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I. Introduction: Roles and Responsibilities of the Chair

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 represents the department in discussions on academic and administrative matters with the administration of the College, other departments at Barnard, and with the counterpart department at Columbia. In consultation with the Provost, s/he directs the negotiations with candidates being considered for appointment in the department, insures that non-tenured and off-ladder faculty are reviewed for reappointment and promotion in a timely manner, and reviews all requests for leaves before they are forwarded to the Provost. The Chair also prepares the department’s annual instructional budget proposal, makes recommendations to the Provost on the salaries of its faculty, directs its curricular program, oversees relations between its students and faculty, and approves all research proposals submitted by its members, including external grant and fellowship applications.

Chairs are instrumental in creating the conditions that enable purposeful experimentation to improve teaching. Chairs should encourage members of their department to take on new tasks in pursuit of more open and inclusive undergraduate experiences. Chairs should ensure that there are regular departmental forums for discussing teaching, course content, and for evaluating and assessing student learning. Chairs should be mindful that the department’s hiring process includes deliberate conversations with prospective faculty about the importance the department places on effective teaching.

Chairs support members of their department in pursuing their research and represent their departments in working with the Director of Institutional Support on institutional grants. Chairs also play a special role in mentoring tenure-eligible junior faculty. Department Chairs and Program Directors are eligible for some forms of compensation for their efforts, see Appendix K for more information. Subsequent sections address the responsibilities of Chairs with regard to matters involving faculty, the curriculum, students, supervision of personnel and other administrative processes.
II. Faculty

A. Department Meetings

The Chair is expected to convene department meetings for all full-time faculty members at regular intervals, depending on need and department size, usually at least once a semester.

The agenda for department meetings usually includes issues involving personnel, curriculum planning, student learning assessment, teaching assignments, communication or coordination with counterpart Columbia department, student program planning, major advising and events, student honors and prizes, and administrative matters. When possible, and especially when issues are likely to involve considerable discussion, an agenda should be circulated in advance of the meeting.

For some personnel issues, especially those involving review, promotion and tenure nominations, and some appointments, as indicated in the Barnard College Code of Academic Freedom and Tenure (Academic Code), the tenured members of the department meet in executive session.

B. Appointments and Searches

Titles

Officers of instruction are appointed formally by the Provost to provide full-time or part-time instruction at Barnard. The Chair should consult the Academic Code for the qualifications and conditions for the various academic titles and grades of office. They include:

Ladder ranks:
Professor, Associate Professor, Assistant Professor, and Instructor;

Off-Ladder ranks:
Visiting Professor, Visiting Associate Professor, and Visiting Assistant Professor;
Adjunct Professor, Adjunct Associate Professor, and Adjunct Assistant Professor;
Term Professor, Term Associate Professor, and Term Assistant Professor;
Professor of Professional Practice, Associate Professor of Professional Practice, and Assistant Professor of Professional Practice;
Associate, Senior Associate;
Lecturer, Senior Lecturer;
Special Lecturer;
Research Professor;
Research Scholar;
Research Scientist; and
Teaching Assistant.

Research Scientist and Research Scholar are non-salaried positions which carry neither teaching responsibilities nor other privileges associated with faculty appointment. They do provide the person with institutional identity for the purpose of conducting scholarly research, along with access to Barnard and Columbia libraries and computing services. There is no salary
or other compensation associated with these positions, nor can the College provide office space. Appointment to these titles must have the recommendation of the ATP.

Activating an Appointment for Payroll

After consulting the Academic Code, the Chair should confirm the appropriate academic title with the Provost. Once the details of a new faculty appointment have been confirmed with the Provost, and the candidate has accepted the position, the Chair submits an appointment form (the Provost’s website contains the form and detailed instructions for completing it) to the Manager of Academic Administration in the Provost’s Office, so the appointment can be formally processed.

Appointment forms for
- New part time faculty must be submitted no later than August 1;
- Continuing part time faculty by August 10;
- TA’s graders, and readers by September 15 for the fall semester and December 1, December 10, and January 15 for the spring semester.

Length of Appointments

All full-time officers of instruction without tenure, with the exception of Professor, Associate Professor, Senior Associate, and Senior Lecturer, are usually appointed to initial terms of one year or less. The Chair must submit new appointment forms each year for reappointment of all part-time faculty and those full-time faculty in limited-term off-ladder ranks. New appointment forms do not have to be submitted annually for full-time continuing faculty or limited-term off-ladder faculty with multi-year appointments.

Department Procedures on Faculty Appointments

As noted in the Academic Code, recommendations on appointments, reappointments, promotions, and tenure must be made by a majority vote of the department’s Professors and Associate Professors holding rank higher than that of the person being considered, except that Assistant Professors, Senior Associates, and Senior Lecturers may vote on non-tenure appointments to equal or lower rank. Recommendations about temporary appointments for one year or less which have to be made when the College is not in session, are made by the Chair in consultation with the Provost.

Search Procedures

Appointments, other than temporary and part-time 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 and after appropriate consultation with the University according to the terms of the Intercorporate Agreement (Adapted from Academic Code, Section V.B, p. 15).
No searches can be undertaken nor appointments recommended without the prior approval of the Provost. The authorization process for a search for a full-time member of the Faculty begins with a petition from the Chair to the Provost, submitted no later than March 1 for searches to be conducted in the coming academic year. The Provost consults with the Faculty Budget and Planning Committee (FBPC), and, upon the recommendation of the FBPC and the Provost, the President decides whether a search may be initiated. If approval is given, the Provost notifies the Chair that planning for the search may begin. For details on what the search petition should contain and on search procedures, refer to Appendix A, “Searches,” (a sample timeline to assist in planning of searches is also included in Appendix A).

Any Columbia member of a search committee must recuse him/herself from winnowing and ranking 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 may, at his/her discretion, solicit the opinion of the Columbia member of the committee about any such candidate.

C. Review, Reappointment, and Promotion

The Chair should consult the Academic Code for details about the procedures for appointment, reappointment, non-renewal, resignation and retirement (Section V).

Periodic reviews of faculty serve two purposes. First, a thorough review of a junior colleague’s work offers an important opportunity to promote his or her development as a scholar and teacher. Through constructive, informative, and timely evaluations, senior faculty members can contribute significantly to the professional development of their colleagues. Second, periodic reviews are necessary for reappointment and departmental recommendations for tenure and/or promotion.

Each full-time faculty member submits annually a Faculty Personnel Form to the Chair and to the Provost. The Chair makes use of these forms, along with other data such as teaching evaluations, course syllabi, and scholarly work, to conduct an annual review and to make recommendations regarding reappointment and salary by May 15.

Comprehensive third-year reviews are mandated in the Academic Code (Section V) for Assistant Professors, Associates and Lecturers. See Appendices D and F for the “Procedures for the Third Year Review of Assistant Professors” and “Guidelines on Methods of Teaching Evaluation for Tenure.”

Internal Promotions: A off-ladder full-time Associate or Lecturer is reviewed for promotion by the department no later than the seventh year of full-time service. (Academic Code, Section III) Tenured Associate Professors indicate when they wish to be considered for promotion to the rank of Professor, usually not until they have been in rank for at least five years. See Appendices H and G for “Schedule and Procedures for Recommending Internal Promotions to the ATP,” “Internal Promotion Dossier Instructions,” and “Format of Curriculum Vitae for Internal Promotion Process.”
For budget and planning purposes, Chairs should construct a multi-year profile for the entire department to better prepare for leaves and required reviews, and to make adjustments where needed. Sharing this timeline with the entire department will insure that everyone knows what to expect and when.

D. Tenure Nomination

No later than the sixth year of counted service, an Assistant Professor is reviewed by the department to determine whether the department will make a recommendation to initiate the tenure process. In January of the sixth year, the department must notify the Provost of its decision to pursue a tenure nomination for an eligible Assistant Professor. If the decision is positive, the Chair should see Appendices F and G, “Guidelines on Methods of Teaching Evaluation for Tenure” and “Format of Curriculum Vitae for Internal Promotion Process.” Appendix E, “Guidelines for Tenure Considerations,” contains information on referee and comparison lists and preparation of candidate materials, which must be submitted to the Provost’s Office by March 1 of the sixth year.

For other nominations to tenure, e.g. an early recommendation for an Assistant Professor, or a tenure nomination for a non-tenured Associate Professor, or a new hire, the Provost should be consulted about the tenure timetable.

E. Leaves

When preparing the annual instructional budget, the Chair is asked to project anticipated leaves in the department for the following two years. These include Special Assistant Professor Leases (SAPL), Sabbaticals, Senior Faculty Research Leaves (SFRL), Professional Development Leaves (PDL), and Leaves without Pay, which are often funded by an external grant for research. The Chair is expected to insure that the scheduling of leaves in the department provides for adequate coverage of the instructional offerings. Normally, when conflicts occur, SAPL’s and grant-funded leaves for Assistant Professors get priority over other leaves. To assist with planning, the Chair can request that a Sabbatical, SFRL, or PDL be advanced or delayed. In addition, the Chair must approve all applications for SAPL’s, SFRL’s and PDL’s, and indicate what accommodation plans have been made. When unanticipated requests for leave occur, e.g. maternity leave or research grants, the Chair should consult the Provost on accommodation plans.

Faculty members on College-paid leave are expected to return to the College for at least one year when the leave ends. Failure to do so obligates the faculty member to repay the College for the cost of the paid leave, including salary and benefits.

F. Internal Research and Travel Grants

Faculty applications submitted for travel funds and internal research grants require the signature of the Chair. As of 2002, new tenure-eligible Assistant Professors receive support for travel to professional meetings and research assistance, as well as teaching reductions in their first year and after the third-year review. Until travel funds are completely exhausted newly
hired faculty are not eligible for college-wide conference travel grants. For complete details see Appendix B, “Research Support for New Assistant Professors.”

G. Institutional and Individual Sponsored Research

All faculty members seeking external funding should contact the Office of Institutional Support (x41894). The Grants Handbook can be found on the website. The Chair will be notified about all faculty proposals being submitted, and is consulted on the nomination/delegation of faculty to participate in institutional grants. Any request for released time or leave without pay must receive approval from the Chair and the Provost.
III. Curriculum

A. The Major and Assessment of Student Learning

Major and Departmental Course Offerings

The Chair, in consultation with other members of the department, plans the annual course offerings, insuring the scheduling of an adequate number and range of courses required for the major, and their prerequisites, as well as courses suitable for non-majors and for the general education requirements. When new courses or changes in existing major or minor requirements are proposed, these must be submitted to the Barnard Committee on Instruction (COI) by the due dates, posted on the Provost’s website, so that they can be approved by the Faculty and included in the Barnard Catalogue and the Directory of Classes prepared for each semester. For more information on submitting courses to the COI, see Section C. Course Listings, Catalogue below. A COI course proposal form is on the Provost’s website.

Proposals for new courses or changes in requirements should be submitted to the COI by mid-February due date for the following academic year. When unavoidable last minute changes occur, these should be presented to the COI no later than September for the spring semester, and no later than March for the fall semester. Chairs are encouraged to assign new faculty to existing courses rather than to new ones of their own design in their first year at Barnard, particularly when they are here as short-term visitors or leave replacements.

Student Learning Outcomes and Program Assessment

Chairs and directors are charged with coordinating faculty in the various steps necessary to develop and implement the program’s assessment plan. Departments should meet once per year to review and discuss assessment data in light of the department’s mission and the expected learning outcomes for majors and/or minors. Chairs are also charged with completing a brief year-end report on assessment due to the Provost by mid-May. See Appendix M for more details.

Student Learning Outcomes on Course Syllabi

Middle States standards require all courses to have specific and measureable student learning outcomes. Starting in 2010, the COI ensured that all new courses stated the student learning outcomes on the course syllabi to receive approval. For courses approved prior to 2010, department chairs are asked to remind instructors to include the key student learning outcomes on course syllabi before they are distributed to students. Department Chairs help the college assure its compliance with this standard by collecting and retaining in the department office an electronic or paper copy of the syllabus for the most recent offering of a course.

Textbook Requirement

As of 2010, federal regulations require higher education institutions to publish in the online directory of classes the ISBN and retail prices of required and recommended textbooks for all courses. The law specifies that this information must be disclosed to the public and that it
must be made available by the time students begin their program planning. Instructors enter their
textbook information in the Directory of Classes by using the “Edit Textbook” tool available on
the “Intro” page of CourseWorks. For purposes of this law, a textbook is any document with an
ISBN that is required or recommended for a course. If no textbooks are required or
recommended for a course, instructors should indicate this by checking the relevant box in the
“Edit Textbook” tool of CourseWorks. Chairs are asked to remind faculty of the textbook
requirements when requesting teaching preferences for the semester.

**B. Teaching Assignments and Staffing the Curriculum**

The Chair, in consultation with other members of the department, makes teaching
assignments, with attention to balancing each faculty member’s teaching program so that large
lecture courses and smaller classes are equitably distributed. The annual teaching program is
normally four courses for on-ladder faculty. Off-ladder faculty normally teach six courses or the
equivalent.

In planning teaching assignments, the Chair includes normal departmental expectations
for contributions to graduate teaching, first-year seminars, and to interdisciplinary programs like
Women’s Studies, Comparative Literature, Africana Studies, etc.

**In order to enhance the tenure prospects for tenure-eligible Assistant Professors,**
**Chairs are urged to limit the number of new course preparations assigned each year to a bare minimum.** When possible, they should be assigned well established basic courses with
existing syllabi, or courses closely related to their prior research or teaching. Whenever
practicable, Assistant Professors should be encouraged to repeat courses they have already taught
instead of creating new courses. However, by the time of tenure, Assistant Professors should
have taught a sufficient variety of courses as to level and structure to demonstrate teaching
effectiveness in different formats. The Chair, in consultation with the Provost, should insure the
right balance of course assignments over the pre-tenure period.

When the need for Teaching Assistants or Graders is anticipated for predictably large
courses, the Chair should include funding for these in the annual budget request and remember to
submit appointment forms to the Provost’s Office by September 10 for the fall semester and
January 10 for the spring semester. For more information regarding hiring Teaching Assistants
and Graders see Section V. Administration.

**C. Course Listings**

**Catalogue**

Once every semester, in October and February, the Chair is requested to update the
course listings online, usually with the assistance of the department assistant or administrator, for
the following semester. You can access the online system at:
https://www.college.columbia.edu/unify/. For permission to access or training on the system
contact the Manager for Academic Information and Curriculum Support, x42297. Each
February, the Chair is requested to provide updated departmental information for the coming
Some chairs, especially those in Architecture, Dance, Theatre, and Urban Studies, which also serve the Columbia major, are also requested 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.

Providing updated departmental information usually involves updating the current catalogue copy by noting personnel changes and approved changes in requirements. Updating the course listings involves adding approved new courses; publishing courses that are not being offered currently, but will be offered again; and un-publishing or deleting courses which will not be offered in the foreseeable future. Chairs should submit all new courses and changes in requirements to the Barnard Committee on Instruction (COI). When new Columbia courses are added to the Barnard catalogue, these also must be submitted to the Barnard COI. Conversely, new Barnard staffed V3000 or W4000 courses must be submitted to the Columbia College COI via the counterpart Columbia department. New Barnard courses or changes in requirements in majors which also serve as the Columbia major, like Architecture, Dance, Theatre, and Urban Studies, must be submitted directly to the Columbia College COI.

The Online Catalogue can be updated throughout the year; contact the Manager, Academic Information and Curriculum Support, x42297, if there are any changes needed.

Directory of Classes

Columbia generates the University-wide Directory of Classes. The online catalogue links to the Directory of Classes for all courses currently being offered. Chairs receive from the Registrar printouts of listings from previous semesters, 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 lists, departments are also asked to supply information about classroom needs: anticipated class size; the need for audio/visual equipment; and whether graduate courses should be scheduled for Barnard or Columbia classrooms. The Registrar’s Office attempts to assign appropriate classrooms, but is constrained by the limited number of classrooms and by the preponderance of classes offered at the same time. Departments are asked to spread out their course offerings over the day and week; some courses offered at popular time slots may have to be scheduled at Columbia or moved to a different time.

Listings for the Directory of Classes must be returned when requested so that classrooms can be assigned and entered in the database and the file transmitted to Columbia.

All Directory of Classes information is available on the Columbia website and is updated overnight each day. Current courses listed in the Barnard online catalogue have links to the
Directory of Classes. (Contact: for course listings, Registrar, x42011; for classroom assignments, Associate Registrar, x42011.)

**Limited Enrollment Courses**

During the advance program filing period each semester, students sign up for Columbia limited-enrollment courses via eBear. They sign up for Barnard-taught limited-enrollment courses according to procedures specified by each department. Some departments post sign-up sheets; some require the submission of appropriate samples of work; some require auditions. The Chair must notify the Registrar’s Office, on the requested form, of such procedures so that they can be publicized and so that fairness to all students is insured. (Contact: Registrar, x42011.)

**Courses for First-Year Students**

Entering students plan their programs over the summer by using the *Guide to Your First Semester* at Barnard College and by consulting the First-Year Class Dean. In January, the Manager for Academic Information and Curriculum Support asks Chairs to review and edit listings of courses determined to be especially suitable for first-year students; these courses will then be included in the Guide. (This is done at the same time as catalogue copy and the Directory of Classes updates.) To facilitate the summer placement process, she also asks for an estimate of the number of spaces that will be available for first-year students in each of those specified courses. If a useful estimate will not be possible until after upper-class students have pre-registered in April, Chairs may submit estimates by the end of May. Comprehensive, accurate, and timely information will help prevent inappropriate placements and excessive “shopping,” and should help departments attract prospective majors. (Contact: First-Year Class Dean, x42024.)

**D. Student Course Evaluations**

Course evaluation forms must be provided to all enrolled students in all undergraduate courses taught by Barnard faculty. The College-wide online course evaluation forms are preferred. Departments may develop their own course evaluation forms as long as they have been approved by the ATP.

**E. Department Web Pages**

Communications supports the development and publishing of public-facing departmental websites, faculty profiles, and faculty blogs.

For its public website, Barnard uses a content management system (CMS) called Drupal. Training for editing websites and profiles in Drupal is available upon request, ecomm@barnard.edu.

For personal faculty websites, private websites, and new web-based applications, please contact the Help Desk, help@barnard.edu.
IV. Students

A. Major Advising

Depending on the size of the department and other factors, Chairs will assume, facilitate, or delegate the advising of their department’s majors.

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. (Contact: Sophomore Class Dean, x42024.)

Declaring Majors

A student who declares a single major files a form with the Registrar signed by the Chair. A student who declares a complete double major (i.e., she will fulfill all 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 (i.e., she will complete all courses for both majors but will do only one, 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 do her senior project. In that case, both departments will read and evaluate the senior project and must agree on the grade. (Contact: Registrar, x42011.)

Assigning Major Advisers

Depending on departmental size and preferences, Chairs may wish to make advising assignments: on the basis of field of interest within the discipline; with the goal of equitably distributing advisees among all department members; by making some distinction between the anticipated advising loads of junior and senior faculty; by some combination of these factors; or, of course, simply on the basis of students’ preferences. When major advisers go on leave or depart for other reasons, Chairs will need to reassign their advisees, which will entail communicating the new assignment to the student and to the Registrar’s office, as well as making sure her advising materials (see below) are transferred from the departing to the new adviser.

Approving Major Programs

Students enter courses on eBear, and advisers approve programs on eBear after meeting their advisees to discuss selections. Chairs need to insure that major advisers are available for program-approving, and should emphasize the expectation that there will be direct, face-to-face advising of students. Major advisers should approve students’ complete programs only after the sort of substantive, in-person conversations that have for years been the bedrock of the Barnard
advising system. If for any reason a major adviser cannot be available on or immediately before a deadline, s/he may approve a student’s program after the deadline by printing it, signing it, and, if appropriate, adding a brief note explaining why the late-filing fee should be waived. (Once a deadline has passed, the online approval mechanism is turned off. For further information on the details of online program-filing, see the Registrar’s memos, which can be found at the Registrar’s website.)

**Fulfilling Major Requirements**

The Chair should create/encourage the use of a checklist/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.

**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 evaluate her marked transcript (see below). Keeping such records in a permanent departmental file may also provide guidance when similar situations come up later, perhaps under the tenure of a new Chair.

**Certifying Majors for Graduation**

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

(a) An alphabetical listing of candidates, for the Chair’s information;

(b) 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 Catalogue in the year they declared the major. When signing the transcript, Chairs should note and explain any substitutions (see above.);

(c) 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;
(d) Senior requirement grade sheets. Each Barnard graduate must have completed a “senior project”: a thesis; an examination; 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. (Contact: Registrar, x42011.)

B. Other Advising Matters

Advising of First-Years and Sophomores

The Barnard faculty have agreed that advising of first-year students and sophomores is part of their general responsibilities, and those who participate usually consider the work to be interesting and satisfying. Several years ago, upon the recommendation of Chairs, the Dean of Studies Office adjusted the advisee/adviser ratio so that advisers may now choose to work with anywhere from 4 to 15 advisees. The smaller number of advisees has encouraged better advising, and it has meant that more faculty members serve as advisers. The participation of every department or program in this effort is needed so that interests of students can be accommodated and so that departments may introduce themselves to students. (In fact, many departments consider advising to be part of their recruitment strategy). In addition, advising of first-years and sophomores helps faculty members to become familiar with College policies and procedures and helps them to meet colleagues beyond their departments. In April, the Dean of Studies will ask Chairs to update departmental information for the Advisers Guide and may contact the Chairs of underrepresented departments, asking for help in selecting advisers. The Dean may also contact Chairs about the timing of inviting junior faculty members to advise.

Independent Study

Students who wish to engage in independent study for degree credit must seek the approval not only of their proposed faculty sponsor, but also of the sponsor’s Department Chair and the Committee on Programs and Academic Standing (CPAS). CPAS criteria for assessing applications for independent study are made clear in the Registrar’s independent study approval form. The form also addresses the issue of the relationship between independent study and internships: “Because Barnard College grants degree credit only for academic work, an internship per se does not qualify for credit. If the internship is related to an academic field represented in one of the Barnard departments, the experience may suggest a research project culminating in a substantive research paper. A student who wishes to receive credit for independent study involving [an] internship must discuss her plans with a member of the Barnard faculty in a related field.” As the number of such requests has been growing in recent years, it may be useful in certain instances to remind students that supervising an independent study is an addition to a faculty member’s usual workload, and that if, for whatever reason, an independent study cannot be arranged, the internship may nevertheless be an inherently valuable experience for the student, and she may create an official record of it by asking her employer to place a letter in her recommendations file. (Contact: Registrar, x42011.)
NYC Civic Engagement Program

The New York City Civic Engagement Program was founded in 2003 to help Barnard use the city's resources in a systematic, thoughtful way, and to educate students to become active, engaged citizens and leaders of a global community.

Petitions to CPAS

Students who want exceptions to College-wide academic policies submit petitions to the CPAS, which meets biweekly on Thursdays. In addition to signing petitions for independent study (above) and special and combined majors (below), Chairs are asked to recommend action in matters of modification of major requirements, specifically, the number of Barnard-Columbia courses required for the major; modification of general education requirements, e.g., fulfillment of the science requirement by courses other than those that have been approved; and some deadline extensions, e.g., filing for an independent study after the add deadline. Chairs should possess an understanding of the pedagogical philosophy governing regulations and of the desirability of fairness for all students and should support petitions only in compelling cases. In making their decisions, Committee members rely on explanations for support. It is sufficient for a Chair who does not support a petition to write pro forma in the space provided for comment.

Petitions for Special and Combined Majors

A special major comprises courses from throughout the College and University curricula; a combined major integrates in-depth coursework – at least 7 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).

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 their interests can be satisfied within existing majors and the extent to which the breadth, depth, and coherence criteria can be met.

CPAS members are supportive of the concept of special majors; however, there is also a strong belief that students benefit from being part of a regular major, which provides affiliation with a department and a community of peer learners. Thus, it is particularly important for the Chair to communicate on the petition reasons for support of such a major. (Contact: Dean of Studies or appropriate Class Dean, x42024.)
Summer and Study Abroad Credit

In general, department chairs approve summer and study leave courses only if the student wishes credit toward the major or the minor. The following paragraphs give the general criteria for such approval. Some departments have retained authority to approve courses for elective and GER credit as well; in such cases, the chair will approve the course itself, and the Registrar’s Office will evaluate the course for GER satisfaction if the student requests a GER.

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, of course, request detailed information, such as a complete syllabus that includes descriptions of writing assignments. Chairs should approve, or not approve, the course ahead of time—that is, only in exceptional cases should approval be provisional (e.g., requiring submission of actual coursework). Experience has shown that it is unfair to students to grant provisional approval and then reduce or deny credit after the fact, when the student has already committed time and money. (Contact: Registrar, x42011.)

Study Abroad Credit. Students who study abroad or, for other reasons, take courses at other institutions that they wish to apply toward the degree must seek the approval of the Registrar’s Office for each course. 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 the major may wish to request detailed course information, but should approve or deny in advance rather than making approval contingent upon eventual review of students’ coursework. While in certain cases Chairs may, as appropriate, approve individual courses for a reduced number of points, as a general rule they should apply the same “proportional” principle that the Registrar’s office uses in awarding transfer credit. This principle most commonly becomes an issue in the cases of institutions or study abroad programs with a standard course load of four four-credit courses. In such situations, and at the home institutions of such study abroad programs, the 16-credit load is standard, 128 credits are required for the degree, and students rarely if ever take more than four four-credit courses. While Barnard Chairs may understandably be reluctant to approve individual courses for four points when what would appear to be comparable courses at Barnard carry only three points, the proportional formula insures that students will receive no more than 16 credits for a standard full-time experience. (Contact: for transfer credit generally, Registrar, x42011; for study abroad credit, Dean for Study Abroad, x41777.)

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. (Contact: Registrar, x42011.)

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.

V. Administration

A. Annual Instruction Budget & Faculty Workload

The budget preparation cycle for the following year begins in November, 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.

This budget information must be submitted to the Provost by mid-December.

Early in the spring semester, usually in March, preliminary department budgets for the coming year are distributed to Chairs for review. Chairs should submit corrections, changes and comments to the Provost by early April. If any other changes with budgetary implications arise after that date, the Provost should be notified immediately.

Final budgets with new salary adjustments for the coming academic year are usually distributed in July.

Budget status reports and purchasing activity can be accessed through ebear at http://ebear.barnard.edu/index.html. Reports posted on the Web will be as current as the prior evening’s close (all transactions posted by 5 pm the previous day will appear).

This secure link, is accessible only to Chairs and their designated budget coordinators. To access the site, the following steps are required:

• Go to ebear, which is linked from the main Barnard College webpage;
• To enter the site, type your e-mail name (e.g., gsmith) and your e-mail password. Click ‘submit;’
• Choose the year for which you want fiscal information;
• Click ‘submit’ to reach the page that lists the accounts to which you have access. They appear in a drop-down box. If you have more than one budget, subsequent
listings can be accessed by clicking the arrow on the right-hand side of the box, and then selecting an account. Lists of many accounts are ordered by fund and unit, so that unrestricted funds (‘0’ - most common type of fund) are listed first, gift funds (‘1’) are next, and endowed funds (‘2’) are last. To jump down to the 1 or 2 funds, type a 1 or 2 in the box.

- Once you select an account to view, click ‘submit’ and the program will take you to a summary page which displays the status of each line item of the account. To see the activity (purchases and encumbrances) for each item, e.g., all items under #4301, “Office Sup and Exp,” click on the blue highlighted 4301 object code.
- Use the “Back” button to return if you wish to select another fiscal year or account.

These budget status reports include accounts for sponsored research grants; however, they correspond to the College’s fiscal year, not the grant year. To view the most recent grant information enter the current fiscal year date. (Contact: Controller x47732.)

The following provisions for accounting for faculty workload associated with senior theses and independent science research supervision were promulgated by the FBPC in April 2008, for implementation in 2008-2009.

**One semester thesis or thesis equivalent option:**

One course of faculty load = A senior thesis seminar or a topical seminar of approximately 12 students (seniors) for one semester, meeting two hours per week (student points = 3 or 4), culminating in a 25-30 page paper.

**Two semester thesis option:**

One course of faculty load = Senior thesis seminar of 5-6 students for two semesters, meeting two hours per week (student points = 3 or 4 per semester), culminating in an approximately 50 page thesis.

Some departments do not account for year-long senior theses in formal classes assigned to individual faculty. For such departments, there must be 5-6 graduating seniors per faculty member who is in active status (i.e. not on leave) for each faculty member to receive credit for teaching one course.

**Small Departments/Programs:**

(or other Senior Thesis Supervision not currently included in teaching load)

One course of faculty load = A minimum of 6 students in the equivalent of a year-long senior thesis accumulated over a period of no more than three years.

One semester theses are to be pro-rated.

- Thesis supervision not meeting this threshold is considered service to the department.
- The scheduling of the course credit will involve consultation with the department chair in order to take the department’s staffing needs into account.
**Supervision and Mentoring of Laboratory Science Research:**

Regarding supervision of students doing laboratory research as part of what various science departments call Guided Research (Bio & Chem) or Independent Research (Psych) or the individual mentoring of students in the lab for Senior Theses (all science departments), the equivalent of 10–12 student semesters accumulated over 2 years will earn a course credit. This would average out to 2.5 to 3 students supervised per semester.

- Students must be formally registered for the appropriate course(s).
- No more than one semester of such course credit may be earned by a faculty member within a two year period, no matter how many students are supervised or mentored.

**B. Chair’s Year-End Report for Personnel, Salary Review, and Assessment**

The Chair’s report should be submitted to the Provost by mid-May. In the report, the Chair should:

- Comment on and evaluate the professional contributions of each faculty member in the areas of teaching, research, and service (1-2 paragraphs per person, max);
- Point out the significance of accomplishments – e.g. article published in top journal in field, election to prestigious editorial board;
- Not repeat what is on the individual personnel form or c.v.;
- Give recommendations concerning next raise for tenured faculty; and
- Attach the minutes from your departmental meeting on assessment of student learning, or write a 1-2 page summary of the meeting. See Appendix M for more details.

**C. Hiring and Supervision of Personnel and Students**

There are three administrative offices involved in hiring College employees, and it is important to distinguish among them.

The hiring process for faculty, graduate students who serve as TA’s, Graders, Readers, and Lab Associates begin with the department chair, and in consultation with the Provost’s Office. Faculty, full-time and part-time, and graduate students are hired and terminated by completing an appointment form, signed by the Chair and submitted to the Provost’s Office. For new appointments, a current CV must be included with the appointment form. The complete appointment form includes the individual’s personal information as well as the courses to which they are assigned. Contact the Manager of Academic Administration (x42709) if you have any questions.

Barnard and Columbia undergraduate students are hired through the Office of Career Development. Contact the Associate Director, Student Employment, x47745, for information on hiring student assistants, including salary ranges and rules.

Human Resources, has responsibility for the hiring of administrators, administrative support staff, facilities and security staffs, and grant-related hires. The policies and practices of
the Office of Human Resources, along with the required forms, are found on the Human Resources website. (Contact: Associate Director of Human Resources, x42660.)

Any incident involving a department employee (faculty, teaching assistants, staff) that may defame the institution should be reported to the Office of the Provost. If you cannot reach the Provost, you should contact the Associate Provost, Angela Haddad, as soon as possible.

**D. Chairs’ Meetings**

Lunch meetings for all Chairs and program directors, organized by the Provost, are held once a month, from noon to 2 pm, usually on the Wednesday preceding the Monday of the monthly Faculty Meeting. Chairs are urged to attend, or to send a designated replacement. The Chairs designate two representatives to the Faculty Advisory Committee to advise and consult with the Provost as needed.

**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. See Appendix J for sample letter from Provost on tenure evaluation of candidates from the counterpart CU department.

**F. Academic Program Review**

See Appendix L for Guidelines for Academic Program Review.

**G. Facilities**

The Facilities Services Department is responsible for serving the Barnard community’s maintenance and custodial needs as well as campus planning and construction. It is located in 105M Barnard Hall and hours of operation are 8:00 A.M. to 5:00 P.M. Service requests can be submitted utilizing the electronic service request form located on eBear, under the Community tab in Online Forms. After hour emergencies should be called into Security, x43362, who will contact the manager on duty.

Key requests are handled by the Facilities Services Department. All requests must be accompanied by a signed/dated request from the Chair. When keys are ready, they may be collected at the Facilities office, where a key release form must be signed.

**H. Purchasing**

See the Purchasing website for Purchase Requisitions, Purchase Orders, Check Requests, and Tax Exemption Forms and for additional information on Purchasing procedures.

**I. Campus Reservations**
Classrooms and Event Space Requests – Academic Year

Contact Events Management for the scheduling of all event spaces on campus as well as classrooms for weekend activities. The Registrar's Office is responsible for assigning classrooms for instructional purposes. After the academic class schedule is set Events Management is responsible for coordinating the scheduling of classrooms. For more information please see the Events Management website, http://barnard.edu/events-management.

Summer Classroom and Event Space Requests

During the summer months, reservations for all campus spaces are made through the Events Management.

J. Overnight Accommodations for College Guests

The preferred accommodations for Barnard guests are located at the Landmark Guest Rooms at Union Theological Seminary. For guests whose visit is being funded directly from the Provost’s Office, e.g. search candidates and Forum on Migration lecturers should make reservations and send invoices to the Provost’s Office.

Barnard alumnae, Columbia University guests and Barnard College guests whose stay is not directly funded by the Provost’s Office should make their reservation with Landmark directly (212-280-1313). Payment for such rooms is through Landmark.

Landmark Guest Rooms
3041 Broadway, New York, NY 10027
121st Street and Broadway
Telephone: 212-280-1313 (Sun-Sat 9 am – 5 pm); Fax: 212-280-1488

Amenities:
X Cable Television
X 24-hour front desk attendant
X Telephone in room. Free local calls; long distance calls require a calling card
X Wireless Internet Access
X Complimentary continental breakfast in UTS commons (Mon.-Fri. only)
X Iron and hair dryer
X Miniature refrigerator

Upon arrival, Landmark guests should come to the main entrance of Union Theological Seminary, located at 121st and Broadway, on the west (downtown) side of the avenue. The seminary entrance is open 24 hours. If you arrive after 6pm, your room key will be waiting for you at the main security desk. Check-in is anytime after 2 pm, and check out anytime before 11 am. Breakfast is served Monday through Friday, 7:45-10:30 in The Pit dining room and
Saturday and Sunday in the Johnson Lounge. Daily housekeeping service is provided between 9 am and 6 pm.

If guests are staying for an extended period and need mail or Federal Express deliveries, the mail or delivery should clearly say “Landmark.”

K. Computer Support

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 x47172 or sending e-mail to help@barnard.edu.

A Barnard account is created for every faculty member in advance of their start date. This account gives access to gBear and eBear (see below). For new faculty, 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 start of hire for eBear.

gBear is Barnard’s term for its Google Apps for Education-provided environment, which gives access to an email account “@barnard.edu”, shared and personal calendars, and much more. The full suite of Google Account services is available, and all members of the Barnard community are encouraged to explore them, but BCIT only provides support for the core applications: Mail, Calendar, Groups, Contacts, Chat, Docs, and Sites.

eBear, the Barnard College intranet, is located at http://ebear.barnard.edu. eBear provides access to services such as the online grading system, Facilities Work Orders, and HR and purchasing forms. Those faculty members requiring additional access, such as the ability to send mass email to segments of the Barnard community, should contact the BCIT Service Desk for assistance.

Barnard College provides space on a Novell file server, called Artemis, where faculty and staff can store their documents or share files with members of the department. The username to log into Artemis is the same as the username for the Barnard account, but it is a separate account and the password may not be the same. Quota for the personal storage folder is 300MB; departmental quotas may vary. Both folders are backed up daily. To request access to a departmental share, please contact the BCIT Service Desk with the Artemis username requiring access and the name of the specific file share in question.

In addition to the Barnard account, each member of the Barnard community is also provided with a Columbia UNI. The UNI is an account providing access to many online services at Barnard and Columbia, including a separate email account, CourseWorks, library database access from off-campus, use of the NINJa printing system, and requesting help from the CUIT Help Desk. To activate the UNI, go to http://uni.columbia.edu. UNI problems should be referred to the CUIT Help Desk at x41919.
All College-provided computers include a standard software package with Microsoft Office, several web browsers and email clients, anti-virus and anti-malware applications, and the Novell client to access the Artemis file server. (A current list of software included in the package can be found on the BCIT website.) Other software, such as SPSS and Mathematica, can be installed upon request. For assistance with software usage questions, Barnard participates in a university subscription to Lynda.com. This is a web service providing on-demand tutorials on hundreds of software programs and topics, such as the Microsoft Office suite, Adobe Acrobat and Photoshop, and many more.

Faculty and administrative offices, and many classrooms, are wired for network access. Wireless service is available in the campus residence halls, specific classrooms, and most public spaces; see the BCIT website for more information.

The main student computer lab, located in the Diana Center, houses PCs, 4 Macintosh computers, two scanners and 3 laser printers. Additional computer labs are located in the residence halls: Plimpton, Sulzberger (2 labs), 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, Academic Computing Experts, are available in the Diana Center to assist student users with hardware, software and network questions or problems.

Many classrooms have computer capability and projection for the instructor, and/or have a network connection so that faculty can attach a laptop. Laptops and other equipment can be borrowed from Instructional Media and Technology Services (IMATS,) x42418, a division of Barnard Library and Academic Information Services (BLAIS). Consult with IMATS, x42418 or the Registrar, x42011 for more information on computer and media-equipped classrooms, or visit the BLAIS website at library.barnard.edu. IMATS staff can provide training and assistance in using the equipment in the classrooms.

I. Purchase of Computer Equipment

The College, with approval from the Provost, purchases one laptop or desktop computer in standard configurations for use by faculty and staff.

New Purchases of Faculty Computers: Full-time faculty members have one computer (desktop or laptop) that is assigned to them for their use. For adjunct faculty, a desktop is purchased and assigned to an office shared by adjunct faculty.

Requests for full-time faculty computers in non-standard configurations must be reviewed and approved by the Provost. Faculty with specialized computer needs should bring their needs to the attention of their Department Chair and Anja Santiago, Manager, Academic Information and Curriculum Support.

Purchases of Replacement Computers: Faculty members with nonoperational computers are asked to contact the BCIT service desk for assistance. If BCIT determines that the machine is nonoperational and is beyond the fourth year of service, the faculty members are asked to contact Anja Santiago. She will consult with BCIT to determine the urgency of replacing the
machine. If a replacement computer is needed immediately, she will notify the faculty member of the Provost’s approval for the purchase of a new computer. Upon receipt of this approval, the department’s Administrative Assistance may place a purchase order for a new machine.

The Provost has a limited computer budget that must be reserved for midyear emergency purchases of replacement computers. If BCIT determines a faculty member’s computer is operational but beyond the fourth year of service, you will receive a replacement machine by the start of the next academic year.

**Annual Requests for Replacing Faculty Computers:** Prior to preparing your annual budget request to the Provost, Department Chairs should survey their faculty and staff to determine computer replacement needs for the following academic year. In your budget narrative, please indicate the names of faculty in need of replacement computers. The Provost’s Office Staff will contact faculty to follow-up on their computer needs. Your budget should also specify all department computers in the fifth year of service. This includes machines used by support staff. Consistent with BCIT’s Hardware Support Policy, the Provost will plan, as the budget allows, replacing computers in the fifth year of service.

Typically, internal or external grant or award funds should be used to cover the costs of the following faculty and departmental computer purchases:

- Special department workstations for an unusual software application,
- Dedicated workstations for access to secure websites,
- Portable computers or electronic devices—this includes a second machine for a faculty member with an assigned computer, or an office machine,
- A second computer for a fulltime faculty member who has an assigned machine.

**Requests for New or Replacement Printers:** Consistent with the recommendations of BCIT and the 2011 Zero-Based Budget Review Print Committee, the Provost encourages faculty to contact Mail and Document Services to discuss the use of Ricoh Multi-Function Printers for their printing needs. Overtime, the Provost will purchase and locate network printers in areas that can accommodate the needs of several faculty members for which the use of Ricoh printers is unfeasible. The routine purchase of new or replacement consumer-grade personal printers has been discontinued.

Faculty members with nonoperational printers are asked to contact the BCIT service desk for assistance. If BCIT determines that the machine is obsolete, faculty members are asked to contact Anja Santiago. She will consult with BCIT, and others as needed, to determine if there is an existing network or Ricoh printer that might accommodate the faculty member’s needs. If there is no such option, she will review the feasibility of purchasing a network printer accessible to the faculty member. She will report to the faculty member the approval of a purchase. Afterwards, the department’s Administrative Assistance may place a purchase order for a new machine and arrange installation.
For other computer needs not discussed in this section, please contact the Office of the Provost.

BCIT can assist with an audit of computer equipment in your department, advice on the appropriate computer and software, and information about site licenses for software.

Purchasing will handle creating the official College Purchase Order, tracking delivery of the equipment from the vendor, notification of user when the computer arrives on campus, and payment of vendor.

The buyer’s responsibilities are to identify funding, oversee delivery, installation and securing of the computer, and arrange for the removal of the obsolete equipment following the Recycling Guidelines.
VI. College Policies

- Non-Discrimination;
- Leaves of Absence for Reasons of Pregnancy, Childbirth and Infant Care for Officers of Instruction;
- Disability;
- Policy Against Harassment in Employment Practices and in Student Academic and Campus Life;
- Smoking; and
- Prevention of Drug and Alcohol Abuse.
VII. Disclaimer and Referral

This manual for Chairs is designed as a reference to practices and policies of Barnard College. The College reserves the right to amend the manual at any time, without notice. The Code of Academic Freedom and Tenure and the original policy documents should be consulted if there is any doubt about interpretation; such policies supersede any description in this manual.

Reference is made to various Faculty, College and University committees. Information about the charges and membership of these committees may be found in A Faculty Guide to Barnard College.
VIII. Appendices

Appendix A. Searches
Appendix B. Research Support for Assistant Professors
Appendix C. Tenure Timeline
Appendix D. Procedures for the Third Year Review of Assistant Professors
Appendix E. Guidelines for Tenure Considerations
Appendix F. Guidelines on Methods of Teaching Evaluations for Renewal, Tenure & Promotions
Appendix G. Format of Curriculum Vitae for Internal Promotion Process
Appendix H. Schedule and Procedures for Recommendations Internal Promotions to the ATP
Appendix I. Procedures for Review of Senior Off-Ladder Faculty
Appendix J. Barnard Department Consultation on Tenure Nomination at a Corresponding Department at CU
Appendix K. Policy on Workload Compensation for Departmental Leadership
Appendix L. Guidelines for Academic Program Review
Appendix M. Guidelines for Academic Assessment Plans