All students who are interested in the health professions should consult with the Associate Dean for Pre-Health Professions Advising in the Dean of Studies office. Students should become familiar with the most recent edition of Medical School Admissions Requirements (MSAR), an annual publication of the Association of American Medical Colleges.

Pursuing a major in the sciences is not necessary for pre-medical students, provided they meet the pre-medical or pre-dental requirements described in the Barnard College Course Catalogue. The requirements must be completed prior to the summer that one is applying to medical, dental, or veterinary school. Students are strongly advised to complete all the science requirements prior to taking the Medical College Admissions Test (MCAT), which is offered

approximately 20 times per application cycle. For more information, see
http://barnard.edu/dos/graduate-school/pre-health.

5. Other Advising Matters

a. Petitions to CPAS for Exceptions to Academic Policy

The Committee on Programs and Academic Standing (CPAS) regularly reviews educational policy in matters of student programs, credit, and academic standing. In addition to petitions for special and combined majors, CPAS acts on student petitions for exceptions to academic policy. Such a petition is a special request, so students must present compelling evidence of an exceptional situation.

More information about petitions to the CPAS, including access to the petition form, can be found at https://barnard.edu/dos/exemptions-academic-policyexceptions-academic-policy-or-petitions.

b. Independent Study

Students who wish to engage in independent study for degree credit must obtain approval from their proposed faculty sponsor, the sponsor's department chair, and the Office of the Registrar, which acts on behalf of the Committee on Programs and Academic Standing (CPAS).

c. Obtaining External Credit

With the appropriate approvals, students may earn credit toward their degree for external coursework. Advisers and students should refer to the special procedures for obtaining credit for any coursework completed at institutions other than Barnard College or Columbia University during the academic year, including Advanced Placement credit, International Baccalaureate credit, summer course credit, credit for college work completed prior to admission, and study abroad. The special procedures may be found on the Office of the Registrar's website at http://barnard.edu/registrar/external-credit.

d. Study Leaves

A student who wishes to study abroad for credit toward the Barnard degree is encouraged to discuss her plans with both her academic adviser and the study abroad adviser, well in advance of the intended semester or year abroad. (One year in advance is ideal; one full semester in advance is the minimum required for the full application and approval cycle.) Information is available online at http://barnard.edu/studyabroad and through the Office of the Associate Provost for International Initiatives at ext. 4-7430 or studyabroad@barnard.edu.

e. Graduate School Advising

Students interested in advanced study in the liberal arts and sciences or the performing arts may consult faculty members in appropriate departments and the Senior Class Dean.

C. ACADEMIC SERVICES AND FACILITIES

1. Barnard Library and Academic Information Services (BLAIS)

The Barnard Library and Academic Information Services (BLAIS) offers all the resources and services essential to the mission of an exceptional liberal arts college, including a core collection of print and non-print materials. The Library maintains significant holdings in women's studies, dance, American and English literature, and art history, as well as audio and video materials and primary source materials in the College archives. Faculty members are encouraged to assist in the development of these collections by recommending appropriate additions and identifying new areas of curricular interest. BLAIS also provides support for course reserve readings, instructional media, audio visual services, and classroom technology. Further information about BLAIS can be found online at http://library.barnard.edu.
During the academic year, the Reserve Desk remains open until midnight, Sunday-Thursday. During examination periods the Library is open 24 hours, but the service desk will close at the regular times. Hours are reduced during breaks, holidays, and over the summer. An updated schedule is available on the BLAIS website at http://library.barnard.edu/access/hours.

b. Library Access and Circulation Policy

A valid BC/CUID card must be presented for admittance to the Library and to check out books and other materials.

Books are loaned for the semester and may be renewed up to 10 times unless someone else has requested them. All books are subject to recall by another reader after two weeks. Failure to return recalled items will result in the temporary suspension of borrowing privileges.

c. Personal Librarians/Research and Instructional Services

Each academic department, as well as every individual faculty member, is assigned a Personal Librarian who serves as the point person for all BLAIS matters, including referrals for course reserves and media materials. Upon request, librarians will provide instructional sessions on course-related library research methods and resources incorporating both print and electronic materials, as appropriate. For more information, visit http://library.barnard.edu/personallibrarians.

d. Course Reserves

Reserve lists for all Barnard courses are processed at the Barnard Library. Continuing faculty will be prompted by the Library in advance of each new semester. New Instructors should contact the Library as soon as possible.

Requests for reserve readings can be made by e reserves@barnard.edu, by completing a paper form in-person at the library circulation/reserve desk, or by submitting an online form through the Columbia Library web at http://www.columbia.edu/cu/lweb/reserves. Only required readings will be placed on reserve. The Library will scan articles and parts of books you wish to have placed on e-reserve within the guidelines of Fair Use as specified by United States Copyright Law. The Library will also create links to articles available through full text e-journals and databases; links to e-reserves will appear in CLIO (via the "Course Reserves" tab) and in

CourseWorks. Remember, Instructors can also put their own copy of an item on reserve for a course, either temporarily or for a full semester.

Reserves staff generally process lists as they come in. They will take assignment dates into consideration, but it may take 3-6 weeks to recall or order certain books. More information on reserve policies and procedures is available at https://library.barnard.edu/placing-items-on-reservereserve.

e. Instructional Media and Technology (IMATS)

Audio Visual Technology Services (AVTS)

Audio Visual Technology Services (AVTS) provides audio visual support and services associated with courses, extra-curricular activities, special events, and performances. The department also supports the many media equipped classrooms and event spaces throughout the campus. Contact IMATS staff at ext. 4-2418 or email to imats@barnard.edu or consult http://imats.barnard.edu for more information.

Instructional Media Services (IMS)

Instructional Media Services (IMS) supports and assists faculty in evaluating and effectively using technology in support of teaching and teaching-related activities, including CourseWorks (http://courseworks2.columbia.edu). By Instructor's request, Instructional Media staff will also provide specialized training for students completing course projects. Tools, resources, and project samples are available online at https://library.barnard.edu/manager-instructional-media-services.

CourseWorks

CourseWorks (http://courseworks2.columbia.edu) is a university-wide course management system. It is a web-based publishing environment that allows Instructors to quickly post course materials. It does not require any programming skills and serves as a single point of entry for students to access course information and content. It is also the delivery system for online course evaluations. Contact IMATS for an orientation to discuss suitability and best practices.

Wikis, Blogs, & Collaborative Projects

A wiki is useful for group projects and presentations and for collaborating on documents and websites. Blogs can be a great way to deepen ongoing discussions inside and outside of the classroom and allow all students to participate. For collaborative writing, other applications such as Google Docs may be more appropriate. Instructional Media Services can also assist with incorporating applications such as Adobe Creative Suite, Final Cut Pro, Web development tools, and Media Thread (image and video analysis,) into a course, as well as other productivity software or educational programs.

Contact IMATS for more information.

f. Empirical Reasoning Center (ERC)

The Empirical Reasoning Center (ERC) provides support for empirical and quantitative reasoning methodologies across the curriculum at Barnard. The ERC offers training for

statistical analysis, textual analysis, and geographical information systems (GIS) software. The ERC supports both individuals conducting research and courses through supplementary training sessions focusing on using analytic software, locating datasets, and conducting and understanding the uses and interpretation of both quantitative and qualitative data. Interested faculty members should contact the ERC Faculty Director or email Center staff at erl@barnard.edu. Additional information is also available on their website at http://erc.barnard.edu.

g. Other Libraries

Columbia University Libraries (CUL)

Current Barnard Instructors have full access to all of the Columbia University Libraries (CUL). Individuals must present a valid BC/CUID card for admittance to these libraries and to borrow materials. Further information about the policies, procedures, and organization of CUL is available online at http://library.columbia.edu or by contacting the Barnard Library circulation desk at ext. 4-3953 or email to library@barnard.edu.

Spouses or domestic partners of full-time, retired, or deceased Members of the Faculty are eligible for reading or borrowing privileges at CUL (proof of marriage or domestic partnership and valid ID is required). The children of full-time and retired Members of the Faculty who are in junior high school or high school also have library privileges at CUL. These family members can obtain a library card from the Library Information Office in 201 Butler. There is a $20.00 charge for the card, which is valid for five years. For more information on the application requirements, contact the Columbia Library Information Office at ext. 4-7309 or visit their website at http://library.columbia.edu/services/lio.html.

Other New York City Libraries

The resources of the research collections of the New York Public Library (5th Avenue at 42nd Street) and New York University's Bobst Library (70 Washington Square South) are also available to Barnard faculty through the Manhattan Research Library Initiative (MaRLI). Anyone who lives, works, pays taxes, or goes to school in New York State is also eligible for a New York Public Library card, giving the user access to NYPL print and electronic resources. Visit http://marli.libguides.com/welcome for more information.

Other Research Libraries

Barnard faculty members have access to the collections of major research libraries in the U.S. and abroad through the SHARES partnership program. SHARES partners include Cornell, Penn, Princeton, Rutgers, Stanford, the American Academy in Rome and many others; a complete list of the partners is available online at http://www.oclc.org/research/activities/shares/partners.html. The holdings of all of the libraries in this consortium are included in the *WorldCat* database at https://www.worldcat.org. Faculty may visit these libraries in person when traveling (a valid CUID is required) or request materials not available here through Interlibrary Loan.

The Interlibrary Loan and Borrow Direct services also allow faculty to request books not available to them in the Barnard or Columbia Libraries. Borrow Direct materials come directly

from participating libraries (Brown, Cornell, Dartmouth, Penn, Princeton, and Yale). Requests can be made online http://library.columbia.edu/find/request.html.

h. Columbia Center for New Media Teaching and Learning

Barnard Instructors also have access to Columbia's Center for New Media Teaching and Learning (CCNMTL). The Center partners with faculty to enhance teaching and learning through the purposeful use of new media, supporting a range of efforts from basic course websites to advanced projects. Contact IMS for more information or visit the CCNMTL website at http://ccnmtl.columbia.edu.

2. Writing and Speaking Programs

a. Writing Fellows

The Barnard Writing Fellows Program is designed to help students strengthen their writing in all disciplines. The Erica Mann Jong '63 Writing Center is a place where students enrolled in Barnard courses can talk about their writing with a staff of specially trained peer tutors. In addition to consulting the Writing Center staff about particular papers, students can address broader aspects of their writing, including organization and structure, effective use of evidence, clarification of convoluted prose, and the challenges of English as a second language. Writing Fellows are also attached to courses across the curriculum in disciplines as diverse as Biology, Women's Studies, Economics, Spanish, Architecture, and Asian and Middle Eastern Cultures. These Fellows read and hold conferences with students on the first draft of each of three papers assigned in the course. Faculty interested in having Writing Fellows attached to their courses should contact the Director of the Writing Program. The Erica Mann Jong '63 Writing Center is located on the second floor of Barnard Hall. For more information, visit the Writing Fellows website at http://writing.barnard.edu or contact the Coordinator for Writing and Speaking Programs at ext. 4-8941 or email to writing@barnard.edu.

b. Speaking Fellows

The Barnard Speaking Fellows are a select group of Barnard students who have applied for and been accepted into the program. Barnard Speaking Fellows work with students in "speakingintensive" courses to develop their presentation, class discussion, and leadership skills. They also offer one-on-one sessions in the Speaking Center and one-hour group workshops ranging in specialization. To support and engage faculty, the Manager of the Speaking Program offers workshops for faculty interested in thinking more about student speaking in the classroom. For more information, visit the Speaking Fellows website at http://speaking.barnard.edu or contact the Coordinator for Writing and Speaking Programs at ext. 4-8941 or email to speaking@barnard.edu.

3. Instructional Support

a. Faculty Department Assistants and Administrators

Department/Program Assistants and Administrators provide administrative and office support to the department chairs and program directors and are responsible for the day-to-day administrative operations of their department(s).

Their responsibilities include, but are not limited to, the following:

- Support the chairs by preparing administrative materials, including Course Catalogue and scheduling information; course evaluations; adjunct and faculty action forms; reappointment, promotion, and tenure dossiers; and documents for departmental searches.

- Assist the chair with reconciliation of the department budget, bills, and expense reports.

- Maintain files and supplies, update websites, respond to student inquiries, and perform general office responsibilities such as photocopying, errands, mail distribution, and answering the departmental phone.

- In consultation with the chair, hire, train, and assign work to student assistants. (For policy on student workers see http://barnard.edu/provost/institutional-policies/studentworkers-academic-offices.)

Other roles and responsibilities include preparing materials directly related to instruction; procuring classroom and office services; acting as liaison with cognate departments at Columbia; and assisting faculty with the planning, organizing and coordination of departmental meetings, symposia, workshops, roundtables, and other events when required.

A list of the Faculty Department Assistants and Administrators can be found on the Provost's website at http://barnard.edu/provost/service-governance/chairs-directors/administrativesupport/Department%20Assistants-Administrators. Questions about the Faculty Department Assistants and Administrators should be directed to the Office of the Provost.

b. Office and Instructional Supplies: Purchasing Procedures

Faculty members should consult with their department/program assistant or administrator regarding basic office supplies, which can be ordered online through the College's preferred vendor, Weeks Lerman. Supplies are usually delivered within 1-2 business days. Department/program assistants and administrators can also help coordinate larger purchases, working with faculty members and the Purchasing Department to complete the requisite paperwork for instructional supplies and services.

The Purchasing Department is responsible for the procurement of all equipment, supplies, and services from outside vendors at the College. The Purchasing staff can assist with purchases by providing product information and locating suppliers; they also maintain a list of preferred vendors online at http://www.barnard.edu/purchasing/preferred-vendors.

Purchases Under $500

Non-equipment/services purchases under $500 may be charged to the department's Citizens Bank purchasing card. Card purchases are reconciled monthly via the CentreSuite website. Please note that original receipts/order confirmations should be retained for department records. Repeated reconciliation delinquency *will* result in loss of card privileges. Faculty members should consult with their department chair or program director about purchasing needs and

available funds. Please contact the Purchasing department to request a card for grant-related purchases.

Purchases Over $500

All orders over $500 require the use of a purchase order and must be submitted on a Purchase Requisition, along with supporting documents such as quotes or contracts, to the Purchasing Department for approval *before* the order is placed with the vendor. "Confirming" orders (i.e. seeking approval for an order after it has already been placed) is not acceptable except in an emergency situation. The Director of Business Operations reserves the right to reject confirming orders and to hold the individual who submitted the order personally responsible for the costs of the goods or services.

When you are contemplating a purchase of $5,000 or more for your department, please notify the Purchasing Department before contacting vendors so they may guide you through the bidding process. Purchasing staff is available to provide you with sample bidding documents and eligible vendor lists for certain commodities. For all purchases over $5,000, three written bids, quotations, and/or proposals are required. Copies of the bids or proposals must be submitted to Purchasing along with the Purchasing Requisition. For orders in which you believe that there is only one qualified vendor, you must obtain the approval of the Director of Business Operations on a Sole Source Justification Form before initiating the procurement or contract renewal process.

When using Federal grant funds for purchases of equipment and/or services, as well as certain high value supply orders, please contact the Purchasing department for assistance regarding the newly updated Federal Procurement guidelines, which go into effect July 1, 2018.

For a copy of the College's Comprehensive Purchasing and Expenditure Policy, detailed purchasing instructions, and forms, consult http://barnard.edu/purchasing or call ext. 4-5204.

c. Catering and Food Services

The College's on-site catering is provided by Aramark Dining Services. To view catering menus and place an order, visit their website (https://cateringatbarnard.catertrax.com) or call the Aramark catering manager (ext. 4-6601). For additional assistance with event planning, or to learn more about other catering options on campus, contact the Events Management office (ext. 4-8021).

d. Hiring Guest Speakers and Other Independent Contractors

In general, services that the College is procuring and that will be provided on campus for hire should have written contracts. This includes arrangements with outside speakers, consultants, performers, videographers, etc. Contracts should be completed before the engagement. If an outside speaker or independent contract will be reimbursed for expenses, original receipts should be collected at the conclusion of the engagement.

Contract forms, policies, and procedures can be found on the Contracting at Barnard website (http://barnard.edu/contracting at barnard). Questions can also be directed to the Purchasing Department (ext. 4-5204).

e. Reproduction and Printing Services

Toshiba multi-function copiers are available in various locations. Users must provide a departmental code before making copies. Print drivers can also be installed to allow direct printing from desktop computers to the multi-function copiers on campus (see http://barnard.edu/mail-print-services/toshiba).

The central copying and printing service is provided by the Manager of Business Operations, whose office is located in A114 Altschul. All printing at the College is now completed through negotiated contracts with local print vendors, including black and white and color photocopying, printing and binding of course readers, and digital printing jobs. "Turn-around time" depends upon the amount and type of copying/printing to be done. Requests are typically made for a 48hour "turn-around time," but material is often copied in 24 hours. All orders are delivered to Central Receiving, unless otherwise specified.

Please note that copies cannot be made from bound materials. Faculty must make the first "book" copy on a convenience copier and submit that to the Manager of Business Operations for the additional copies. Copyright clearances are required.

All print and copy services are charged against the ordering department's budget.

For detailed instructions, to obtain a print job estimate, or to submit a file for printing, visit http://barnard.edu/mail-print-services/print or contact the Manager of Business Operations at ext. 4-2087 or by email to printing@barnard.edu.

III. Research and Professional Development

A. FACULTY DIVERSITY AND DEVELOPMENT

Barnard is committed to diversity in its student body, faculty, and staff. A Committee on Faculty Diversity and Development (FDD), which represents all four divisions of the College (as described below), advises the FDD Dean. The Committee's work is based on the premise that diversity provides a better education for our students and a richer intellectual environment for our faculty. The Committee also works to address any social structural biases and exclusions that have led to inequities in access to education and in the ranks of the academic profession.

The Dean and Committee work on a range of initiatives to promote both faculty diversity and faculty development:

- The New Faculty Orientation Program
- A mentoring system for junior faculty, including the Dean's formal participation in the Third Year Review process
- New procedures and resources for searches to include more explicit steps for the active recruitment of diverse faculty
- The Willen Seminar series to support projects initiated by small groups of faculty that enhance the intellectual and interdisciplinary life of the College
- A Professional Development Workshop Series for junior faculty on topics such as academic publishing and applying for grants and fellowships

- A Junior Faculty Research Talk series to provide an intimate forum where junior faculty can share their work with colleagues across the College

The College will soon fill the position for Vice President for Inclusion, Equity, and Civic Engagement. This individual will serve as a member of the President's senior tam and is expected to be hired by Spring 2019.

For more information, visit http://www.barnard.edu/provost/fdd or contact the Dean for Faculty Diversity and Development.

B. ANNUAL REPORTS ON PROGRESS BY FULL-TIME FACULTY

All full-time Members of the Faculty are expected to submit an annual personnel form and current *curriculum vitae* (CV) to the Provost and their department chair each spring. The annual personnel form allows faculty to report on publications and works-in-progress; any fellowships, grants, awards, or research contracts received; teaching; service to the college, university, and field; and plans for the coming year. These reports are used by the Provost and President to help inform salary decisions. Department chairs also use these forms, along with other data such as teaching evaluations, course syllabi, and scholarly work, to conduct annual reviews and to send comments on faculty performance to the Provost by the end of the spring term.

C. REAPPOINTMENT, TENURE, AND PROMOTION REVIEWS FOR MEMBERS OF THE FACULTY

Members of the Faculty are appointed by the Provost upon recommendation to the President subject to the policies established by the Board of Trustees and the terms of any current written agreement with Columbia University.

The Advisory Committee on Appointments, Tenure, and Promotions (ATP), chaired by the Provost, is responsible for reviewing the dossiers of all Members of the Faculty and making recommendations to the President of the College for reappointment and/or promotion. The candidate's dossier is normally prepared by the department chair (or a tenured faculty member designated by the chair) in consultation with those faculty members in the department who hold a higher rank than the candidate and with the Provost. Administrative support is provided by the department assistant or administrator working closely with the Manager of Academic Programs and Faculty Support in the Provost's Office.

The ATP has developed comprehensive *Procedures for Reappointment and Promotion of Full Time Faculty at Barnard College*, which is a guide for those involved in preparing and presenting dossiers for reappointment, promotion, and tenure. It provides information about the standards and expectations for candidates who are facing reappointment and promotion reviews. Faculty members and department chairs are encouraged to read this document carefully in preparation for all reviews. To download the document, visit https://barnard.edu/provost/resources/publications/personnel-procedures.

For upcoming tenure reviews, faculty members and department chairs should also consult the most recent edition of Columbia University's *Principles and Customs Governing University-Wide Tenure Reviews for Barnard College* ("Principles and Customs"), which is available online at http://www.columbia.edu/cu/vpaa/docs/Barnard_Tenure_Guidelines.pdf.

D. INTERNAL GRANTS AND RESEARCH SUPPORT

The College provides a wide variety of resources to promote faculty excellence in research, teaching, and service. Included below is a summary of internal grant opportunities, paid leave programs, and other support available to full-time members of the faculty by rank. Additional funding opportunities are announced by the Provost as they become available.

1. Summary of Internal Grants and Research Support Available By Rank

Rank	Conference Travel Grants	Faculty Research Grants	Salary Top-Off for External Grants / Fellowships	Honorary Chairs and Professorships	Presidential Research, Tow, and other Awards	Sabbatical and/or Paid Leaves	Professional Development Leave
Assistant Professors (tenure-eligible)[4]	X	X	X		X	X	
Associate Professors and Professors (tenured and untenured)	X	X	X	X	X	X	
Lecturers and Associates (reviewed and renewable)	X	X			X		
Senior Lecturers and Senior Associates (reviewed and renewable)	X	X			X		X
Assistant Professors of Professional Practice (reviewed and renewable)					X		X

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[4] See section 4 below for information on additional support available to newly-hired Assistant Professors.

Associate Professors and Professors of Professional Practice (reviewed and renewable)	X	X	X		X		X
Term faculty on multi-year appointments	X	X	X	X	X		
Adjunct faculty	X (*for Term faculty on multiyear appointments*)	X *(for Term faculty not in their terminal year)*			X *(FIT grants only; for Term faculty not in their terminal year)*		
	Post-probationary adjunct Unit Members are eligible to apply for reimbursement from a Professional Development Fund in accordance with the guidelines in Article 17 of the Collective Bargaining Agreement.						

2. Internal Grants and Awards

A list of upcoming application deadlines is available on the Provost's website at http://www.barnard.edu/provost/research-professional-development/internal-grants-support. Detailed application guidelines for specific programs can also be downloaded directly from the Forms and Guidelines page at https://barnard.edu/provost/resources/forms.

Questions concerning eligibility and application requirements for specific funding opportunities can also be addressed to the Academic Affairs Analyst in the Provost's Office at ext. 4-2297 or by email.

a. Faculty Conference Travel Grants

Full time faculty on multiyear appointments may receive up to $2,900 per year to travel to and present at scholarly conferences. There are maximum limits for airfare, ground transportation, hotel rates, and per diem expenses. Recipients are approved by the Provost.

For more information on the Faculty Travel Fund Policy, please visit the "Forms and Guidelines" page at http://barnard.edu/provost/resources/forms.

b. Faculty Research Grant Program and SAPL Supplements

Barnard Faculty Research Grants are available to full-time tenured, tenure-eligible, and reviewed and renewable faculty not in their terminal year. Faculty Research Grants are available to support scholarly projects. Faculty Research Grants provide up to $4,000 per year in funding to support scholarly research. When a convincing justification is provided and funds are available, larger grants of up to $8,000 may be made available to support projects that extend over two fiscal years, but in no cases will grants exceed $8,000 over a two-year period. These Faculty Research Grants may not be used for summer salary or for release time from teaching for the purpose of writing and research.

Faculty Research Grants are for eligible expenses not already covered by other sources of external and internal funding already available to the faculty member; faculty will be required to disclose all existing and pending internal and external grants and other sources of funding, including start-up and research accounts.

Special Assistant Professor Leave (SAPL) Supplements are available for Assistant Professors on a Special Assistant Professor Leave during their fourth year following a successful third-year review. SAPL is further described below in Section 4. The supplement is a onetime grant that allows for incremental funding of an amount not to exceed $12,000 over any two year period of faculty eligibility inclusive of Faculty Research Grants already issued, and must be justified by application and clear sense of need.

c. Faculty Salary Top-Off for External Fellowships

Tenured, tenure-eligible faculty, and faculty in the Professors of Professional Practice ranks may be eligible for top-off funds to bridge the gap between external fellowship stipends and the salary that would have been earned. The funding amounts vary between junior and senior faculty and are granted at the discretion of the Provost. To receive consideration for this funding, faculty members must notify the Office of Institutional Funding and Sponsored Research and obtain the approval of the Provost prior to submission of the external grant/fellowship application. For more information, see "Leaves of Absence for Faculty with Grants and Fellowships" below.

d. Presidential Research Awards

The Presidential Research Award program provides a minimum of $100,000 annually, to be divided among three to six research projects conducted by Members of the Faculty. The projects should expand knowledge, probe new ground, and have the potential for major impact; build upon a Member of the Faculty's record of productivity and creativity; and culminate in scholarly publication(s), with broader dissemination desirable as well – connecting Barnard to New York City, the nation, the world. Recipients are recommended by the Grants Committee.

e. Tow Award for Innovative and Outstanding Pedagogy

The Tow Award recognizes members of the Faculty, generally at the Associate level, who combines scholarship and pedagogy in creative ways, maximizing the impacts of both. One recipient is recognized each year and receives a $10,000 research/professional development fund that can be spent over five years to further innovative pedagogies. Awards may be used for travel, conference attendance, course release , development of new pedagogy, or other related activities. The selection process has two phases: a screening process conducted by the Grants Committee and a final selection process by the President and the Provost, in consultation with the Advisory Committee on Appointments, Tenure, and Promotion .

f. Gildersleeve Professorships for Visiting Scholars

The Virginia C. Gildersleeve Fund was made possible by a gift fund from the Barnard Alumnae Association in 1957, on the occasion of Virginia Gildersleeve's eightieth birthday. The fund is used to bring visiting scholars, preferably women from abroad, to the Barnard campus. Gildersleeve Professors may come to Barnard either for a full semester or, as has been more generally the case in recent years, for a single week in which they deliver a public lecture, attend a dinner in their honor given by the Provost, and engage in other activities arranged by the hosting academic department. Nominations are solicited from faculty members by the Provost in the fall and selection is made by the Grants Committee. For a list of past recipients, visit https://www.barnard.edu/provost/resources/gildersleeve-professorship.

3. Honorary Chairs and Professorships

In recognition of the accomplishments of a tenured, tenure track or professor of practice faculty member, the President, with recommendations from the Provost, awards several honorary chairs and professorships including:

- Named and Endowed Chairs – Non-rotating; each includes a $4,000 annual research fund.

- Ann Whitney Olin Foundation Professors – Rotating; conferred on members of the faculty at the Professor rank; includes $2,000 per year in research funds.

- Tow Professorships for Distinguished Scholars and Practitioners – Rotating; conferred on two tenured Associate Professors each year; includes a $10,000 research/professional development fund and a summer stipend each year for two years.

4. Additional Research Support for Newly Hired Assistant Professors

In addition to the internal funding and research support opportunities available to all full-time faculty, the following benefits are available to newly hired, tenure-eligible assistant professors.

- **Reduced Teaching Load:** Assistant Professors are granted a one-course reduction in the first year of service.

- **Special Assistant Professor Leave (SAPL) :** During each academic year, Barnard College supports one or more Special Assistant Professor Leaves (SAPL) to enable tenure-eligible Assistant Professors who have successfully passed a third-year review to engage in research for a complete academic year at full salary. In addition, Special Assistant Professor Leaves are granted only if the Assistant Professor plans to return to the College for at least one academic year of full-time service or equivalent part-time service after the leave. SAPL Supplements are also available for Assistant Professors on leave during their fourth year following a successful third-year review. The supplement is a one-time grant that allows for funding of an amount not to exceed $12,000 over any two-year period of faculty eligibility inclusive of Faculty Research Grants already issued, and must be justified by application and clear sense of need. Supplement guidelines are available at https://barnard.edu/provost/resources/forms.

5. Leaves of Absence

All full-time Members of the Faculty are eligible for leaves of absence upon approval by the department chair and the Provost. Approved leaves of absence do not affect benefit eligibility.

Current guidelines for faculty leaves can be found at https://barnard.edu/provost/resources/forms.

Questions concerning eligibility for specific leave programs can also be directed to the Associate Director of Faculty Affairs at ext. 4-8365 or by email.

a. College-Paid Leaves for Research Purposes

All faculty members on College-paid leave must return to the College for a minimum of one full academic year following their leave. Failure to do so obligates the faculty member to repay the College for all costs incurred.

The following leave programs are available to eligible full-time Members of the Faculty for the purposes of conducting research and related scholarly activities.

Sabbatical Entitlement (SABB)[5]

Professors and Associate Professors are entitled to sabbatical leaves of one year at half salary or a half-year at full salary to provide them with uninterrupted opportunities for research.

Eligibility: A sabbatical is due to tenured Professors and Associate Professors in a tenured rank after they have completed six semesters of full-time service . A semester of full-time service

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[5] Revised SABB policy effective as of July 1, 2016.

consists of (i) a teaching load of two courses or (ii) teaching one course with one course release, or (iii) having two course releases, and that the faculty member remain active on campus during that semester including advising, departmental meetings, committee service, etc.

First Sabbatical Eligibility for Newly Promoted Associate Professor: When an Assistant Professor with at least six years of counted service is promoted to tenure, the first sabbatical is due after two semesters of service as a tenured Associate Professor.

First Sabbatical Eligibility for Newly Hired Tenured Associate Professor or Professor: When a new Associate Professor or Professor is hired with tenure, the first sabbatical is due after completion of six semesters of service.

Deferment: Faculty can postpone a sabbatical, without loss of credit, to be taken in another year or in conjunction with another leave; however, no more than one sabbatical of deferred credit can be accrued over a seven-year period. Requests for deferment must be sent to the Provost for approval.

Returning: Faculty returning from sabbatical shall submit a brief summary of their research activities to the Provost upon their return. A sabbatical is granted only if the tenured Professor or tenured Associate Professor plans to return to the College for at least one academic year of fulltime service or equivalent part-time service after the leave.

Additional Research Leaves - Two Semesters of Unpaid Leave (Leave without Pay, or LWOP) for Research: Tenured Professors and Tenured Associate Professors are eligible for a maximum of two semesters of unpaid research leave in a seven-year period, in addition to their sabbaticals. If the faculty member receives an external grant, they are eligible to receive supplemental salary for one semester during the seven year period. Supplemental salary shall not in any case have their salary topped-off for one semester during the seven year period. Salary top-off shall not in any case exceed the dollar amount of the external grant or be larger than $1/2$ of the faculty member's salary in either the semester or academic year in which the faculty member is on leave. Leaves without pay do not count as semesters of service for purposes of sabbatical accrual.

Maximum Leaves: Tenured Faculty are not to exceed two semesters of sabbatical and two semesters of research leave (without pay) in a seven-year period, except in the case of exceptional circumstances as discussed with the Chair and Provost.

Professional Development Leaves (PDL)

The Professional Development Leave Program (PDL) is part of the College's ongoing effort to support and encourage faculty development. The program is designed to free eligible continuing fulltime Members of the Faculty holding the ranks of Senior Lecturer, Senior Associate, Professor of Professional Practice, and Associate Professor of Professional Practice from normal teaching, advising, and College service for the purpose of pursuing professional goals more intensively than is possible while fulfilling their usual obligations to the College. The leave consists of one semester at full pay or one year at half pay; the faculty member will continue to receive full College benefits.

The Professional Development Leave Program is not an entitlement; it recognizes those senior faculty members whose professional lives so complement their teaching and College service that by supporting the first, the College improves the overall quality of the second and third. Proposed projects are expected to meet a high standard and be related to and contribute to the faculty member's instructional responsibilities.

To receive this award, faculty must meet all eligibility requirements and submit an application as per the instructions published on the Provost's website, which includes a detailed proposal for a project to be completed during the leave. Applicants must have a minimum of six years of continuous full-time service at the College, with the expectation that at least three years of fulltime service have been in the senior rank. Preference will be given to those who have demonstrated leadership in their department or college-wide programs. Members of the Faculty who are not awarded a Professional Development Leave upon initial application may be encouraged to reapply in subsequent years. A recipient of the Professional Development Leave is not eligible to apply for a subsequent professional development leave until six years after the academic year in which the initial professional development leave was taken.

For departmental planning purposes, applications are due to the Provost's Office in the academic year prior to the intended leave, normally by April 1. Decisions are made on the merit of the application and the record of the applicant; they may also be influenced by budgetary and programmatic considerations. Applications and guidelines can be found on the Forms and Guidelines page of the Provost's website at http://barnard.edu/provost/resources/forms.

b. Leaves of Absence for Eligible Faculty with Grants and Fellowships[6]

Eligible faculty taking research leave after winning grants that contribute to their professional development and to the reputation of Barnard College may apply to the Provost for supplemental salary and benefits as outlined below.

A faculty member who receives a grant or fellowship for a semester of leave can apply to the Provost for a salary supplement (top-off) in order to maintain full salary during the leave.

Eligibility

The supplemental salary and benefits program is available to tenure-eligible faculty, tenured faculty, and faculty in the Professor of Professional Practice ranks. Faculty in their terminal year of employment at the College are not eligible.

After returning from a salary-supplemented leave, faculty are required to file a report to the Provost summarizing their leave and research progress and work full-time at the College for at least one additional year after the leave.

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[6] Approved by Department Chairs and Program Directors in Fall 2013.

Benefits

The College will provide full non salary-based benefits during leaves under this section. Faculty who receive these benefits will be responsible for their share of contribution while the College contributes its portion.

Salary Supplements

Unpaid Research Leave for Tenured Faculty In Addition to Sabbatical Leave

Tenured Professors and Tenured Associate Professors are eligible for a maximum of two semesters of unpaid research leave in a seven-year period, in addition to their sabbaticals. If such faculty members receive an external grant, they are eligible to apply for supplemental salary (to have their salaries "topped off") for one semester during the seven-year period. Salary top-off shall not in any case exceed the dollar amount of the external grant or be larger than one half of a faculty member's salary in either the semester or academic year in which the faculty member is on leave. Leaves without pay do not count as semesters of service for purposes of sabbatical accrual.

Other Unpaid Research Leave

For tenure-eligible faculty and Assistant Professors of Professional Practice, a salary supplement to the full salary will typically be granted, assuming that the leave without pay and grant/fellowship application has been discussed with and approved by the Provost prior to the junior faculty member's applying for the grant/fellowship.

For tenured faculty and Associate/Full Professors of Professional Practice, a salary supplement will equal up to one half of their semester/year salary (depending on the relevant length of leave and not to exceed their full salary) at the time of the grant, assuming that the leave without pay and grant/fellowship application has been discussed with and approved by the Provost prior to the tenured faculty member's applying for the grant/fellowship. For tenured faculty, an adjustment of sabbatical schedule may be requested by the Provost to help ease the impact of a salary supplement on College resources; the sabbatical leave may also be combined with a salary supplement to a grant or fellowship to bring the tenured faculty member to full pay.

Approval of a salary supplement is not automatic and will depend on the ability of the faculty member's department or program to staff courses in the faculty member's absence, on the significance of the grant, and on the frequency with which the faculty member has received unpaid and College salary supplemented leaves in the past.

This policy pertains to grants and fellowships that are received once per three-year cycle. More frequent applications for institutional salary supplement will be reviewed by the Provost in consultation with the department chair.

Other Unpaid Leaves for Exceptional Circumstances

Leaves without Salary

Upon written request, and with the approval of the department chair and the Provost, full-time tenured, tenure-eligible and reviewed and renewable faculty may be granted a leave of absence without salary for a period of up to and including one academic year. Approved leaves without salary do not constitute semesters of service for the purpose of computing eligibility for future College-paid leaves.

Short-Term Leaves

Leaves of absence of a month or less during an academic term for pressing personal or professional needs may be granted to any Member of the Faculty upon approval of the department chair and the Provost. Short-term leaves for professional purposes cannot be granted unless adequate provision is made for covering the Member of the Faculty's teaching responsibilities.

c. Leaves of Absence for Reasons of Pregnancy, Childbirth, and Infant Care

Eligibility

These benefits are available only to full-time Professors, Associate Professors, and Assistant Professors, Professors, Associate Professors, and Assistant Professors of Professional Practice, Senior Lecturers, Lecturers, Senior Associates, and Associates who have worked for the College for at least 12 months, which can be non-consecutive, and who have worked fulltime within the last year prior to the start of leave. Paragraph 4(e) below outlines special provisions for eligible part-time Members of the Faculty. Eligibility for leave under the Family and Medical Leave Act ("FMLA") is addressed separately in Section 5f.

Pregnancy and Childbirth

a)   A pregnant eligible Member of the Faculty may use available disability benefits for the period of actual disability due to pregnancy or childbirth in the same manner as for periods of disability due to other causes. The duration of actual disability due to pregnancy or childbirth is that certified by the   doctor of the eligible Member of the Faculty. The College may request a second opinion concerning the disability.

b)   A pregnant eligible Member of the Faculty, upon prior written notice, may elect, in lieu of the normal disability benefits referenced above, to take a leave of absence for the half-year period (i.e., July through December or January through June) in which childbirth is expected, at full salary and full benefits.

Infant Care

a) Unpaid Leave of Absence
Upon prior written notice, an eligible   Member of the Faculty is entitled to leave without salary for reasons of infant care for up to two half-year periods (as defined above). Non-salary related benefits will continue during the leave period.

i) In the case when a Member of the Faculty   gives birth to a child, two half-years of infant care leave may be taken in addition to a disability leave or a paid leave taken for reasons of pregnancy and childbirth , as long as the infant care leave is completed within 18 months after the birth.

ii.) In the case of the birth of a natural child, or an adopted, foster or step-child, such leave must be completed within 12 months after the child joins the family of the eligible Member of the Faculty on a full-time basis.

b) Reduced Teaching Load Option
An eligible Member of the Faculty who is a single parent or who is one of two parents, both of whom work outside the home or engage in formal program of study at least two-thirds time, may elect a reduced teaching option in lieu of leave without salary as provided above. Upon prior written notice such Member of the Faculty may take up to one course release from teaching responsibilities, without reduction of salary and benefits, for up to two half-year periods. The exact arrangements for a Member of the Faculty electing this option must be approved by the Department Chair and the Provost based on the staffing needs of the College.

i) In the case when a Member of the Faculty gives birth to a child, two half-years of reduced teaching option may be taken in addition to a disability leave or leave taken for reasons of pregnancy and childbirth , as long as the reduced teaching option is completed within 18 months after the birth.

ii.) In the case of the birth of a natural child, or an adopted, foster or step-child, the reduced teaching option must be completed within 12 months after the child joins the family of the eligible Member of the Faculty on a full-time basis.

General Provisions

a)   In order to facilitate planning for the absence of a Member of the Faculty, prior written notice of intent to take available disability benefits or a leave of absence due to pregnancy and childbirth or an infant care unpaid leave, or to elect the reduced teaching option, should be given as early as possible, normally at least 30 days in advance. An anticipated date of return from leave or the end of the reduced teaching load option is to be included in the notice.

b)   Section III.A. of the Barnard College Code of Academic Freedom and Tenure specifies the conditions under which the eight-consecutive-year rule may be waived for Members of the Faculty s for reasons of pregnancy, childbirth, and infant care.

c)   Recognizing that the College may have to make advance commitments to other persons to replace Members of the Faculty taking leaves under this policy, once arrangements therefore have been completed, a Member of the Faculty   who elects to take such leave may be required to do so, in the College's discretion, regardless of a change in his or her circumstances.

d)   Upon completion of a leave under this policy a Member of the Faculty   will be entitled to return to his or her position held before commencement of the leave, subject to paragraph f, below.

e)   Part-time Professors, Associate Professors, Assistant Professors, Professors, Associate Professors, and Assistant Professors of Professional Practice, Senior Lecturers, Lecturers, Senior Associates, and Associates who have, in consecutive appointments, the equivalent of one and one-half years of full-time service are entitled to leave without salary for reasons of pregnancy, childbirth, or infant care for up to two half-year periods. All other conditions of an infant care leave without salary provided for full-time Members of the Faculty are applicable to this provision for part-time Members of the Faculty s. A part-time Member of the Faculty need not resign for purposes of such leave, but will be entitled to return to the position he or she held before commencement of the leave, subject to paragraph f, below.

f)   This policy does not entitle the employee to any greater right to continued employment, reinstatement, or other benefits then he or she would have been entitled to had he or she not taken leave under this policy. For example, a person may take a leave of absence under this policy in the terminal year of appointment, but such leave will not serve to extend the Member of the Faculty's appointment beyond the terminal year.

g)   The first 12 weeks of leave taken under this Section 5.c., with or without salary, are deemed to meet the requirements of the Federal Family and Medical Leave Act (see "FMLA Leaves" below).

FMLA Leaves

The Family and Medical Leave Act of 1993 (FMLA) gives certain full- and part-time employees of the College the right to unpaid leave to deal with the following:

1. the birth, adoption, or foster placement of a child;
2. a medical disability;
3. a serious illness of a spouse, child, or parent; or
4. a qualifying exigency, as defined by the federal Department of Labor, arising from a spouse, child, or parent serving on or being called to active military duty.

An eligible employee with a family member in the military is entitled to 26 weeks of FMLA leave. The maximum period of FMLA leave for other purposes is 12 weeks in any 12-month period.

To be eligible for an FMLA leave, an eligible employee must have been employed and paid by the College for at least 12 months immediately preceding the commencement of the leave. In addition, they must have provided at least 1,250 hours of service during that 12-month period.

The leaves full-time faculty may take under College policies for purposes also covered by the FMLA are more generous than those required by the Act, with the exception of certain benefits provisions. Consequently, the College considers the first 12 weeks of any such leave as fulfilling the requirements of the Family and Medical Leave Act, except for leaves arising from a family member's military service in which case it counts for the first 26 weeks.

A further description of the Family and Medical Leave Act and the College's policies and procedures for implementing its provisions may be obtained from the web page of the Office of Human Resources at https://barnard.edu/hr/employee-guide/policies/family-and-medical-leave or by contacting one of its generalists.

E. INSTITUTIONAL FUNDING AND SPONSORED RESEARCH

The Office of Institutional Funding and Sponsored Research is responsible for all grant applications submitted by Barnard College and/or its faculty members in the scope of their Barnard employment to foundation, corporate, and government sources. Their staff provides support in the entire application process, from identifying funding opportunities to submitting final materials to completing reports. Grant-related resources are available on their website at https://www.barnard.edu/grants.

Institutional Funding compiles a Faculty Grants Handbook with policies and procedures related to external funding that can be downloaded at http://www.barnard.edu/faculty-grants-handbook. The office also publishes a calendar of various annual grant deadlines, as well as a bi-weekly newsletter on upcoming workshops and grant opportunities. Interested faculty can sign up by emailing grantopportunities@barnard.edu.

All faculty members submitting applications/proposals for outside funding (including fellowships) must submit application materials, along with the routing form and budget template, to the Director for Faculty Sponsored Research at (212) 870-2526 or by email.

F. RESEARCH POLICIES AND REGULATION

1. Institutional Review Board (IRB)

Any member of the Barnard College faculty, staff, postdoctoral, and student bodies who plans to initiate research in the scope of their employment at Barnard involving human subjects must submit a protocol for IRB review prior to beginning the project. The Barnard IRB meets on the second Monday of every month, or as needed, while classes are in session and as needed during the summer recess. In order to assure a timely review, applications should be submitted to the IRB at least two weeks before a scheduled meeting. For more information on the IRB and approvals, visit http://barnard.edu/provost/research-professional-development/irb.

2. Institutional Animal Care & Use Committee of Columbia University (IACUC)

Any member of the Barnard College faculty, staff, postdoctoral, and student bodies who plans to initiate research involving animals must submit a protocol for review by Institutional Animal Care and Use Committee of Columbia University to begin the project. The Principal Investigator (PI) on an animal protocol form is required to be an Instructor with a full-time appointment and have the rank of Professor, Associate Professor, Assistant Professor, or Instructor (as defined in the Academic Code). Senior Research Scientists/Scholars and Research Scientists/Scholars may also serve as PIs and submit an animal protocol form. For more information about the IACUC and the process for submitting a protocol, visit http://www.cumc.columbia.edu/dept/iacuc (UNI log-in required).

3. College Policy on Conflict of Interest and Commitment

Any circumstance that could cast doubt or the appearance of doubt upon an employee's ability to act with total objectivity with regard to the College's interests presents a potential conflict of interest situation. This policy sets forth the kinds of conflict situations each employee should avoid and guidelines for dealing with them. The full text is available online at https://barnard.edu/provost/institutional-policies/conflict-of-interest.

4. College Policy on Intellectual Property and Copyright

This policy clarifies the rights and responsibilities of the College, its faculty, other employees, and students who are collaborating with faculty members or researchers, and consultants. Copyright law protects the expression contained in works of authorship such as books, articles, memoranda, texts, computer programs, musical works, dramatic works, pictorial works, motion pictures and other audiovisual works, multimedia works, web pages, and sound recordings. The full text is available online at https://barnard.edu/provost/institutional-policies/intellectualproperty-and-copyright.

5. College Policy on Scientific and other Academic Misconduct

Each member of the College community has a responsibility to foster an environment which promotes intellectual honesty and integrity, and which does not tolerate misconduct in any aspect of research or scholarly endeavor. Scientific misconduct is unacceptable at any level and involving any member of the community.

The College's definition of scientific misconduct, and procedures for investigating and reporting allegations of misconduct, conform to the definitions and regulations of federal funding agencies, which have policies on this subject. The full text is available online at https://barnard.edu/provost/institutional-policies/scientific-misconduct.

IV. Service and Governance

A. FACULTY MEETINGS

Faculty meetings are normally held on the first Monday of each month in which the College is in session, from 4:10-6:00 p.m. Neither classes nor office hours should be scheduled during times designated for Faculty meetings.

Special meetings may be held at the call of the President or Provost or upon a formal written request signed by no fewer than five members of the Faculty.

The following Rules of Order and procedures govern Barnard Faculty meetings:

1. **Attendance.** All Members of the Faculty are expected to attend Faculty meetings.

2. **Presiding Officer.** The President or her designee (usually the Provost) presides over the meetings.

3. **Voting.** Only Members of the Faculty have the right to vote. This includes those administrators holding Faculty status, namely the President, Provost, Dean of the College, and Dean of Studies. Unless otherwise decided by the Faculty, votes are by a simple majority. Faculty tellers are responsible for counting and reporting votes. The Provost/Presiding Officer votes only in the case of a tie, and her vote is determinative of the outcome in this case.

4. **Quorum.** A quorum consists of 50 voting Members of the Faculty. While it is typically the case that Faculty members must be present at the Faculty meeting to cast a vote, in certain important decisions, and as specified by the Provost, voting in absentia is permitted. The exact procedures and specifications determining absentee voting will be determined prior to the vote by the Faculty Governance and Procedures Committee (FGP) in consultation with the Provost.

5. **Agenda.** Agendas for Faculty meetings are set by the FGP in consultation with the Provost and are available on the myBarnard portal prior to the meeting.

6. **Minutes.** Minutes of Faculty meetings are taken by a faculty reporter and are appended to the agenda of the succeeding Faculty meeting for the approval by the Members of the Faculty.

7. **Parliamentary Procedures.** When the rules and procedures for conducting the Faculty meetings are challenged or otherwise called into question, *Robert's Rules of Order Newly Revised* shall be followed.

B. FACULTY GOVERNANCE

1. Rules of Order and Procedures for Elected and Standing Appointive Committees

The Faculty Governance and Procedures Committee (FGP) has specified that the following rules of order for all elected and appointed faculty committees should be implemented each academic year:

- All faculty committees will either elect a recorder or will have the Provost's office assign a recorder to take official meeting minutes.

- Meeting minutes should be recorded and approved by the committee. Minutes should include action items passed at the meeting.

- All meeting minutes should be posted on a committee website and should be restricted to the current year's committee members. Official minutes should exclude any personnel actions or other confidential information.

2. Committee Membership and Faculty Divisions

All Members of the Barnard Faculty are expected to participate in the governance of the College through service on its faculty and College committees. Tripartite committees are composed of

faculty members, administrators, and students designated by the Student Government Association.

To assure comprehensive representation, committee membership is often grouped into the following four faculty divisions:

I.	Architecture	**II.**	Biological Sciences
	Art History		Chemistry
	Dance		Environmental Science
	English		Mathematics
	Music		Physical Education
	Theatre		Physics and Astronomy
			Psychology
III.	Anthropology	**IV.**	Africana Studies
	Economics		Asian and Middle Eastern Cultures
	Education		Classics
	History		French
	Political Science		German
	Sociology		Italian
	Urban Studies		Philosophy
			Religion
			Spanish and Latin American Cultures
			Women's, Gender, and Sexuality Studies

Faculty in the Professional Practice ranks may be named or elected to College committees in seats reserved for non-tenured Faculty (i.e., Assistant Professors of Professional Practice) or tenured Faculty (i.e., Associate Professors or Professors of Professional Practice), with the exception of the Advisory Committee on Appointments, Tenure, and Promotion (ATP) and the Faculty Budget and Planning Committee (FBPC). Members of these two committees must be tenured, and, in the case of the ATP, at least three must hold the rank of Professor. Faculty may not serve simultaneously on the ATP and the FBPC.

3. Elected, Appointive, and Ad Hoc Committees

The table below lists the active elected, appointive, and ad hoc committees with faculty participation at the College.

Elected Faculty Committees	Advisory Committee on Appointments, Tenure, and Promotion (ATP)
	Committee on Instruction (COI)
	Faculty Budget and Planning Committee (FBPC)
	Faculty Finance and Resource Committee (FFRC)
	Faculty Governance and Procedures Committee (FGP)
	Faculty Representatives to University Senate
	Faculty Representatives to the Board of Trustees
	Grants Committee
	Reviewed and Renewable Faculty Advisory Committee (RRFAC)

Standing Appointive Faculty Committees	Academic Success and Enrichment Committee Barnard Emergency Management Committee (BEMC) Barnard Library and Academic Information Service Committee (BLAIS) Columbia College–School of General Studies Committee on Instruction Columbia University Faculty Athletics Committee Committee of Department Chairs and Program Directors Committee on Honors Committee on Programs and Academic Standing (CPAS) Faculty Committee on Internationalization Faculty Diversity and Development Committee (FDD) Honor Board Institutional Research and Assessment Committee (IRAC) Institutional Review Board (IRB) Joint Faculty and Administrator Benefits Committee (JFAB) Medalist Committee Phi Beta Kappa Committee Pre-Health Professions Committee Senior Commencement Committee Student Life Committee Sustainable Practices Committee Trustee Committee on Academic Affairs Trustee Committee on Campus Life
Special and Ad Hoc Committees	Additional committees are periodically formed by the President, the Provost, or a vote of the Faculty to address pressing substantive matters of the college. Service on Special and Ad Hoc Committees carries the same weight and is governed by the same policies as standing elective and appointive committees. *A list of current Special and Ad Hoc Committees can be found at http://barnard.edu/academics-library/provost-dean-faculty/servicegovernance/faculty-committees/special-and-ad-hoc.*

a. Elected, Appointed, Special, and Ad Hoc Faculty Committees

Committee descriptions and memberships can be found at http://barnard.edu/provost/servicegovernance/faculty-committees.

4. Appointed Faculty Service Positions

The following positions are appointed annually:

- **Faculty Reporter**
  (1-year term). Records minutes at Faculty meetings and submits to the Office of the Provost for posting. One Member of the Faculty.

- **Faculty Tellers**
  (1-year term). Announce the results of fall and spring faculty elections at Faculty meetings. Two first-year Assistant Professors.

C. DEPARTMENT CHAIRS & PROGRAM DIRECTORS

1. Roles and Responsibilities of Department Chairs and Program Directors

The chair is the chief administrative officer of the department. As such, the chair is responsible for directing its instructional program and administrative operation. The chair also represents the department in discussions on academic and administrative matters with the administration of the College, other departments at Barnard, and the counterpart department at Columbia. Program directors have similar roles and responsibilities to those of department chairs. Specifically, department chairs and program directors are responsible for

- Convening department meetings for all full-time Members of the Faculty;

- Conducting faculty appointments and searches and directing negotiations with candidates being considered for appointment (in consultation with the Provost);

- Ensuring that non-tenured faculty are reviewed for reappointment and promotion (as appropriate) in a timely manner, making sure to consult the *Personnel Procedures* for details about the procedures for appointment, reappointment, promotion, non-renewal, leaves, resignation, and retirement, and notifying the Provost of the department's decision to pursue a tenure nomination for an eligible Assistant Professor;

- Approving all research proposals submitted by their department faculty, including external grant and fellowship applications[7];

- Reviewing all requests for leaves before they are forwarded to the Provost;

- Preparing the department's annual instructional budget proposal, making sure to project anticipated leaves in the department for the following two years;

- Supervising the hiring of all adjunct faculty after budget approval from the Provost;

- Directing the department's curricular program, which includes planning the annual course offerings and making teaching assignments in consultation with other members of the department, and ensuring the scheduling of an adequate number and range of

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[7] Faculty principal investigators are asked to seek/provide department chair acknowledgement when any of the following are needed or included in their research proposals:

- Equipment purchases - tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost of $5,000 or more
- Additional or renovated office space or facilities
- Course release or leave time
- Additional personnel to be hired under the grant

courses required for the major and their prerequisites, as well as courses suitable for non-majors and for general education requirements;

- Making updates to the course listings online and departmental web pages, usually with the assistance of the department assistant or administrator, for the following semester;

- Overseeing relations between the department's students and faculty, including assuming, facilitating, or delegating advising of their department's majors;

- Coordinating with department faculty to develop and implement the department's assessment plan (including student learning, Academic Program Reviews, etc.); and

- Composing the Chair's Year-End Report for Personnel and Salary Reviews, in which the chair makes recommendations to the Provost on merit pay for the department faculty.

2. Chair's Timeline

The Department Chair's Timeline is intended as a guide for departments planning the academic year. All dates are subject to change. The most current timeline is available online at http://barnard.edu/provost/service-governance/chairs-directors/dept-chair-timeline.

3. Compensation for Chairs and Directors

The policy for chair/director compensation is periodically reviewed by the FBPC. Chair/director compensation consists of course releases, stipends, mini grants, or research grants. Faculty should take note that stipends in lieu of course release are taxable and research grants in lieu of course release are not.

4. Department/Program Faculty Relations and Personnel Matters

a. Department Meetings

The chair is expected to convene department meetings for all full-time Members of the Faculty at regular intervals, depending on need and department size, once a semester at minimum.

b. Appointments and Searches for Full-Time Members of the Faculty

Department Procedures for Full-Time Appointments

Recommendations on appointment, reappointment, promotion, and tenure of full-time Members of the Faculty must be made by a majority vote of the department's full-time faculty members holding ranks higher than that of the candidate being considered. Discussion and votes for these matters take place in executive session meetings with the appropriate faculty composition. Refer to "Search Procedures for Full-Time Faculty Positions" and "Faculty Reappointment, Tenure, and Promotion Reviews" below for specific provisions.

Recommendations on terminal full-time appointments for one year or less are made by the department chair/program director in consultation with the Provost.

Search Procedures for Full-Time Faculty Positions

Full-time reviewed and renewable faculty appointments are made only after public announcement of vacancies and the screening of applicants in accordance with the equal employment opportunity policies of the College.

A. Authorization of Searches for Full-Time Faculty

The search authorization process begins with a preliminary petition from the chair to the Provost, submitted by the date specified in the *Personnel Procedures* calendar. The search petition is reviewed by the Faculty Budget and Planning Committee (FBPC), whose responsibility is to prioritize all College-wide departmental search requests and make recommendations to the Provost. After consultation with the Provost, the President authorizes a search.

Detailed instructions and the search form can be downloaded from the Provost's website

at http://barnard.edu/provost/resources/forms.

B. Planning for the Search Once Approved.

In consultation with the Provost and the Dean for Faculty Diversity and Development (FDD Dean), the chair develops a comprehensive search plan, including the following items.

- Identification of the search committee membership:

  o The department chair may serve as the chair of the search committee or designate another member of the committee to serve in that role. Departments are encouraged to include one member of the tenured faculty from an allied department at Barnard. Faculty who are scheduled to leave the College permanently for any reason including retirement may not serve on the search committee, nor may they participate in any discussions about the line allocation request, except as formally petitioned by the department and approved by the Provost. All search committees must be approved by the Provost.

  o There should be an indication of how the counterpart department at Columbia (if there is one) will be involved. Minimally there must be consultation with the Columbia chair at the start of the search and during the final selection process and before a recommendation to hire is made to the Provost. Search committee chairs are encouraged to seek faculty representation from Columbia counterpart departments.

- Process for evaluating candidates.

- List of steps to ensure the active recruitment of a diverse pool of candidates.

- Draft of the position advertisement:

  o The ad must contain the language: "Barnard College is an Equal Opportunity

Employer and is actively committed to creating a diverse and inclusive community. We especially encourage women and candidates from diverse backgrounds to apply."

- o It should also specify the timeline for the search and what the candidate should supply. This must include a letter of interest addressing experience and future plans in teaching and research, a *curriculum vitae*, the names of three to five references, and representative scholarly material (e.g., teaching evaluations, sample syllabi, sample exams, a statement of their approach to teaching). Depending on the nature of the search, departments may request referee letters either as part of the application or after the initial screening of candidates.

- o Along with the ad copy, the department must include a list of all venues where the ad will appear (e.g., professional journals, job listing services of professional organizations) and a description of any additional methods of advertising (e.g., letters to highly-rated departments in the field, personal calls to leaders in the field, ads in generic publications such as the *Chronicle of Higher Education*).

- Budget request:

  - o This should include the projected advertising costs and estimate and itemize the cost of travel and entertainment for the finalist pool.

- List of questions and interviewing protocols.

- Projected timeline.

The chair should refer to the Barnard Faculty Search Form, Part I. "Planning for the Search" for details on the search plan and search process. The Faculty Search Form can be downloaded from the "Forms and Guidelines" page of the Provost's website at http://barnard.edu/provost/resources/forms.

Upon approval of the search plan and budget by the Provost and the FDD Dean, the designated search committee chair proceeds with the agreed-upon process. The Provost's Office will post the ad copy on the College's website and other generic recruitment sites.

C. Evaluating Candidates.

The search committee (or a designated sub-group) narrows the pool of applications, using the wording of the advertisement and the specific criteria established at the beginning of the search to guide these efforts. The rationale for eliminating each candidate must be documented. The FDD Dean should be consulted and should approved each stage of the narrowing process.

Search committee members must disclose any conflict of interest to the search committee chair. Any Columbia search committee member must recuse him or herself whenever a candidate affiliated with Columbia University, either as a student, former student, or current faculty member, is considered by the committee. The chair of the search committee may solicit the opinion of the Columbia member about any such candidate.

When the review of applications and any preliminary interviews are complete, the search committee chair should meet with the Provost to discuss next steps and campus interview procedures. At that time, the chair should provide the Provost and the FDD Dean with CVs, cover letters, research/teaching statements, and letters of recommendation for potential finalists. The chair of the search committee should also submit the Barnard Faculty Search Form, Part II. "Reviewing Applicants," along with the candidate materials specified at the top of the page, to the Provost. The information in this form will be compiled by the Provost's Office so as to inform future diversity efforts.

A complete file of all applications and meeting notes should be kept for at least one year following the successful completion of the search.

D. Campus Visits by Finalists.

The candidate's visit to campus must include a public presentation of his or her scholarly or artistic work. Departments may also ask the candidate to teach a class. The public presentation should be announced campus-wide and to the corresponding Columbia department. The committee should introduce the candidate to students and to relevant faculty outside the department, and solicit their written feedback. The candidate must also meet with the Provost or, if the search is for a senior candidate with tenure, with both the Provost and the President.

E. Making the Final Selection and Offer.

The search committee and/or the department constructs a proposed final ranking of the candidates who were interviewed, and the department chair discusses the ranking with the Provost. If agreement is reached on the selection of the first-choice candidate and rank ordering of the other finalists, the chair and the Provost discuss the salary and other perquisites the chair is authorized to offer to the candidate. The department chair then calls the candidate and makes an offer. If the first-choice candidate declines, the department chair, in consultation with the department and the Provost, will proceed with other offers according to the rank ordering of candidates.

At any stage, a department should feel free to vote to declare a failed search. It is expected that the department will re-file the search request with the FBPC in the following year, unless the department changes the field or rank, or unless financial constraints of the College require another detailed review by the FBPC.

F. Letter of Appointment.

After notification from the department chair, the Provost will issue the formal letter of appointment that will specify details of the offer. The candidate will signify acceptance by returning a signed copy of the offer letter and will provide proof of terminal degree.

G. Sample Search Timeline

- February: Submit request to the FBPC for authorization to conduct search.
- April-June: After the FBPC authorization, submit search plan to the FDD Dean and the Provost.
- June-September: After Provost approval, begin active recruitment of a diverse pool.

- October-December: Send acknowledgements to applicants. Committee convenes and deliberates.

- January-March: Invite finalists, schedule campus visits, rank finalists after visits, and confer with the Provost on making an offer.

H. Searches for Full-Time Visiting and Term Faculty

Searches for one-year visiting and term appointments are approved by the Provost as part of the annual budgeting process. Department chairs should follow Human Resources guidelines in posting these appointments and considering a diverse pool of candidates.

Search requests for multi-year visiting and term appointments are made to the FBPC and follow the procedures outlined above for reviewed and renewable faculty. Any exceptions to these procedures should be discussed with the Provost.

I. Post-Hiring Payroll Procedure

Once the details of a new full-time faculty appointment have been confirmed with the Provost and the candidate has accepted the position, the chair must submit a Faculty Action Form to the Provost's Office, so that the appointment can be formally processed and coordinated with Human Resources. A current CV must be included with the action form. All action forms can be downloaded from the "Forms and Guidelines" page of the Provost's website at http://barnard.edu/provost/resources/forms.

The Faculty Action Form is submitted only once for tenured and tenure-eligible appointments.

Faculty Action Forms must be submitted each academic year for reappointment of all term and visiting faculty on multi-year appointments.

Hiring of Part-Time Instructors, Teaching Assistants, and Graders

Recommendations on hiring adjunct faculty are made by the department chair/program director contingent on budget approval in consultation with the Provost's Office and in accordance with the applicable Collective Bargaining Agreement. Questions may be directed to the Office of the Provost and the Office of the General Counsel.

Prior to the beginning of each semester (or as needed throughout the semester), the chair must submit an Adjunct Action Form to the Provost's Office for processing all part-time Instructors and must submit an Action Form for teaching assistants, and graders in conjunction with Human Resources. A current CV must be included with the action form. The Provost's Office provides a current payroll schedule on the Forms & Guidelines page of the Provost's website at http://barnard.edu/provost/resources/forms.

Procedures for Appointment of Research Scholars

Research Scholars are non-salaried positions that provide institutional identity for the purpose of conducting scholarly research, along with access to Barnard and Columbia libraries and computing services. These positions carry neither teaching responsibilities nor other privileges associated with faculty appointments. Research Scholar appointments are reviewed by the

ATP. Appointment guidelines can be downloaded from the Provost's website here: http://barnard.edu/provost/research/ranks-actions-reviews-leaves.

a. Termination Procedures

As soon as a department chair knows that a full-time faculty member's appointment will be terminated, he or she (or the department assistant or administrator) must submit a termination form to the Provost's Office. Termination forms are also required for part-time Instructors who are leaving before the end of their hire term, or who the department anticipates will not return in the foreseeable future. Termination forms are Faculty or Adjunct Action Forms on which the "Action" is "Termination." These forms must include a termination date and a reason for departure.

b. Annual Faculty Reporting

All full-time Instructors are expected to submit an annual personnel form and current CV to the Provost and to their department chair at the end of each spring semester. These records are used by the Provost and President to help inform salary decisions. Chairs also use these forms, along with other data such as teaching evaluations, course syllabi, and scholarly work, to conduct annual reviews and to make recommendations regarding reappointment, promotion, and merit salary increases.

c. Faculty Reappointment, Tenure, and Promotion Reviews

The Chair must consult the *Procedures for Reappointment and Promotion of Full-Time Faculty at Barnard College* for specific provisions concerning the appointment, reappointment, promotion, tenure, non-renewal, resignation and retirement of Instructors prior to initiating the review. The *Procedures* document is available online at http://barnard.edu/provost/resources/publications/personnel-procedures.

For all tenure reviews, chairs should also consult Columbia University's *Principles and Customs Governing University-Wide Tenure Reviews for Barnard College* ("Principles and Customs"), which is available online at http://www.columbia.edu/cu/vpaa/docs/Barnard_Tenure_Guidelines.pdf.

The ATP, chaired by the Provost, is responsible for reviewing the dossiers of all full-time members of the faculty and making recommendations for reappointment, tenure, and promotion to the President of the College. The candidate's dossier is normally prepared by the department chair (or a tenured faculty member designated by the chair) in consultation with those faculty members in the department who hold a higher rank than the candidate and with the Provost. Administrative support is provided by the department assistant or administrator, working closely with the Manager of Academic Programs and Faculty Support in the Provost's Office.

For upcoming reappointment and/or promotion reviews of Lecturers, Associates, Senior Lecturers, Senior Associates, and faculty in the Professor of Professional Practice ranks, chairs are required to petition the FBPC for continuation of the faculty line in advance of the review. The FBPC deadline is normally at the beginning of the spring semester of the candidate's sixth year of service; chairs should refer to the "Guidelines for a Petition to the FBPC" at http://barnard.edu/provost/resources/forms for more specific details.

d. Leaves

Chairs must review the Faculty Leave policies prior to recommending requested leaves to the Provost. Policies are posted on the "Policies on Leaves" page of the Provost's website: http://barnard.edu/provost/research-professional-development/leaves.

When preparing the staffing plan for the annual instructional budget, the chair is asked to project anticipated leaves in the department for a two-year period. These include Special Assistant Professor Leaves (SAPL), Sabbaticals (SABB), Professional Development Leaves (PDL), and Leaves without Pay (LWOP). The chair is expected to ensure that the scheduling of leaves in the department provides for adequate coverage of the instructional offerings and is sensitive to budget considerations. Normally, when conflicts occur, SAPLs and grant-funded leaves for Assistant Professors will receive priority over other leaves. To assist with departmental curricular planning, the chair can request that a SABB or PDL be advanced or delayed, and indicate what accommodation plans have been made. When unanticipated requests occur (such as parental, family, medical, or grant-funded leaves), the chair should consult the Provost on accommodation plans.

PDL applications, along with a letter of support from the chair, must be submitted to the Provost. For further information, consult the PDL application guidelines, which are available on the "Forms and Guidelines" page of the Provost's website at https://barnard.edu/provost/resources/forms.

All faculty on College-paid leave must return to the College for a minimum of one full academic year following any paid leave. Failure to do so obligates the faculty member to repay the College for the cost of the paid leave, inductive of salary, benefits, and any additional College grants in support of the leave. This requirement does not apply if the faculty member is on an unpaid leave under the Family Medical Leave Act in Section D(5)(f) above.

e. Internal Research Grants and Travel Grants

Applications for Faculty Conference Travel Grants should be submitted to the Office of the Provost. Please see the Faculty Conference Travel Grant Guidelines, Application, and Expense Report.

Faculty applications for internal research grants require the signature of the chair and should be submitted to the Grants Committee. Please see the Faculty Research Grant Application and Guidelines, which include information regarding SAPL Supplements.

All guidelines and forms can be found on the "Forms and Guidelines" page of the Provost's website at http://barnard.edu/provost/resources/forms (scroll down to "Grant Applications and Forms").

f. Institutional and Individual Sponsored Research

All Faculty seeking external grants or external funding should notify their chairs about intended proposals prior to submission. After consulting the chair, the faculty member or chair must notify both the Provost's Office and the Office of Institutional Funding and Sponsored Research, who will assist in finalizing the submission. Any request for release time or leave without pay must

receive approval from both the department chair and the Provost prior to submission. For more information, see section III.E. above or consult the Institutional Funding website at https://www.barnard.edu/grants.

5. Department/Program Curriculum Administration

a. The Major and Departmental Course Offerings

Major and Departmental Course Offerings

The chair, in consultation with other members of the department, plans the annual course offerings. Proposals for new courses or changes to major or minor requirements must be submitted to the COI via the CIM online form by the semester deadline. For more information on submitting course proposals to the COI, see section 5.c. Course Listings, Catalogue below.

Student Learning Outcomes and Program Assessment

Department chairs and program directors are responsible for the assessment of student learning, in coordination with the Provost and Director of Institutional Research. For more information, please see the College's Assessment Plan.

All departments and programs must post a mission statement and student learning outcomes on their websites and in the online Barnard College Course Catalogue.

b. Teaching Assignments and Staffing the Curriculum

The Chair, The Chair is responsible for determining departmental teaching assignments. A full-time teaching load consists of four courses for tenured and tenure eligible faculty; five courses for Professors of Professional Practice; and six courses for term assistant Lecturers and Associates. For Instructors on term appointments, a full-time teaching load consists of five courses for Term Assistant, Associate, or Full Professors; five courses for Term Professors of Professional Practice at all ranks; and six courses for Term Associates, Lecturers, Senior Lecturers and Senior Associates at all ranks.

The College recognizes and encourages contributions to graduate teaching, first-year seminars, and interdisciplinary programs. Chairs should consider these options when planning teaching assignments.

Chairs should limit the number of new course preparations for tenure-eligible Assistant Professors, while encouraging diverse kinds of teaching (upper level, introductory, seminar, lecture, lab-based). Care should be taken to assign Assistant Professors to courses closely related to their research or prior teaching.

The chair should assess the need for teaching assistants or graders (to be submitted with the annual budget and subject to approval).

c. Course Listings

Course Catalogue

Every October and February, the chair is asked to update the online course listings for the upcoming semester, usually with the assistance of the department assistant or administrator. The online CIM system can be accessed at https://barnard.edu/provost/teaching/courses. For permission to access or training on the system, contact the Academic Affairs Coordinator in the Provost's Office at ext. 4-9556.

Each February, the chair is asked to provide updated departmental information for the coming year. Some chairs, especially those in Architecture, Dance, Theatre, and Urban Studies, which also serve the Columbia major, are also required to submit catalogue copy directly to Columbia College for the Columbia College Catalogue and to General Studies for the GS Catalogue.

Other chairs exchange updated staffing and course information with their counterpart Columbia departments for inclusion in their respective catalogues.

Chairs are required to submit all new courses and any significant changes in requirements to the Barnard COI. Approved changes should be communicated to the department assistant or administrator, who will make the changes in the online catalogue. Providing updated departmental information usually involves noting personnel changes and any approved changes in requirements. Updating the course listings involves adding approved new courses and publishing courses that are not being offered currently, but will be offered again. When new Columbia courses are added to the Barnard Course Catalogue, these courses must also be submitted to the Barnard COI. Conversely, new Barnard-staffed UN3000 or GU4000 courses must be submitted to the Columbia College-General Studies (CC-GS) COI via the counterpart Columbia department. New Barnard courses or changes in requirements for majors that also serve as the Columbia major – such as Architecture, Dance, Theatre, and Urban Studies – must be submitted directly to the CC-GS COI.

The online Course Catalogue can be updated throughout the year; contact the Academic Affairs Coordinator in the Provost's Office at ext. 4-9556 if there are any changes needed.

Directory of Classes

Columbia generates the University-wide *Directory of Classes*. The online Barnard Course Catalogue links to the *Directory of Classes* for all courses currently being offered. Chairs receive printouts of course listings from previous semesters from the Registrar, and are asked to return the printouts with corrections. The lists should include all courses taught by Barnard faculty, both graduate and undergraduate, as the Columbia Registrar's Office relies on the Barnard Registrar to supply complete and accurate information about all Barnard-taught courses. Once the list is returned, the Registrar enters changes and corrections in the database and transmits a file electronically to Columbia.

On the course lists, departments are also asked to supply information about classroom needs: anticipated class size; the need for audiovisual equipment; and whether graduate courses should be scheduled in Barnard or Columbia classrooms. The Registrar's Office will attempt to honor classroom requests; however, given the limited number of classrooms, departments are asked to spread out their course offerings throughout the day and week. Some courses offered at popular time slots may have to be scheduled at Columbia or moved to a different time.

All information contained in the *Directory of Classes* is available on the Columbia website and is updated nightly. Current courses listed in the online Barnard Course Catalogue have links to the *Directory of Classes*. Contact the Registrar for questions about course listings, and the Associate Registrar for classroom assignments, both at ext. 4-2011.

Limited Enrollment Courses

During the advance registration period each semester, students sign up for certain Barnard and Columbia limited-enrollment courses via myBarnard. They sign up for additional Barnard-taught limited-enrollment courses according to procedures specified by the offering department. Some departments post sign-up sheets; some require the submission of appropriate samples of work; some require auditions. The department must indicated which courses will be limited enrollment when they submit their course offerings to the Registrar for that semester.. Questions on limited enrollment classes should be directed to the Registrar at ext. 4-2011.

d. Student Course Evaluations

Course evaluation forms are provided through CourseWorks to all enrolled students in all undergraduate courses taught by Barnard faculty. All faculty are expected to use these College-wide online course evaluation forms. Course evaluations are kept confidential and are shared only with the professor, the chair and or director, the Provost through her designee(s), and the ATP. Departments wishing to develop their own course evaluation forms must seek approval to proceed from the ATP.For more information about using CourseWorks evaluations, visit http://imats.barnard.edu/cw/evals.

e. Department Web Pages

This whole section needs to be rewritten with communications and imats

6. Major Advising and Student Relations – this entire section may not be valid and is subject to major changes as the advising system changes

a. Major Advising

Chairs are responsible for delegating the advising of majors. For more information, see section II.B. Academic Advising (above).

Major Meetings

Meetings for majors and prospective majors should be organized twice a year, in consultation with the Sophomore Class Dean. These gatherings provide a good opportunity to introduce new faculty, courses, policies, and requirements, and to convey other important departmental news in a congenial group setting. For more information, contact the Sophomore Class Dean at ext. 4-2024.

Declaring Majors

A student who declares a major files a form with the Registrar that is signed by the chair. A student who declares a complete double major (fulfilling requirements for both majors, including separate senior projects) files the same form, signed by both chairs. A student who declares a double major with a single essay (completing all coursework for both majors but completing a single and combined senior project) files a Double Major-One Integrating Senior Project form that must be signed by both chairs and both major advisers, and must specify the course/s in which the student will complete her senior project. In that case, both departments will read and evaluate the senior project and must agree on the grade. Specific questions regarding appropriate registration should be directed to the Registrar at ext. 4-2011.

Assigning Major Advisers

Chairs may delegate major advising assignments using varied criteria: (i) on the basis of field, (ii) in order to equitably distribute advisees among department members, (iii) with the goal of differentiating advising responsibilities based on tenure or seniority, (iv) on the basis of student preferences, or (v) by some combination of these factors. When major advisers go on leave or depart for other reasons, chairs will be responsible for reassigning affected students, communicating reassignments with students and the Registrar's office, and ensuring that relevant advising materials (see below) are transferred to the new adviser.

Approving Major Programs

Students enter course selections on the Student Planning section of myBarnard, and advisers approve students to register after meeting with their advisees to discuss selections. It is the chair's responsibility to ensure that major advisers are available to approve registrations and to provide face-to-face advising of students. If for any reason a major adviser cannot be available on or immediately before a deadline, s/he may approve a student's registration after the deadline by printing it, signing it, and, if appropriate, adding a brief note explaining why the late registration fee should be waived. (Once a deadline has passed, the online approval mechanism is turned off.) For further information on the details of online registration, see the Registrar's memos, which can be found on the Registrar's website at http://www.barnard.edu/registrar.

Fulfilling Major Requirements

The chair should create/encourage the use of a checklist or audit form to enable advisers and advisees to chart progress toward fulfillment of major requirements. The checklist, which can be given to both advisers and advisees, can be helpful as a general advising tool, as a way to encourage students to take responsibility, and as a record-keeping device that may occasionally be helpful in the resolution of misunderstandings. A copy of the checklist/audit form should also be kept in a file in the department office. Note that in certain cases, departments may elect to use their own form in place of the online audit and may instruct student to disregard the online audit.

Exceptions to Requirements

The chair must keep records of individual exceptions to major requirements. When chairs authorize substitutions for particular major requirements at any point in a student's career, it is important that they make a written record of the decision. Doing so will help avoid misunderstandings when the student nears graduation and the chair (or his/her successor) has to certify the student for graduation (see below). Chairs should notify the Registrar's Office of approved exceptions and substitutions so that those changes can be recorded on online major audits.

Certifying Majors for Graduation

Degrees are awarded three times a year, in October, February, and May. Before each graduation date, the Registrar's Office mails a packet to chairs that includes the following materials:

1. An alphabetical listing of candidates.

2. A set of candidates' transcripts. While the Registrar's Office verifies satisfaction of general College requirements, chairs certify completion of the major. Chairs are asked to circle or highlight all courses to be used toward the major (including in-progress courses), and are reminded that under College policy, courses in which students earn the grade of "D" cannot be counted toward the major. Students are held to the major requirements specified in the Course Catalogue in the year they declared the major. When signing the transcript, Chairs should note and explain any substitutions (see above).

3. Nomination forms for departmental honors. Up to 20% of the majors in a department may be awarded honors. Nominees must have a minimum major GPA of 3.5. For May graduation, departments must nominate students well before final grades come in; the Committee on Honors, which makes the final decisions on the awarding of honors, will have available all grades that have been received by the Registrar's Office.

4. Senior requirement grade sheets. Each Barnard graduate must have completed a "senior project," most typically in the form of a thesis, a performance, an exhibition, or some other culminating project. Apart from any letter grades that students earn in courses in which they have completed the senior project, chairs must verify, on the grade sheet, that each graduate has passed (P), passed with distinction (PD), failed (F), or not yet completed (Inc) the senior project. For students with double majors with a

single essay, combined majors, or special majors drawing from more than one department, both departments must agree on the grade.

Questions concerning graduation requirements should be directed to the Registrar at ext. 42011.

b. Other Advising Matters

Advising of First-Years and Sophomores

Each spring, the Dean of Studies will ask chairs to update departmental information for the Advisers' Guide and may contact chairs in seeking additional advisers. The Dean may also consult with chairs about the appropriateness of junior faculty members to serve as advisers.

Petitions to the Committee on Programs and Academic Standing (CPAS)

Students seeking exceptions to College-wide academic policies are required to submit petitions to the CPAS. Please refer to page 22 for further discussion.

Petitions for Special and Combined Majors

A special major is comprised of courses from multiple departments in the College and University; a combined major integrates in-depth coursework – at least seven courses each – in two established academic departments. Both must demonstrate breadth (adequate coverage within a field), depth (sufficiently advanced coverage), and coherence (evidence of the intellectual integrity of the major program).

A special major requires approval by the designated adviser and by the chair of the adviser's department; a combined major requires approval by a major adviser from each of the two departments, as well as both chairs.

Students will ask chairs for advice as they consider the feasibility of developing majors and for suggestions about potential courses and advisers. In responding to them, chairs should consider the extent to which the students' interests can be satisfied within existing majors and the extent to which the breadth, depth, and coherence criteria can be met.

In the case of special majors the input of the chair is particularly important in communicating the pedagogic reasons to support the proposed major. For more information, contact the Dean of Studies or appropriate Class Dean at ext. 4-2024.

Summer and Study Abroad Credit

Department chairs must approve non Barnard summer and study leave courses if the course is to qualify for credit toward the major or the minor. Chairs and/or the Registrar may approve a non Barnard summer or study leave course for elective credit. In no cases can a summer or study leave course be used to satisfy the College's general education requirements.

Summer Credit: As necessary, and with the appropriate approvals, students may earn up to 16 summer credits toward the degree. To qualify for credit, summer courses must be at least five

weeks long and must meet for at least 35 hours. If there are compelling reasons for approving a course that does not meet these criteria, a student may petition for an exception to the policy. In evaluating requests for approval, chairs may request detailed information on course content and assignments. Chair approval must be secured prior to the student enrolling in a summer program for credit. Questions should be directed to the Registrar at ext. 4-2011.)

Study Abroad Credit: Students who study abroad or take courses at other institutions during the academic year must seek the approval of the Registrar's Office. The study abroad approval process is online; approval for other institutions is indicated on the Registrar's Office form. As with summer credit, chairs approving study leave courses for major credit may wish to request detailed course information, but should approve or deny in advance of enrollment. While Chairs may approve a course for a reduced number of points, they should apply the same "proportional" principle that the Registrar's office uses in awarding transfer credit. Chairs considering awarding reduced credit should consult with the Registrar prior to proceeding with a reduced credit approval.

For general questions about transfer credit, contact the Registrar at ext. 4-2011; for questions about study abroad credit, contact the Office of International and Intercultural Student Programs at ext. 4-1777 or studyabroad@barnard.edu.

Minors

Students may elect minors after having completed at least three courses towards the proposed minor field; most do so in the second semester of the senior year. The chair signs the minor declaration form, which, unlike the major form, requires the student to list the specific courses she intends to use toward the minor. As with the major, students must earn a grade of at least C- in all courses for the minor, and chairs will need to identify and explain substitutions. Chairs should make sure that the approved minor meets the published criteria for a minor in that department. Questions should be directed to the Registrar at ext. 4-2011.

c. Working with Admissions and Family Weekend

Chairs may be asked to prepare materials for prospective students, write letters to admitted students, and suggest participants for open house panels. Each fall the College hosts a weekend of programming for parents of current students. Chairs may be asked to participate in special functions, attend receptions, and/or delegate responsibilities to other faculty in the department.

7. Department/Program Budget Administration

a. Annual Instructional Budget

The budget preparation cycle for the following academic year begins in December, when the Provost sends a budget planning memo to all chairs. The budget memo provides detailed instructions, and, at a minimum, requests staffing projections for two years, including planned teaching assignments for all faculty; anticipated leaves, retirements and departures; requests and justifications for equipment and start-up costs for new faculty; and requests and justifications for leave replacements and other changes. Further information on accounting for

faculty workload associated with senior theses and independent science research supervision is also available from the Provost.

b. Chair's Year-End Report for Personnel and Salary Review

Each May, the chair submits to the Provost an annual chair's report that includes the following:

- An evaluation of the professional contributions of each faculty member in the areas of teaching, research, and service (1-2 paragraphs per person)

- An indication of the significance of faculty accomplishments, such as the significance of a particular journal article, fellowship, prize, or selection to an editorial board or international committee.

- A recommendation concerning special merit raises for departmental faculty based on academic year accomplishments.

c. Hiring and Supervision of Personnel and Students

The hiring of Instructors, TAs, graders, and readers, begins with the chair, who upon approval to proceed, must complete an action form to be submitted to the Provost's Office. The complete action form includes the individual's personal information as well as the courses to which they are assigned. For new appointments, a current CV must be included with the action form. Please refer to "Appointments and Searches" above for more information.

Barnard and Columbia undergraduate students are hired through the Office of Student Employment Services. Contact the Associate Director for Student Employment (ext. 4-7745) for information on hiring student assistants, including salary ranges and rules, or visit their OnCampus Employer page by clicking on the TimeSheet X logo at http://barnard.edu/ses.

The Office of Human Resources is responsible for the hiring of administrators, administrative support staff, facilities and security staffs, and grant-related personnel. Human Resources generalists work with department chairs and program directors in recruitment and hiring of new faculty and administrative staff through the College's applicant tracking system, PeopleAdmin. Each generalist supports departments/programs with staffing strategy, organizational development, employee training, and discipline. TimeSaver, the online platform for recording and approving paid time off for all administrative employees, is also managed through the Office of Human Resources. The policies and practices of the Office of Human Resources, along with the required forms, can be found on the Human Resources website at http://barnard.edu/hr. Questions concerning academic administrators and support staff can be directed to the Senior HR Generalist for Academic Programs at ext. 4-7227 or by email.

Any concerns about the conduct of a department employee (faculty, teaching assistants, graders, readers or staff) should be reported immediately to the Office of the Provost.

d. Chairs' Meetings

Lunch meetings for all department chairs and program directors, organized by the Provost, are held once a month, from noon to 2 pm, usually on the Wednesday preceding the monthly Faculty meeting. Chairs are expected to attend or to send a designated replacement.

e. Communication with Counterpart CU Department

Communication and interaction with the counterpart Columbia department vary from department to department, but usually involve such matters as faculty searches, curriculum, tenure nominations, and graduate teaching.

f. Academic Program Review

The principal functions of an Academic Program Review (APR) are to define the mission and objectives of the department/program, to assess program quality and effectiveness in relation to these goals and objectives, to generate plans for improvement, and to provide guidance for administrative decisions.

Guidelines for Academic Program Review[8]

An APR includes an internal self-study and an external review by a visiting committee, resulting in the formulation of an academic plan for each department and program. Both the internal self-study and the external review focus on the intellectual vitality of the department or program as it manifests itself in teaching, scholarly or artistic activity, and contribution to the academic life of the College as a whole. The timetable for an APR is one year, usually beginning in the late spring or early summer and concluding by the end of the next academic year.

A. The Self Study

The self-study is developed by the department's faculty and is intended to encourage members of a department to analyze its curriculum in relation to the goals of the department, related interdisciplinary programs, and, more broadly, the College. Faculty involvement is fundamental to the process.

The Vice Provost for Academic Affairs meets with each department or program as it begins the review process and helps to formulate issues and questions specific to the department. The department first investigates the effectiveness of its curriculum in relation to the desired outcomes (as perceived by students, alumnae and faculty members); evaluates its curriculum in light of curricula at selected peer institutions; reviews various internal procedures to determine strengths and weaknesses; evaluates the effectiveness of current levels of resources on the ongoing programs; and suggests needed changes in program content, department organization and procedures, and resources. The department looks at its learning outcomes, course offerings, majors and minors, contributions to interdisciplinary programs, and to the academic purposes of Barnard College as a liberal arts institution.

The department/program submits the self-study to the who will share it with the president Both parties are free to share the report as it chooses.

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[8] Revised January 2017.

The selection of the external review panel

C. The Site Visit

The visiting committee is sent a charge in advance of their visit to the College that outlines their role and the varied objectives of the APR. The internal Barnard reviewer is expected to attend the majority of the site visit meetings. However, the internal reviewer must not contribute to the final report submitted by the visiting committee.

The Chair and Department Assistant establish a schedule for the visit, in consultation with members of the department and, when necessary, the Associate Provost. The itinerary should include, minimally:

- an initial meeting with the Provost, joined when possible by the President;
- a tour of facilities;
- a meeting with the Barnard department as a whole;
- a meeting with members of the counterpart Columbia department or program;
- individual meetings with all full-time faculty;
- meetings with selected members of the Barnard faculty from related departments or from interdisciplinary programs;
- meetings with students, and, if possible, recent graduates;
- the opportunity to attend classes;
- an exit interview with the Chair and tenured faculty;
- an exit interview with the President and the Provost.

The final written report is expected within two weeks of the site visit, or as soon as possible.

D. Departmental Response to the Reviewers' Report

The written report is shared with the department, the Provost, and the President. The department is obliged to review the report for accuracy and analyze its varied recommendations. It is expected that the report will serve as a basis for broad discussion within the department. The department will develop a written response to the report, correcting factual errors or misperceptions if any, and offering a plan to incorporate the suggestions made by the reviewers into the department's action agenda for the next 10 to 12 years. The department's written response should be developed as quickly as possible, but no later than one month after receiving the reviewers' report.

E. Follow-Up Meetings

The Provost will arrange a follow-up meeting for the tenured faculty of the department with the Provost and President to discuss the report and the departmental response. The Provost will give an oral report of the meeting with the department's tenured faculty to the FBPC as needed.

V. Campus Services

A. COMMUNICATIONS

The Communications department publicizes faculty news and accomplishments and helps spread the word about lectures and related events. The Communications team develops and disseminates outgoing communications, serves as a resource for local, national, and international media, and manages Barnard's Web and social networking presence. It also works with faculty to develop and plan lectures and panels for the greater Barnard community and produces print and online publications across the College. For additional information, contact Communications at ext. 4-2037 or visit https://barnard.edu/communications.

B. HUMAN RESOURCES

The Office of Human Resources (HR) supports the College community through staff recruitment and retention, training, benefits, compensation, and employee and labor relations.

HR is the central repository for faculty and staff benefits records and information pertaining to monthly payroll for all Instructors and administrative staff; this includes forms for income tax withholding, automatic payroll deductions, direct deposit, and contact information. Faculty and staff may view and make changes to their personal information online using Employee Self Service (ESS), accessed through myBarnard.

The Office of Human Resources administers health and welfare benefits for eligible Instructors, which make include medical, dental, and vision insurance, flexible spending accounts, retirement plans, life insurance, disability insurance, commuter benefits, and tuition assistance for dependents. Continuing faculty can make changes to their benefits elections during the open enrollment period each fall or following a qualifying life event. For detailed benefits information, visit http://barnard.edu/hr/benefits/faculty-positions or check the appropriate Collective Bargaining Agreement.

Finally, Human Resources generalists work with department chairs and program directors in recruitment and hiring of new faculty and administrative staff through the College's applicant tracking system, PeopleAdmin. Each generalist supports departments/programs with staffing strategy, organizational development, employee training, and discipline. TimeSaver, the online platform for recording and approving paid time off for all administrative employees, is also managed through the Office of Human Resources. (See section IV.C. above for more guidance on hiring departmental personnel.)

Many resources are available on the Human Resources website at http://barnard.edu/hr. Questions can also be directed to the Senior HR Generalist for Academic Programs at ext. 47227 or by email, or to the Senior HR Manager for Benefits/Work Life at ext. 4-7345 or by email.

C. HEALTH, WELFARE, AND HOUSING BENEFITS

a. Health and Welfare Benefits

The Office of Human Resources administers health and welfare benefits for full-time faculty members, including medical, dental, and vision insurance, flexible spending accounts, retirement plans, life insurance, disability insurance, commuter benefits, and tuition assistance for dependents. Continuing faculty can make changes to their benefits elections during the open enrollment period each fall or following a qualifying life event. For detailed benefits information, visit http://barnard.edu/hr/benefits/faculty-positions. Questions can also be directed to the Senior HR Generalist for Academic Programs, at ext. 4-7227 or by email, or to the Senior HR Manager for Benefits/Work Life at ext. 4-7345 or by email.

b. College and University Housing

Limited housing is available to tenure-eligible and tenured faculty members in College- and University-owned buildings. Faculty interested in applying for Barnard-owned and –managed housing should submit a request to the Provost. Faculty currently living in College-owned housing should contact the Office of Campus Services at ext. 4-6031 regarding maintenance and other building-related concerns.

c. Home Purchase Assistance for Tenured Faculty

The use of the funds described below is to assist tenured faculty members in the "first-time" purchase of a primary residence. The "first-time" rule may be waived in cases where the newly recruited employee is relocating to the NY area.

1.   The College will issue loans in an amount of up to $10,000, with a maximum repayment period of 6 years and with interest at or below the then current market rate. The maximum amount of the cumulative outstanding principal of all loans under this program shall not exceed $100,000.

2.   The College will provide miscellaneous mortgage and home buying assistance such as the payment of some or all closing costs, points, and other associated fees, and payments to reduce the interest rate and monthly payment. The maximum amount of payment under this provision on behalf of a faculty member is $10,000.

3.   The maximum amount of assistance provided under provisions 1 and 2 above, to any single faculty member, shall not exceed $15,000. Faculty may apply for a loan and/or mortgage and home buying assistance; the amounts and proportion of loan to mortgage and home buying assistance awarded are at the discretion of the Provost and the Chief Operating Officer.

Questions concerning home purchase assistance should be directed to the Associate Provost for Academic Budget and Planning at ext. 4-2709 or by email.

D. INFORMATION TECHNOLOGY (BCIT) AND COMPUTER SUPPORT

1. BCIT Service Desk

Barnard College Information Technology (BCIT) provides computer support to Barnard faculty, students, and administration, including management of campus computer labs. Faculty and staff users should direct computing and network questions or problems to the BCIT Service Desk by calling ext. 4-7172 or sending an email to help@barnard.edu. Students should contact Student Computing Services at (212) 851-9100 or send an email to studentcomputing@barnard.edu. Service Desk tickets can also be submitted online at https://barnard.service-now.com.

2. User Accounts

A Barnard account is created for every faculty member in advance of the hire date. This account gives access to email and to myBarnard (see below). For new Instructors, the username and temporary password is provided by the Provost's Office. The account can usually be used immediately for email and within 2-3 days of the "date of hire" for the myBarnard portal.

All members of the Barnard community also possess a Columbia University UNI. The UNI is your identifier for accessing many online services and resources at Barnard and Columbia, including CourseWorks, library resources, Columbia site-licensed software, the PawPrint Printing Center, and CUIT Help Desk support.

All faculty should activate the UNI and choose a password by going to http://uni.columbia.edu. You can also use that website to reset your UNI password if you have forgotten it. For other UNI problems, please contact the CUIT Help Desk at ext. 4-1919.

3. gBear and Google Apps for Education

With Google Apps for Education (gBear), Barnard Instructors and staff receive an email account that can be accessed at https://gbear.barnard.edu. Please contact the BCIT Service Desk for assistance setting up mobile devices or other applications.

In addition to email, gBear includes a set of online applications for communicating and collaborating. Visit http://barnard.edu/bcit/software-apps/google for information on managing your calendar, contacts, collaborative documents (drive), mailing lists and groups, and websites through gBear.

4. myBarnard Portal

myBarnard (https://my.barnard.edu) is a portal to the College's secure web-based applications, some of which are listed below.

- Faculty Meeting Agendas and Materials
- Submit Grades
- Student Planning
- Degree Audit
- Grant Permission to Register
- Manage Waitlists

- Unofficial Transcripts
- Study Abroad
- Advising and registration Resources
- Course Catalogue
- Courseworks
- Budget Reports and Resources
- HR Forms and Applications
- HR Pay Schedule
- People Admin
- Facilities Work Request

Faculty members who require additional access to restricted myBarnard resources, such as the ability to send mass email to segments of the Barnard community, should contact the BCIT Service Desk at ext. 4-7172.

5. Office Computers and Software

To the extent available, College-provided computers include a standard software package with Microsoft Office, several web browsers and email clients, anti-virus and anti-malware applications, and Adobe Reader and Acrobat. Other software, such as Adobe Creative Cloud (including Photoshop and Premiere), GIS, SPSS and Mathematica, can be installed upon request.

6. File Storage

The College provides all Instructors and staff with personal space on a shared Windows-based file server (the N:\ drive). In addition to this private folder, departments have shared folders for common files used by all members of that department; and there are some additional, cross departmental shared folders. BCIT recommends that you store all critical files on the N:\ drive, which is backed up daily.

When you log in to an office computer on campus with your Barnard account username and password, you should automatically see any folders you have access to, listed under "Computer." (The visibility on a Mac will differ somewhat, depending on the specifics of the particular computer and operating system.) You can access the N:\ drive from off campus by using the WebVPN platform.

If you need access to a particular shared folder, or if you cannot view your shared folders, please contact the BCIT Service Desk at ext. 4-7172.

7. Wireless Networks on Campus

BCIT provides two wireless networks: Barnard Guest (for visitors on campus, including Columbia students and faculty), and Barnard Secure (for members of the Barnard community). Wireless service on both Barnard networks is available everywhere on campus, except for the residence halls at Cathedral Gardens and 601 W. 110th St.

Visitors on campus (including Columbia students and faculty) may connect to the Barnard Guest wireless network. The Barnard Guest wireless network does not require a username or password. To connect to it, select "Barnard Guest" from your device's list of networks.

Students, faculty, and administrators are encouraged to use the Barnard Secure wireless network, which offers security in sending data and the necessary bandwidth for video streaming and conferencing. Log into Barnard Secure with your Barnard account username and password (the same information you use to log into myBarnard and gBear). For detailed configuration instructions, see http://www.barnard.edu/bcit/access/internet.

8. Classroom Technology and Computer Labs

Most classrooms have either computer capability for the Instructor or network connections that allow faculty to bring in a computer and plug into the network. IMATS staff can provide training and assistance in using the equipment in any of these rooms. Consult IMATS at ext. 4-2418 for equipment questions or the Registrar at ext. 4-2011 for classroom scheduling.

The main student computer lab is located in the Diana Center. Additional computer labs are located in the residence halls: Plimpton, Sulzberger, and 616. The residence hall labs are open 24 hours a day, seven days a week during the academic year. Student employees known as ACEs, or Academic Computing Experts, are available in the Diana Center to assist student users with hardware, software and network questions or problems.

9. Barnard College Acceptable Use Policy[9]

The full policy can be found at http://barnard.edu/bcit/resources/computing-policies/acceptableuse-policy.

D. ROOM SCHEDULING & EVENTS MANAGEMENT

Events Management coordinates the scheduling of on-campus events and provides event consultation for students, faculty, staff, and administrators. They are responsible for scheduling all event spaces on campus, as well as classrooms for weekend activities. The Registrar's Office schedules classroom use (Monday through Friday only) all semester. Some of the classrooms and group study spaces in the Milstein center will be reserved with the Center Directors associated with these spaces. The registrar may make changes to room reservations during the final examination period.

Requests to reserve the following spaces should be directed to the following offices:

The Events Management team helps event organizers determine the best spaces and set-ups for events More information can be found online at https://barnard.edu/eventsmgmt

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[9] Effective November 12, 2013.

E. FACILITIES SERVICES

Requests for service(s) should be submitted utilizing the electronic service request form located on myBarnard (select "Work Order Request" under the "Administration" tab).

The Facilities office is open 8:00 a.m. to 5:00 p.m. Monday-Friday and located in Barnard 105M. For emergencies during business hours, contact Facilities Services directly at ext. 4-2041. After 5:00 p.m. and on weekends, please contact the Office of Public Safety at ext. 4-3362.

Please note that Facilities Services does not service internet connection, cable service and/or telephone services.

F. MAIL SERVICE

The mailing address for all incoming mail at the College is:

Name
Department
3009 Broadway
Barnard College New York, New York 10027-6598

Mail Services is located on the first floor of Altschul Hall. Normal window service hours during the semester are as follows:

Monday and Thursday	11:00 a.m. – 6:45 p.m.
Tuesday, Wednesday and Friday	11:00 a.m. – 4:45 p.m.
Saturday, Sunday, and holidays	closed

Outgoing U.S. Postal Service mail is picked up from the departments during daily mail runs, or may be brought directly to Mail Services. USPS mail is metered until 3:30 p.m. Envelopes requiring postage must bear a department return address. Mail Services will also accept **stamped** personal mail (Mail Services does not sell stamps). For information on rates and services, see https://barnard.edu/mail-print-services/print or call ext. 4-2087.

Other services provided include:

- FedEx express and ground shipping—contact your departmental assistant to get access to Barnard's account for creation of shipping labels from your computer. Mail Services provides at no charge a range of FedEx Express and USPS Priority Mail shipping envelopes and boxes that can be used for those shipping classes.

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G. TELEPHONE AND FAX SERVICE

Contact CUIT directly at ext. 4-1919 for all issues related to your phone.

H. PUBLIC SAFETY

The Public Safety Department is responsible for the protection of persons and the buildings, grounds and property of the College. All incidents that violate the safety and security of persons or property should be promptly reported either in person to 104 Barnard Hall or by telephone at ext. 4-3362 or ext. 4-6930 (for emergencies, dial ext. "88" or ext. 4-6666).

For more information on Public Safety, including the College's emergency management and disaster preparedness plan, visit http://barnard.edu/publicsafety.

1. Securing Personal and College Property

The College is not responsible for personal property kept on campus. Books, laptops and other equipment, etc. are left at your own risk.

The safety of personal and College property will be improved if

- Unoccupied offices are locked at all times;
- Handbags, cash, and other valuables are kept out of sight, preferably locked in desks or cabinets; (The College is insured for College property only. Credit cards, cash, books, laptops, etc. are left at your own risk.)
- Equipment is bolted down, or otherwise secured wherever possible, and a record of serial numbers kept; and
- Full reports of thefts are promptly made to Public Safety (Public Safety and the New York City police will require a detailed account of the loss).

2. Closing and Locking of Rooms

After 6:00 p.m., the staff will close and lock any area not in approved use or for which authorization has not been arranged. The last person leaving a room or laboratory should turn out all lights.

3. Identification Cards

New identification cards are processed on request by Public Safety, Room 104, Barnard Hall. Renewal of cards for continuing Instructors is done by the Columbia University ID Center, which is located in 204 Kent Hall.

4. Office Keys

Keys for offices and buildings are not issued automatically. Instructors requiring keys should submit a request with the written approval of the chair of their department to the Office of Facilities Services (Monday through Friday, 10:00-12:00 p.m., 2:00-4:00 p.m.).

5. Lost and Found

For articles lost or found on campus, contact Public Safety, Room 104, Barnard Hall ext. 43362.

I. STUDENT HEALTH SERVICES

1. Primary Care Health Service

A wide range of services is available to students through the Barnard Primary Care Health Service. Primary Care Health Service is open Monday-Friday, 9:00 a.m. to 5:00 p.m. Both urgent walk-in care and appointments are offered in the clinic, which is located in Lower Level Brooks Hall. Visit http://www.barnard.edu/primarycare for clinic hours, student insurance information, and more.

In the event of an urgent health problem with a student that does not appear to be life threatening, call Primary Care Health Service at ext. 4-2091 for immediate advice. After hours, call **866-966-7788** for the clinician-on-call. **If the problem appears to be life threatening, contact Public Safety (ext. 88 or ext. 4-6666) for immediate ambulance transport and do not wait for the clinician-on-call to return your call.** Public Safety can also assist you by contacting the clinician-on-call if you are unable to wait with the student for the return call. A student must have authorization from a Barnard clinician on-call to facilitate coverage by the student health insurance for an emergency room visit (any family insurance is activated as the primary coverage).

Note: Services are not available to faculty and staff through the Primary Care Health Service. Influenza vaccinations for staff and faculty are arranged by Barnard Human Resources Department. In the event of a medical emergency involving faculty or staff, Public Safety should be notified at ext. 88 or ext. 4-3362. They will contact CU-EMS or NYC EMS if ambulance transport is needed. If there is no need for an ambulance, the person requiring assistance can be referred to the Emergency Department at Mount Sinai St. Luke's Hospital, 113th Street and Amsterdam Avenue, (212) 523-3335; or to his/her own physician.

2. Disability and Counseling Services

Three disability services offices serve the larger university community: Barnard, CU and TC. The directors of the three programs meet on a regular basis to discuss policies, procedures, and programming. Students with disabilities should register for support services in the school where they are matriculated and should consult with other offices for more specific information as needed. For more information, contact the Barnard Office of Disability Services at ext. 4-4634 or visit http://www.barnard.edu/ods.

The Rosemary Furman Counseling Center offers individual and group counseling, drop-in "listening hours" and many other services to Barnard students; some services are also available to faculty and staff. For more information, call ext. 4-2092 or visit http://barnard.edu/counsel.

The Alcohol and Substance Awareness Program serves the Barnard Community providing drug and alcohol education, prevention, and intervention efforts on campus. The program offers

individual and group counseling at no charge. All of our services are confidential. For more information, call ext. 4-2128 or visit http://barnard.edu/asap.

Well-Woman is the health promotion program and wellness center at Barnard College. Peer educators present workshops and programs in the residence halls on a variety of topics, including healthy eating, safer sex, healthy relationships, self-care, sleep, communication, stress reduction, and body image. The Well-Woman Office also has a wide variety of resources including health newsletters/brochures, books, journals, magazines, and a DVD and video library.

The Barnard wellness statement reads:

> *It is important for undergraduates to recognize and identify the different pressures, burdens, and stressors you may be facing, whether personal, emotional, physical, financial, mental, or academic. We as a community urge you to make yourself--your own health, sanity, and wellness--your priority throughout this term and your career here. Sleep, exercise, and eating well can all be a part of a healthy regimen to cope with stress. Resources exist to support you in several sectors of your life, and we encourage you to make use of them. Should you have any questions about navigating these resources, please visit these sites:*
> *http://barnard.edu/primarycare*
> *http://barnard.edu/counseling*
> *http://barnard.edu/wellwoman/about*
> *Stressbusters Support Network*

For more information, call ext. 4-3062 or visit http://barnard.edu/wellwoman.

VI. College Policies

The following institutional policies are particularly relevant to Instructors at Barnard. All Instructors are encouraged to familiarize themselves with these policies and to review them periodically during their time at the College.

Additional College-wide policies can be reviewed on the Human Resources, General Counsel, and Public Safety websites.

All policies are subject to revision.

A. POLICIES RELATED TO INSTRUCTORS

Code of Academic Freedom and Tenure (Academic Code) https://barnard.edu/provost/institutional-policies/academic-code

Policy on Class Cancellation due to Weather Emergencies https://barnard.edu/provost/institutional-policies/snow-weather-emergencies

Policy on Computer Purchases for Academic Departments

https://barnard.edu/provost/institutional-policies/academic-department-computer-purchases

Policy on Conflict of Interest and Commitment https://barnard.edu/provost/institutional-policies/conflict-of-interest

Policy on Course Buy-Outs https://barnard.edu/provost/institutional-policies/course-buy-out

Policy on Intellectual Property and Copyright
https://barnard.edu/provost/institutional-policies/intellectual-property-and-copyright

Policy on Leaves of Absence for Faculty with Grants and Fellowships
https://barnard.edu/provost/institutional-policies/leaves-of-absence/faculty-with-grantsfellowships

Policy on Leaves of Absences for Reasons of Pregnancy, Childbirth, and Infant Care
https://barnard.edu/provost/institutional-policies/leaves-of-absence/pregnancy-childbirth-infantcare

Policy on Religious Holidays
https://barnard.edu/provost/institutional-policies/religious-holidays

Policy on Retention of Search Documents
https://barnard.edu/provost/institutional-policies/retention-guidelines-search-documents

Policy on Scientific Misconduct
https://barnard.edu/provost/institutional-policies/scientific-misconduct

Policy on Student Workers in Academic Offices
https://barnard.edu/provost/institutional-policies/student-workers-academic-offices

B. COLLEGE-WIDE POLICIES

All faculty are expected to abide by all college- wide policies, which may be amended from time to time.

Acceptable Use Policy http://barnard.edu/bcit/resources/computing-policies/acceptable-use-policy

Policy Against Sexual Harassment
https://barnard.edu/provost/institutional-policies/sexual-harassment-policy

Policy on Conflict of Interest and Commitment https://barnard.edu/provost/institutional-policies/conflict-of-interest

Policy on Posting on Campus
https://barnard.edu/general-counsel/posting-policy

VII. Online Resources

Academic Calendar | http://barnard.edu/registrar/academic-calendar

Reference this calendar for all dates and deadlines relevant to the College community at large, including academic holidays, course drop deadlines, and exam period dates.

myBarnard | https://my.barnard.edu

The myBarnard portal is an internal system that allows Barnard faculty, students, and administrators to access online resources not available to the general public. The portal is personalized to present each user with unique and relevant academic and administrative resources and information. Log in with your *Barnard username and password*.

gBear (Gmail) | http://barnard.edu/bcit/software-apps/google

gBear, a Barnard-specific subdomain of Google Apps for Education, is a set of online applications that makes communicating and collaborating within the campus community easier and more efficient. These applications include email (gBear Mail), Drive (documents), Calendar, Contacts, Groups, and Sites. Log in with your *Barnard username and password*.

Course Inventory Management (CIM) | https://bulletin-next.columbia.edu/courseadmin

CIM is a system for managing online academic course and program information throughout the University. All Instructors and Department Assistants and Administrators have access to the system, and through it can change existing courses and submit new course proposals. All substantive changes and new course proposals automatically go to the COI through CIM workflow, and once the change or new course is approved, CIM publishes it. Departments and programs can pull published course content to be displayed in the online Barnard College Course Catalogue and on departmental websites.

CourseWorks | http://courseworks.columbia.edu

CourseWorks is the university-wide course management system. It is a web-based publishing environment that allows Instructors to post syllabi, assignments, and any kind of file (e.g., Word, PowerPoint, PDF.) CourseWorks offers many other features such as sending emails to the class and hosting a class-related discussion board. The system is also used for course evaluations. Log in with your *Columbia UNI and password*.

For help with using CourseWorks, please contact IMATS (Instructional Media and Technology Services) at courseworks@barnard.edu.

Shared Drive (N:\)

The College provides all faculty and staff members with personal space on a shared Windowsbased file server ("the N:\ drive"). In addition to this private folder, departments have shared folders for common files used by all members of that department; there are also some additional, cross-departmental shared folders.

When you log in to an office computer on campus, you should automatically see any folders you have access to listed under "Computer." (The visibility on a Mac will differ somewhat, depending on the specifics of the particular computer and operating system.) You can access the N:\ drive

from off campus by using the WebVPN. In both cases, log in with *your Barnard username and password.*

If you need access to a particular shared folder, or if you cannot view your shared folders, please contact the BCIT Service Desk at ext. 4-7172.

Employee Self Service (ESS) | https://portal.adp.com/public/index.htm

Accessible from the right-hand side of myBarnard under "myApplications" or from the "Administration" tab, Barnard ESS is an online tool where faculty and staff can access and make changes to their personal and payroll information. The site provides faculty and staff with the capability to access frequently used websites, documents, forms, and policies. Faculty and staff can sign up for a range of benefits and edit their choices, view and print pay statements and W2 forms, and review and edit pay and personal information includingW-4 forms, direct deposit, addresses, phone numbers, and emergency contacts.

Note: ESS usernames and passwords are different from your Barnard or Columbia usernames and passwords. For detailed instructions, download the ESS guide from the "myApplications" menu in myBarnard.

TimeSaver | https://timesaver.adp.com/i21/iz5s/TS/login.php

Accessible from the right-hand side of myBarnard under "myApplications" or from the "Administration" tab, Time Saver is a web-based time management system that allows you to enter and track your time anyplace that an internet browser is available. Employees can access vacation, sick, and floating holiday balances in real time and submit requests and approvals for time out of the workplace. Supervisors (including many department chairs and program directors) can also log in to view and approve employee requests. To gain access to TimeSaver, please contact the Office of Human Resources.