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Columbia | SIPA
Semester planning and timeline

Your course information

<table>
<thead>
<tr>
<th>Course title:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Course number:</td>
<td></td>
</tr>
<tr>
<td>Course schedule and room:</td>
<td></td>
</tr>
<tr>
<td>Instructor name:</td>
<td></td>
</tr>
<tr>
<td>Instructor UNI:</td>
<td></td>
</tr>
</tbody>
</table>

Before the semester

<table>
<thead>
<tr>
<th>By Aug. 1 for the fall semester, or Oct. 15 for the spring semester</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Post your syllabus and textbook information to <a href="https://courseworks.columbia.edu">CourseWorks</a>.</td>
<td></td>
</tr>
<tr>
<td>• Upload readings to CourseWorks.</td>
<td></td>
</tr>
<tr>
<td>• Contact Lehman Library for <a href="https://library.columbia.edu/services/reserves">course reserves</a>; contact the <a href="https://store.columbia.edu">Bookstore</a> for purchased textbooks.</td>
<td></td>
</tr>
<tr>
<td>• If needed, request access to A/V in your classroom with <a href="https://sipa-a/v.columbia.edu">SIPA A/V</a>.</td>
<td></td>
</tr>
<tr>
<td>• Contact SIPA Academic Affairs to request adjunct faculty office space and access to office computers.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>One month before the semester starts</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Confirm you have received your instructional appointment letter and have completed all necessary Human Resources paperwork.</td>
<td></td>
</tr>
<tr>
<td>• Ensure your <a href="https://student.columbia.edu">UNI</a> is active.</td>
<td></td>
</tr>
<tr>
<td>• Confirm your course schedule and classroom in the <a href="https://coursesearch.sipa.columbia.edu">SIPA Course Search</a>.</td>
<td></td>
</tr>
<tr>
<td>• If you have questions about the schedule, classroom or enrollment limit, contact Andrew Johnson (<a href="mailto:andrew.johnson@columbia.edu">andrew.johnson@columbia.edu</a>).</td>
<td></td>
</tr>
<tr>
<td>• Provide an updated bio to SIPA Academic Affairs for the faculty directory.</td>
<td></td>
</tr>
<tr>
<td>• Review <a href="https://sipa.columbia.edu/policies">policies and guidelines for gender-based misconduct</a>.</td>
<td></td>
</tr>
<tr>
<td>• Review the <a href="https://library.columbia.edu/services/calendar">University Academic Calendar</a> for important dates and holidays.</td>
<td></td>
</tr>
</tbody>
</table>

Registration

Instructors with questions about student registration process may contact Andrew Johnson (andrew.johnson@columbia.edu) or Alleyne Waysome (aaw54@columbia.edu). Students with questions regarding registration should contact SIPA Student Affairs on the 6th floor of SIPA. During the registration period, which typically lasts through the first two weeks of the semester, it is common to see a daily fluctuation of students registered for your course.

Requests to register your course

- From SIPA students: SIPA students are able to register your course online through SSOL. If the course is full and they are unable to register, you should advise them to join the waitlist for your course in SSOL.
- From non-SIPA students: SIPA students should receive priority registration in your course, and in most cases registration is not immediately available to other students. If at the start of the semester seats are still available in your course, SIPA will allow non-SIPA students to register through SSOL.

Accessing your waitlist:

- When the enrollment limit in your course is met, a waitlist will automatically be created in Student Services Online (SSOL). The system defaults to register students automatically from your waitlist as seats become available.
- Instructors have the option to manage their waitlist and manually approve those students they would like to be registered. Managing your own waitlist will require you to actively check enrollment and add students to your course from the waitlist as seats become available. If you manage your waitlist and enrollment falls below the cap, no students will be added to the class -- unless you do so. It is very important that you do not exceed the enrollment limit in your course when adding students.
- To view or manage your waitlist:
  1. Login to SSOL (ssol.columbia.edu) with your UNI and password
  2. Click the link entitled ‘Class List’
  3. From the Class List, click on the ‘Wait List’ link that corresponds with the course you want to view
Viewing your roster:

Your official grading roster is found in SSOL. After logging in, click the link entitled ‘Class Roster’. Alternatively, a roster with student photos can be found in your class site in CourseWorks under the ‘Roster’ module.

Requests to audit your course (or in official terms, to receive R-credit)

SIPA does not officially allow students to ‘sit-in’ on courses (i.e., attend classes without being registered for the course). Students who audit (receive R-credit) a course must be registered for the course in SSOL and appear on the grade roster. If students are not officially registered, they will not have access to CourseWorks. Students who wish to be receive R-credit for a course must request permission from the instructor during the registration period. Registration priority should be given to students who wish to take your course for full-credit. Instructors are not obligated to grant R-credit; however, if permission is granted, the student must meet course requirements established at the discretion of the instructor. Upon successful completion of the course, instructors will submit the grade of R for these students. Should students not meet course requirements or fail to attend class, instructors have the option of submitting a grade of UW or F.

During the semester

| Ongoing          | Contact Cory Way, Associate Dean for Student Affairs, at ctw2119@columbia.edu with any concerns about student performance, well-being, or academic integrity (plagiarism or cheating). |
| Third week of the semester | Course implementation survey launches for all full-semester courses in CourseWorks. You will find the results in CourseWorks in the course’s left-hand menu, under “Evaluations.” |
| Mid-term         | Contact SIPA Academic Affairs if you need to schedule a mid-term exam outside of your normal class schedule. You will receive an email from SIPA Academic Affairs asking to confirm your final exam plans and, if needed, schedule an in-class exam. |
| End of the semester | Course evaluations for full-semester courses launch in CourseWorks during the last week of classes. Please encourage students to complete the evaluations. You will find the results in CourseWorks in the course’s left-hand menu, under “Evaluations.” You will not be able to view the results until after you submit final grades. If you are teaching a short course during the first half of the semester, course evaluations will launch and be completed after the course ends in mid-semester. Faculty will receive an email from SIPA and the University Registrar during the second-half of the semester about the schedule and process for submitting grades. Faculty submit grades via Student Services Online (SSOL), not CourseWorks. |

Grading Policies

Overall Course Grade Average

Grades for SIPA core courses must have an average GPA between 3.2 and 3.4, with the goal being 3.3 (B+). Courses with enrollments over 35 are encouraged to follow this grading guideline. There is no required curve to attain this average grade.

Changing Grades and Re-doing Work

Students should not be given the option to re-do work they have already completed (unless all students are afforded the same opportunity and the opportunity is publicized via CourseWorks or the course syllabus). Students should not be allowed to do extra work after the end of the semester in order to raise their grade. All grade changes must be approved by the Senior Assistant Dean for Academic Affairs. In the School of International and Public Affairs grade changes must be initiated by the end of the semester following that in which the initial grade is issued and must be initiated by the instructor through Student Services Online (SSOL) Grade Change function, or by contacting the Senior Assistant Dean for Academic Affairs, Rose Diaz.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 24-28, Mon-Friday</td>
<td>On-line registration open to continuing SIPA students only</td>
</tr>
<tr>
<td>August 31 - September 4</td>
<td>New Student Orientation</td>
</tr>
<tr>
<td>September 1, Thursday</td>
<td>Application for degree deadline for October 2015 graduation</td>
</tr>
<tr>
<td>September 2, Wednesday</td>
<td>Concentration/Specialization Audit Form deadline for October 2015 graduation</td>
</tr>
<tr>
<td>September 2-4 Wednesday- Friday</td>
<td>On-line registration open to new SIPA students only</td>
</tr>
<tr>
<td>September 7, Monday</td>
<td>Labor Day. University Holiday</td>
</tr>
<tr>
<td>September 8, Tuesday</td>
<td>First day of classes</td>
</tr>
<tr>
<td>September 8-18</td>
<td>On-line registration open to all SIPA students</td>
</tr>
<tr>
<td>September 18, Friday</td>
<td>Last day of on-line registration for all SIPA students.</td>
</tr>
<tr>
<td></td>
<td>Last day to add a class (excludes short courses)</td>
</tr>
<tr>
<td></td>
<td>• Last day to drop a SIPA class without receiving the grade of W and incurring financial responsibility for a class. <strong>Last day to change grading option to “R” credit</strong></td>
</tr>
<tr>
<td>September 30, Wednesday</td>
<td>Last day to submit summer internship paperwork to the Office of Career Services</td>
</tr>
<tr>
<td>October 13, Tuesday</td>
<td>Last day to withdraw from a course (W posted). Students may not officially withdraw from full semester courses after this date.</td>
</tr>
<tr>
<td>October 21, Wednesday</td>
<td>October Degrees Conferred</td>
</tr>
<tr>
<td>November 1, Saturday</td>
<td>Application for Degree deadline for February 2016 graduation</td>
</tr>
<tr>
<td></td>
<td>Concentration/Specialization Audit form deadline for February 2016 graduation</td>
</tr>
<tr>
<td>November 2, Monday</td>
<td>Academic Holiday</td>
</tr>
<tr>
<td>November 3, Tuesday</td>
<td>Election Day - University Holiday</td>
</tr>
<tr>
<td>November 16-25</td>
<td>Pre-registration for Spring semester classes</td>
</tr>
<tr>
<td>November 19, Thursday</td>
<td>Last day to change grading option to pass/fail.</td>
</tr>
<tr>
<td>November 26, Thursday</td>
<td>Thanksgiving Day - University Holiday</td>
</tr>
<tr>
<td>November 27, Friday</td>
<td>University Holiday</td>
</tr>
<tr>
<td>November 30, Monday</td>
<td>Last day to submit fall internship paperwork to the Office of Career Services</td>
</tr>
<tr>
<td>December 1, Tuesday</td>
<td>Application for Degree deadline for May 2016 graduation</td>
</tr>
<tr>
<td>December 14, Monday</td>
<td>Last Day of Classes</td>
</tr>
<tr>
<td>December 15-16 Tue-Wed</td>
<td>Study Days. <strong>There are to be no make-up classes, exams, presentations or deliverables due during this time.</strong></td>
</tr>
<tr>
<td>December 17-23 Thu-Wed</td>
<td>Final Exams</td>
</tr>
</tbody>
</table>
### Academic Calendar 2015-2016
#### Spring Term 2016

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 12-13 Tue-Wed</td>
<td>On-line registration open to continuing SIPA students only.</td>
</tr>
<tr>
<td>January 13-14</td>
<td>New Student Orientation</td>
</tr>
<tr>
<td>January 14-15</td>
<td>On-line registration open to new SIPA students only.</td>
</tr>
<tr>
<td>January 18, Monday</td>
<td>Martin Luther King Jr. Birthday Observed - University Holiday</td>
</tr>
<tr>
<td>January 19, Tuesday</td>
<td>First day of classes.</td>
</tr>
<tr>
<td>January 19 – January 29</td>
<td>On-line registration open to all SIPA students.</td>
</tr>
<tr>
<td>January 29, Friday</td>
<td>Last day of on-line registration for all SIPA students.</td>
</tr>
<tr>
<td></td>
<td>• Last day to add a class (excludes short courses)</td>
</tr>
<tr>
<td></td>
<td>• Last day to drop a SIPA class without receiving the grade of W and incurring financial responsibility for a class. Last day to change grading option to “R” credit</td>
</tr>
<tr>
<td>January 29, Friday</td>
<td>Concentration Audit Form deadline for May 2016 graduation</td>
</tr>
<tr>
<td>February 10, Wednesday</td>
<td>February Degrees Conferred</td>
</tr>
<tr>
<td>February 23, Tuesday</td>
<td>Last day to withdraw from a course (W posted). Students may not withdraw from full semester courses after this date.</td>
</tr>
<tr>
<td>March 7, Monday</td>
<td>Midterm Date</td>
</tr>
<tr>
<td>March 14-18, Mon-Fri</td>
<td>Spring Recess</td>
</tr>
<tr>
<td>March 24, Thursday</td>
<td>Last day to change grading option to pass/fail.</td>
</tr>
<tr>
<td>April 15, Friday</td>
<td>Last day to submit internship paperwork to the Office of Career Services</td>
</tr>
<tr>
<td>May 2, Monday</td>
<td>Last Day of Classes</td>
</tr>
<tr>
<td>May 3-5, Tuesday-Thursday</td>
<td>Study Days There are to be no make-up classes, exams, presentations or deliverables due during this time.</td>
</tr>
<tr>
<td>May 6-13, Friday-Friday</td>
<td>Final Exams</td>
</tr>
<tr>
<td>May 18, Wednesday</td>
<td>University Commencement</td>
</tr>
<tr>
<td>May 19, Thursday</td>
<td>SIPA graduation</td>
</tr>
</tbody>
</table>

[http://bulletin.columbia.edu/sipa/registration/academic-calendar/](http://bulletin.columbia.edu/sipa/registration/academic-calendar/)
Who do you contact at SIPA?

**Student Affairs, Associate Dean Cory Way**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation for New Students in August</td>
<td>Desmond Beirne, Assistant Dean (<a href="mailto:dj2104@columbia.edu">dj2104@columbia.edu</a>)</td>
</tr>
<tr>
<td>Plagiarism or other student disciplinary issues</td>
<td>Cory Way, Associate Dean for Student Affairs (<a href="mailto:ctw2119@columbia.edu">ctw2119@columbia.edu</a>)</td>
</tr>
<tr>
<td>Students with disabilities, seeking accommodation for exams, etc.</td>
<td>Stefan Brown, Senior Assistant Dean (<a href="mailto:asb167@columbia.edu">asb167@columbia.edu</a>)</td>
</tr>
<tr>
<td>Students with health or emotional problems</td>
<td>Anyone on duty in Student Affairs, 6th floor SIPA (854-8690)</td>
</tr>
<tr>
<td>Students in dual degree programs (Columbia)</td>
<td>Cory Way, Associate Dean for Student Affairs (<a href="mailto:ctw2119@columbia.edu">ctw2119@columbia.edu</a>)</td>
</tr>
<tr>
<td>Students in dual degree programs (international)</td>
<td>Tan Nguyen, Assistant Dean (<a href="mailto:tn2102@columbia.edu">tn2102@columbia.edu</a>)</td>
</tr>
<tr>
<td>Registration</td>
<td>Alleyne Waysome, Assistant Dean (<a href="mailto:aaw54@columbia.edu">aaw54@columbia.edu</a>)</td>
</tr>
<tr>
<td>Independent Study</td>
<td>Alleyne Waysome, Assistant Dean (<a href="mailto:aaw54@columbia.edu">aaw54@columbia.edu</a>)</td>
</tr>
<tr>
<td>Waiving Core requirements</td>
<td>Cory Way, Associate Dean for Student Affairs (<a href="mailto:ctw2119@columbia.edu">ctw2119@columbia.edu</a>)</td>
</tr>
<tr>
<td>Degree audits</td>
<td>Office of Student Affairs, 6th floor SIPA (854-8690)</td>
</tr>
<tr>
<td>Students at risk of academic failure</td>
<td>Cory Way, Associate Dean for Student Affairs (<a href="mailto:ctw2119@columbia.edu">ctw2119@columbia.edu</a>)</td>
</tr>
<tr>
<td>Make-up Exams and proficiency exams</td>
<td>Samira Abdul-Karim (<a href="mailto:sa2982@columbia.edu">sa2982@columbia.edu</a>)</td>
</tr>
<tr>
<td>Student Groups</td>
<td>Darbi Roberts, Assistant Dean (<a href="mailto:difr2134@columbia.edu">difr2134@columbia.edu</a>)</td>
</tr>
</tbody>
</table>

**Academic Affairs, Associate Dean Dan McIntyre**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/V &amp; Classroom Computing Support</td>
<td><a href="https://sipa.columbia.edu/sipaav">https://sipa.columbia.edu/sipaav</a> or <a href="mailto:sipaav@columbia.edu">sipaav@columbia.edu</a></td>
</tr>
<tr>
<td>Ad hoc room requests (for onetime events)</td>
<td><a href="https://sipa.columbia.edu/students/sipa-resources/room-reservations">sipa.columbia.edu/students/sipa-resources/room-reservations</a> or contact Marianna Breymtman (<a href="mailto:mb4144@columbia.edu">mb4144@columbia.edu</a>)</td>
</tr>
<tr>
<td>Blue books, supplies, general SIPA questions</td>
<td>Sacha Parchment (<a href="mailto:sp23233@columbia.edu">sp23233@columbia.edu</a>) Karine Lafargue (<a href="mailto:kl2059@columbia.edu">kl2059@columbia.edu</a>)</td>
</tr>
<tr>
<td>Class scheduling; recitation scheduling; room assignments for courses</td>
<td>Andrew Johnson (<a href="mailto:asj2124@columbia.edu">asj2124@columbia.edu</a>)</td>
</tr>
<tr>
<td>Registration and course enrollment limits</td>
<td>Andrew Johnson (<a href="mailto:asj2124@columbia.edu">asj2124@columbia.edu</a>) and Alleyne Waysome (<a href="mailto:aaw54@columbia.edu">aaw54@columbia.edu</a>)</td>
</tr>
<tr>
<td>Course evaluation process</td>
<td>Andrew Johnson (<a href="mailto:asj2124@columbia.edu">asj2124@columbia.edu</a>)</td>
</tr>
<tr>
<td>Concentration budgets</td>
<td>Joe Charter (<a href="mailto:jc3317@columbia.edu">jc3317@columbia.edu</a>) (backup Patrick Bohan <a href="mailto:pb3@columbia.edu">pb3@columbia.edu</a>)</td>
</tr>
<tr>
<td>Concentration/Specialization curriculum planning and instructional budgets</td>
<td>Andrew Johnson (<a href="mailto:asj2124@columbia.edu">asj2124@columbia.edu</a>) or Dan McIntyre (<a href="mailto:dm2429@columbia.edu">dm2429@columbia.edu</a>)</td>
</tr>
<tr>
<td>Exam Scheduling</td>
<td>Andrew Johnson (<a href="mailto:asj2124@columbia.edu">asj2124@columbia.edu</a>)</td>
</tr>
<tr>
<td>Faculty Orientations</td>
<td>Marianna Breymtman (<a href="mailto:mb4144@columbia.edu">mb4144@columbia.edu</a>)</td>
</tr>
<tr>
<td>Grades, Grading Policies, Web Grading</td>
<td>Andrew Johnson (<a href="mailto:asj2124@columbia.edu">asj2124@columbia.edu</a>)</td>
</tr>
<tr>
<td>Human Subjects Review/IRB</td>
<td>Dan McIntyre (<a href="mailto:dm2429@columbia.edu">dm2429@columbia.edu</a>) or Rose Diaz (<a href="mailto:rd2614@columbia.edu">rd2614@columbia.edu</a>)</td>
</tr>
<tr>
<td>CourseWorks</td>
<td>Marianna Breymtman (<a href="mailto:mb4144@columbia.edu">mb4144@columbia.edu</a>) or Adrienne Garber (<a href="mailto:agarber@columbia.edu">agarber@columbia.edu</a>, 212-851-9861)</td>
</tr>
<tr>
<td>Office Keys, Adjunct Office Space</td>
<td>Sacha Parchment (<a href="mailto:sp23233@columbia.edu">sp23233@columbia.edu</a>) Joe Charter (<a href="mailto:jc3317@columbia.edu">jc3317@columbia.edu</a>), Karine Lafargue (<a href="mailto:kl2059@columbia.edu">kl2059@columbia.edu</a>)</td>
</tr>
<tr>
<td>Payroll distribution</td>
<td>Karine Lafargue (<a href="mailto:kl2059@columbia.edu">kl2059@columbia.edu</a>) Joe Charter (<a href="mailto:jc3317@columbia.edu">jc3317@columbia.edu</a>)</td>
</tr>
<tr>
<td>Payroll questions</td>
<td>Kristine Barrera (<a href="mailto:kb2705@columbia.edu">kb2705@columbia.edu</a>)</td>
</tr>
</tbody>
</table>
Photocopies
Karine Lafargue (kl2059@columbia.edu), Sacha Parchment (sp23233@columbia.edu, 854-7375)

Press/communications questions
Milena Cerna, Associate Dean for Communications and External Relations (mc1021@columbia.edu)

Research accounts
Joe Chartier (jc3317@columbia.edu)
(backup Patrick Bohan pb3@columbia.edu)

Support for Faculty Searches
Joe Chartier (jc3317@columbia.edu)

Support for Faculty Promotion Reviews
Dan McIntyre (dm2429@columbia.edu)

Syllabus Preparation, COI Requirements & Deadlines
Rose Diaz (rd2614@columbia.edu) or Andrew Johnson (asj2124@columbia.edu)

TA questions
Tan Nguyen (tn2102@columbia.edu) or Alleyne Waysome (aaw54@columbia.edu)

Travel Reimbursements
Joe Chartier, Sacha Parchment

Visiting Speakers in Class
Rose Diaz (rd2614@columbia.edu)

Office and General Administration, Associate Dean Patrick Bohan

Office Computer Setup and Maintenance
Harpreet Mahajan (mahajan@columbia.edu, 854-8347)

Renting 15th Floor Conference Space
Micaela Ordahl (lom1@columbia.edu, 854-2821)

Maintenance, Cleaning, Building Operations
Micaela Ordahl (backup Patrick Bohan)

Security/Public Safety
Dial 99 from any campus phone

Before the Start of the Semester

Visa:
If you are not a US citizen or permanent resident, you must contact Joe Chartier, SIPA Departmental Administrator at jc3317@columbia.edu, to begin the visa application process so you are eligible to teach.

CV/Bio:
The Office of Academic Affairs (OAA) annually requests updated versions of your CV and profile (about 250 words). CVs must include your educational information and the years degrees were received. CVs are kept for our office records. Profiles are posted on the SIPA website. CVs and profiles should be submitted via email in MS Word to Marianna Breytman, mb4144@columbia.edu, OAA Administrative Assistant, one month before the beginning of the semester.

Human Resources Paperwork:
After receiving your appointment letter, you must set up an appointment with SIPA’s Human Resources Manager Kristine Barrera (kb2705@columbia.edu) to complete all appointment paperwork. This appointment must be in person and should be scheduled as soon as possible.

Your I-9 Employment Eligibility Form must be completed no later than 3 business days of your appointment start date. Please go to the following website, http://hr.columbia.edu/wac/workplace/i-9 and follow the instructions provided Part 2 of the I-9 must be completed in person at the I-9 Center, 210 Kent Hall. For this appointment you must bring valid identification as indicated after completing part 1 of the I-9 and any visa materials. If you are a permanent resident or holding a visa, you must also bring these documents to your appointment with SIPA HR to be submitted with your hire paperwork.

*Please note that the I-9 Employment Eligibility Form is required for pro-bono appointments if you are not a U.S. citizen.

You cannot be appointed or paid until the paperwork has been completed.

Paycheck Distribution:
Once you have completed the required HR appointment paperwork, you will be paid on a semi-monthly payroll. Paychecks are issued semi-monthly for the period of your appointment on the approximately the 15th and last business
day of the month (please consult the University’s payroll schedule for actual payment dates). When the checks are ready to be picked up you will receive an email from Karine LaFargue to either pick up your check or request it be mailed. You are encouraged to enroll in direct deposit online through the my.columbia.edu website.

www.my.columbia.edu:

After your appointment paperwork has been completed and your appointment is active, you will have access to the “Faculty & Staff” Tab on the my.columbia.edu site. Here you can view information about your personnel and payroll information including:

- View Your Paystubs
- Sign-up for Direct Deposit
- Update Your Personal Information: update home and offices address and phone numbers. A note of caution—if you update your information using the portal, please send an e-mail to the Departmental Administrator to ensure that the internal database is updated in the event we need to send you correspondence or paychecks.
- Print your W2
- Columbia News and Columbia Events Calendar.

UNI (University Network ID):
The key to accessing email and online resources at Columbia is your University Network ID (UNI). Every student, faculty member, and staff member is assigned one of these unique identifiers, consisting of your initials plus an arbitrary number. Once you receive an e-mail from the Office of Academic Affairs with your UNI, go to uni.columbia.edu to activate your UNI. There may be a lag time of up to 24 hours from the time you activate your UNI until the time it is ready to be used. We encourage all adjunct faculty members to have their email forwarded to an alternative e-mail account if they do not think they will check their email regularly, even after the semester ends. You may do this by going to uni.columbia.edu and clicking on UNI Mail Forwarding.

As a faculty member, you are required to activate your Columbia UNI in order to be able to access your class rosters, put your syllabus on CourseWorks and to enter the students' grades at the end of the semester.

If you have forgotten your UNI password, or if your password has expired, go to uni.columbia.edu and follow instructions for Forgot Password, or call CUIT at 212-854-1919. You will be asked to provide the number on the back of your Columbia University ID. Your UNI and Columbia email is active during the period of your appointment and expires upon termination. For adjunct faculty the University's policy is to keep the UNI (and email) active for up to 12 months from the beginning of the most recent appointment.

ID Card:
To obtain your Columbia University ID card please go to the ID Center located at 204 Kent Hall (on the main campus). The hours of operation are 9-5 Monday to Friday. To access the International Affairs Building after hours you must meet with the Academic Departmental Administrator, Joe Chartier, to obtain a letter stating that you are eligible for this access and take it with your ID card to 11A Low Library. This office is open from 9-5 Monday-Friday. Important: new faculty members must complete paperwork with Human Resources (see preceding section) BEFORE they request University ID.

Computer Log In/ Access:
If you would like computer access because you are using an adjunct office you must contact the SIPA Departmental Administrator (oaa@columbia.edu) and fill out the application form. This form can be circulated via e-mail.

Course scheduling and room reservations:
The Office of Academic Affairs’ Curriculum and Faculty Affairs Director, Andrew Johnson, will confirm your teaching availability with you prior to scheduling your class and will notify you of your scheduled course time and classroom. Access to your scheduled classroom at the scheduled time will conclude on the last day of your class. If you plan to hold a review or make-up session, please submit a room request form at least three business days in advance of the needed
date. https://sipa.columbia.edu/students/sipa-resources/room-reservations

Laptop Policy for SIPA Students:
SIPA students are required to have a laptop. SIPA IT will provide remote access to applications used in the labs and data on the network to students so that they can work on their laptop, without requiring them to have all special applications loaded on each laptop. Microsoft Office, Operating system, Project and Visio along with Norton anti-virus and other software will be available to students, faculty, and staff for download as before. For additional information on hardware or software requirements for students, please visit: https://sipa.columbia.edu/sipa-it-for-students

Computer lab
If you require the use of the SIPA computer lab for your course, please contact Andrew Johnson, Curriculum and Faculty Affairs Director, as early as possible. Reservations for the computer lab need to be made during June for fall semester, and during November for spring semester. If you require special software for the lab, please email Harpreet Mahajan, Executive Director of SIPA IT, as early as possible. There is a limited budget for acquiring additional software for the lab, and sufficient lead time is required to install it.

Faculty using the computer lab should post the computer lab policy (see Appendix Three) on their syllabi. Please contact Andrew Johnson for an electronic copy.

Syllabus and Intro on CourseWorks:
Faculty are required to post their full syllabus to CourseWorks on the “Syllabus” section, and textbook information (even identifying no textbooks required) in the “Textbook” by August 1st for the fall semester and October 15th for the spring semester. Please consult the SIPA syllabus template for guidelines for syllabus content – the template is available from Andrew Johnson.

Please also forward an electronic copy of your syllabus for your course as a MS Word attachment or as an Adobe Acrobat file to the Office of Academic Affairs Administrative Assistant, Marianna Breytman, by the above listed dates, so the Academic Affairs Office has a copy available in its files. The Administrative Assistant does NOT post your syllabus to CourseWorks. Marianna’s email is mb4144@columbia.edu.

Access to current syllabi for all SIPA courses via CourseWorks is essential for many reasons. They are important tools for student advising by SIPA deans, assistant deans, faculty advisors, and concentration and program directors. Faculty members of the Committee on Instruction sometimes refer to them in their deliberations on the curriculum. We often share certain syllabi with new adjuncts in discussions about how their courses will best fit aspects of SIPA’s curriculum. Prospective students often review on-line syllabi in the process of deciding to apply to SIPA. In addition, prior access to syllabi allows students to plan their courses more effectively. Each semester, many students register for classes only to drop them after receiving the syllabus in the first two weeks. Prior access to information about course content, assignments, and requirements also reduces email inquiries to faculty.

A helpful reference for navigating CourseWorks is located at this URL: https://courseworks.columbia.edu/welcome/faculty.html. Feel also free to contact Adrienne Garber, Educational Technologist at the Columbia Center for New Media Teaching and Learning (CCNMTL) at 212-851-9861 (agarber@columbia.edu), who can assist you with remaining questions you may have with CourseWorks technology.

CourseWorks:
CourseWorks@Columbia enables faculty members to publish and easily manage their course materials in a Web-based publishing environment. Students rely heavily on CourseWorks, which serves as a single point of entry to all their courses, lectures, assignments, readings, bulletin board discussions, and grades, as well as links to digital library reserves. For basic information about CourseWorks please go to: courseworks.columbia.edu. Please register for a training session using the link above. If you require more assistance, please contact Adrienne Garber, Educational
Computer Problems:
If you are experiencing difficulties with your computer system, printer, software or any other IT device please call SIPA IT at 212-854-0112.

Offices:
Adjunct faculty are expected to be available for at least one hour per week for office hours. (Faculty can tell students that office hours will be by appointment – in other words, that faculty member will be available in office at designated time IF students make an appointment in advance.) There are currently three offices available for adjunct use. The School of International and Public Affairs (SIPA) will contact adjunct faculty within the month before the start of the semester and invite them to request specific office hours (no more than two hours per week). SIPA staff will notify faculty of hours and offices assigned. SIPA staff will also provide faculty with a computer log-in to access the computer in the shared office. You will need to stop by the SIPA 13th floor suite to pick up your log-in information. If you are scheduled for office hours outside of the regular 9-5 schedule, please come to the SIPA 13th floor suite to sign out keys. For more information, contact oaa@columbia.edu

Mailboxes:
Adjunct faculty will have a mail folder located in the 13th floor SIPA suite. These folders are located in the black file cabinet directly in front and to your left as you walk into the suite. Please check your mail on a regular basis. If this arrangement is not convenient because you are on campus after regular office hours you may request a mailbox on the 6th floor. Come to the 13th floor SIPA faculty suite to sign out keys for 6th floor mailboxes.

Business Cards:
Adjunct faculty members should contact Associate Dean Dan McIntyre at dm2429@columbia.edu for more information; business cards are available only on a case-by-case basis to adjunct faculty who have taught for SIPA during at least two consecutive academic years.

Supplies:
Supplies and blue books can be requested from the SIPA Administrative Assistants. Basic supplies are kept on hand (pens, paper, paperclips, highlighters, and notepads). The Administrative Assistants are Sacha Parchment (sp23233@columbia.edu, 854-7375) and Karine Lafargue (kl2059@columbia.edu, 854-3239)

Photocopying:
Copy jobs submitted to Print Services in the Journalism building or Village Copier will be paid for by SIPA, however, these copies are limited only to those items that must be copied such as exams. In most cases, materials should be posted to CourseWorks or compiled as a Course Reader through the Bookstore. In order to send copy jobs to Print Services you must come to SIPA suite on the 13th or 14th floor and get a form signed by the Departmental Administrator. Print Services will not accept jobs without a signature and account information.

Library Resources:
Lehman Social Sciences Library, located on the 3rd floor of IAB, assists faculty with all aspects of research and teaching. Lehman contains electronic databases including, but not limited to, the following: AccessUN, Conference Proceedings/Working Papers (SSRN to World Bank), Country Profiles (Armed Conflict Database to Eurostat Country Profiles), Digital Dissertations, Journals (JSTOR, Lexis Nexis, PAIS International & Archive 1015-present), New Sources (Factiva to GenderWatch), Statistics (U.S. Govt, Catalogs, Almanacs), World Bank e-library. Lehman’s subject guide represents SIPA areas of inquiry and knowledge. Faculty may take advantage of Lehman’s Digital Social Science Center for advanced information/technology assistance (data, maps, government documents). http://www.columbia.edu/cu/lweb/indiv/lehman/
Making course readings available to students
By August 1 for the fall semester and December 1 for the spring, faculty must identify the weekly readings for their course and how the students will access the readings. There are three common ways to make weekly course readings available to students: 1. When possible, faculty will provide copies of the readings by posting the reading, file, or web link to their CourseWorks site. 2. For those readings that a faculty member does not possess electronically, readings are either placed on electronic reserve or hard-copy in the Lehman Library, or 3. can be purchased through the University Bookstore.

Electronic Reserves:
Lehman Library provides course reserves services for all SIPA courses. Reserves services are provided for required readings and may include all formats: books, chapters of books, journal articles, videos, DVDs and others.

Whenever possible the Lehman Library will link to online resources. If they are unable to link, then under the fair use provision, they will scan one article from an issue of a journal and small portions of a book. When they can neither link nor scan, we will place the physical item on reserves. We will also purchase books that are not already in our collections, when available. If you have questions about this, please consult the guidelines on the Course Reserves webpage. http://www.columbia.edu/cu/lweb/reserves/ 

To request course reserves services:
Start by submitting a list of items that you want on reserves, or provide the Lehman Library a copy of your syllabus. At this time there is no need to provide photocopies or copies of books. If the Lehman Library is unable to link to an online resource and the item is not available in Lehman, they will ask you to submit a copy. Fall 2015 lists are due by August 1, and Spring 2016 lists are due by December 1

Provide full citations as they appear in your syllabus. For journal articles include: author, title, journal title, volume, date and pagination. For book chapters include: author, title of chapter, book title, publisher, date of publication and pagination.

Submit lists any of the following ways:
• Start by submitting a list of items that you want on reserves, or give us a copy of your syllabus. At this time there is no need to provide photocopies or copies of books. If we are unable to link to an online resource and the item is not available in Lehman, we will ask you to submit a copy. Fall 2015 lists are due by August 1.

• Provide full citations as they appear in your syllabus. For journal articles include: author, title, journal title, volume, date and pagination. For book chapters include: author, title of chapter, book title, publisher, date of publication and pagination.

• Re-use a list from a previous semester by reviewing the list via your CourseWorks page, and using the online submission form (see URL below), to request reactivation. Reserves lists are not reactivated automatically. You must notify us if you wish to re-use a former list.

• Submit lists any of the following ways:
  o Online submission form: http://www.columbia.edu/cu/lweb/reserves/
  o E-mail: lehman_reserves@libraries.cul.columbia.edu
  o Please include instructor name; instructor email and telephone; course number, section, and name; anticipated enrollment for the course

If you have questions, please e-mail the Lehman Library Reserves Team at lehman_reserves@libraries.cul.columbia.edu

Course textbooks
For textbooks required for teaching your class, please contact the publishers directly to obtain a free copy (“desk copy”), generally provided free of charge to course instructors. While each publishing company requests different information, typically they will need the name of the school, name of the class, course number, and student enrollment.

To order textbooks to be available for purchase by students at the Columbia University Bookstore:
1. Go to the bookstore’s website: columbiabookstore.com
2. Click on Textbooks, then Faculty Resources (this will take you to the FacultyEnlight website)
3. Click on Adopt, then Create New
4. Complete the required fields.
   *When selecting “Find Your School,” Columbia is a 4-year private school.
   **When selecting Department and Course, your department is the four-letters at the start of your course number, and course is the letter U and the four numbers. (Example: if your course number is INAFU6000, INAF is your department, and U6000 is your course.)

**Course Reader:**
SIPA does not have the facilities to conduct copyright clearance for professor’s course packs. They must be produced through the Columbia Bookstore or Village Copier (see below).

Due to the time it takes to get copyright clearance on each item in the course pack, it is recommended that requests are submitted 4-6 weeks in advance.

The contact at the Bookstore for course readers is Miguel Morales 854-1238 (textbooks@bncollege.com)

The Bookstore will need the following information:
- Course Name
- Course Number
- Professor’s name
- Expected enrollment

**Option 1:**
Take the complete set of materials for course pack to the bookstore. They will forward it to the publishing company (Xanedu Custom Publishing) who will then produce it for sale at the Bookstore.

**Option 2 (a little faster):**
Work directly with Xanedu Custom Publishing to produce the course pack. They will accept materials by phone, email or fax. The Coursepack will still be sold at the Bookstore. The contact is:

Xanedu Account Executive for SIPA: Dick Stratton
dstratton@napubco.com
Direct phone: (856) 983-6255
Xanedu customer service: (800) 218-5971 Option 6 (for sales)
Xanedu fax: (888) 802-5734
Email: cporders@xanedu.com

If the course pack is comprised of articles from widely used sources (e.g., cases from the Harvard Business Review), Xanedu is likely to have copies in their database, in which case they would not need hard copies of the articles. If you think this may be the case, contact Xanedu sales to confirm and then simply send them an email with the complete citations.

**Another Option – The Village Copier**
The Village Copier (located on Broadway at 118th Street) can also produce course packs and will handle copyright clearance. You must get a copyright clearance form from them, which should be filled out and submitted with the hard copy of the course pack.

If you want your own desk copy of the course pack, you must request it in person at the Bookstore.

**Copies in SIPA 13:**
Small print jobs in the SIPA suites are limited to no more than 75 pages at one time. You must submit your copy job to the Administrative Assistants and can expect to have it completed by the next business day.

**During the Semester**

**Student enrollment in your class and waitlists**
During registration periods, students might show up at your first class who have been unable to enroll because the class is already is full, or they are simply “shopping for classes.” Once your enrollment limit is reached, a waitlist will automatically be activated for your course in Student Services Online (ssol.columbia.edu).

When a waitlist is active, no action is required by faculty. SSOL will automatically register students from the waitlist as space becomes available. This will be the default action, and will not require any involvement by the faculty member.

Instructors also have the option of actively managing their own waitlist and select specific students from their waitlist to register. Managing your own waitlist will require you to actively check enrollment and add students to your course from the waitlist as seats become available. It is very important that you do not exceed the enrollment limit in your course when adding students. To self-manage your course’s waitlist: following the instructions above, under “wait list configuration” you can change from an automated list to a self-managed list. Clicking “approve” next to a student’s name will register them for your course.

To view or manage your waitlist:
1. Go to Student Services Online at [https://ssol.columbia.edu/](https://ssol.columbia.edu/)
2. Log on using your UNI and password
3. Click on link for “Class List”
4. Class list page will display Waitlist Table
5. Your waitlist defaults to register students chronologically as they join the waitlist and seats become available. In order to register a specific student above your course limit, select “Self-managed” waitlist
6. Click Approve/Deny on the students
7. You then can place the waitlist back on “automatic” if you wish

If you leave your waitlist on “self-managed” it will require you to actively check enrollment and add students to your course from the waitlist.

If you need assistance with registration or waitlists, please contact Assistant Dean Alleyne Waysome (aaw54@columbia.edu) or Curriculum and Faculty Affairs Director Andrew Johnson (asj2124@columbia.edu).

*The “shopping” or add/drop period at SIPA is now only the first two weeks of classes. This means students must finalize their schedules by September 18, 2015 this fall semester, and January 29, 2016 this spring.*

**Obtaining class rosters:**
To obtain an accurate roster for your class, you need to login to Student Services Online (SSOL) and not CourseWorks. CourseWorks is set-up primarily to help manage course content and faculty-student interactions, while SSOL is the main online interface for the University Registrar system; CourseWorks may share some Registrar data, but not always in a timely fashion. Your most accurate class roster will be in SSOL. To access the roster, follow the instructions below.
1. Go to Student Services Online at https://ssol.columbia.edu/
2. Log on using your UNI and password
3. Click the link for Class Roster
4. Enter your course # (INAF or PUAF Uxxxx) as in the following example: "INAFU6800" (no quotes); then enter your section (example 001)
5. Your class roster should then appear.

**Audiovisual and E-rooms:**
http://sipa.columbia.edu/av

Computer support and audiovisual services by SIPA are limited to the International Affairs Building (IAB). SIPA IT supports SIPA computer labs for SIPA courses. SIPA audiovisual support is available to SIPA students, faculty, and administrators in the SIPA electronic classrooms (e-rooms). Audiovisual support is also available for SIPA courses in non-electronic classrooms in the IAB. Video conferencing for small groups is available with prior arrangements for a fee. Support is restricted to Windows-based operating systems. Any personal laptop setups require prior testing with the equipment present in the room. User must have appropriate video adapters for an Apple/Mac laptop.

SIPA’s electronic classrooms are 324, 402, 402B, 404, 405, 405A, 407, 409, 411, 413, 418, 501, 501A, 501B and 801 IAB. Users can also use their own laptops with projectors in self-service e-room, 823 IAB. Faculty or Teaching Assistants must submit the SIPA Online AV Request form to request training if they plan to use the equipment in a SIPA e-room on a regular basis. All reservations must be made two business days in advance. User must notify SIPA AV of any cancellations. When your request is received, you will be contacted by SIPA computing staff via e-mail to confirm arrangements. Audiovisual training for the SIPA e-room is controlled by SIPA AV and is required to use the equipment in SIPA e-rooms. A key to the e-podium is issued to the user for the term after training. Please note that locks for the e-podium are changed every year. SIPA AV does not support any CUIT e-rooms in IAB. For CUIT electronic classrooms 403, 410, and 417 (Altschul Auditorium), please contact CUIT.

For a list of available resources and online forms, please visit https://sipa.columbia.edu/av. Audiovisual use for non-course-related events is available for a fee. Please contact SIPA AV for details.

**Using the Computer Lab:**

The computer lab holds a maximum of 44 students – absolutely no more. Students should not double up at computer stations, sit on the floor, or bring additional chairs into the lab. If your course attracts more than 44 students, we recommend the following procedures:

- Allow registered students into the lab first
- Create a wait-list for non-registered students and allow non-registered students in next until you reach the 44-limit max
- Include the computer lab policy for non-SIPA students (see Appendix Three) in your syllabus

If you are teaching a recitation session in the computer lab, we recommend that you:

- Remind students of the computer lab policy during lecture time and ask them to sign up for recitations accordingly
- Remind students again during exam time and when difficult problem sets are due that they should attend recitations in the lab sooner rather than later; the later recitations might fill before they get a seat
- Add the computer lab policy (see Appendix Three) to your syllabus

You must inform the SIPA Lab if you do not plan to use the lab during the scheduled hours so that the lab can be opened for students. Please make sure that you finish the class on time and get the students out of the lab so that the next class may begin on time.
Non-SIPA students may use the lab, free of charge, during class time only. They will receive guest IDs approximately three days after they register. If they wish to use the lab outside of class, they must purchase a SIPA IT computer lab ID for $165. There are no exceptions to this rule. (See Appendix Three)

**Canceling and rescheduling classes:**
Faculty are expected to hold classes at their regularly scheduled times, in their regularly scheduled locations.

Should class be canceled, we leave it to the individual faculty member to decide how to cover the material from the missed class. There are three main options: 1. The faculty member can compress the missed lecture into other weeks and try to cover more ground the remaining sessions, 2. Poll the students to try to find a time that works for them, and then submit a classroom reservation request, or 3. Adjust your syllabus to skip the missed lecture. Scheduling make-up classes can be difficult, and it’s almost never possible to find a time that works for all students. If you do schedule a make-up class outside of regular class time, students should not be penalized if they are unable to attend. They can, however, be expected to learn the material covered.

Please note that make-up classes must be held during the regular semester, and may NOT be scheduled during the “reading/study” period.

If you must cancel class suddenly due to illness or emergency, please contact the SIPA main line (212-854-3213) during standard business hours (between 9:00 AM and 5:00 PM) and email your students as soon as possible via the Mail tool in CourseWorks to inform them of the cancellation. SIPA staff will post a sign on the door of your classroom notifying students of the cancellation. If you cannot notify staff during operating hours, please request a student from your class to post a sign.

**Student Absences:**
While SIPA has no official policy on student absences, we provide the following as a guideline for our faculty: Students are expected to attend all classes unless they have an excused absence: a serious medical issue, family emergency/death or, depending upon faculty member’s discretion, significant career-related activity. For serious medical issues or family emergencies, students should obtain a dean’s note from the Office of Student Affairs. For career related activity, students should request to be absent in advance and make arrangements when possible to attend another section of the class, secure notes from another student, and/or complete an additional assignment related to the topic for the missed session.

Because MIA and MPA students are expected to complete an internship and because some internships require students to attend informational activities or interviews, many faculty will excuse students from one class in order to participate in such activities or to interview for a job.

Faculty should indicate their expectations regarding unexcused and excused absences in their syllabi, articulating clearly how absences will affect a final grade. The following paragraph may serve as a model: “Students are expected to attend all classes unless they have an excused absence. Students who have one or more unexcused absences can expect to lose XX% of their grade for each absence. Students who have more than one excused absence should consult with the instructor about if or how these absences will affect their final grade.”

**Working with Student Officers:**

The Office of Student Affairs assigns student Teaching Assistants (TAs), Departmental Research Assistants (DRAs), and Readers to large core courses (generally enrollment of at least 60 students) six months to one year in advance through a competitive fellowship process. If your course has a student officer assigned to it, you will receive their names and contact information from Student Affairs. Please review the appendix 1 and 2 to view the TA/DRA guidelines. Faculty members cannot appoint students to serve in these roles outside of normal Student Affairs fellowship procedures. Faculty members also cannot ask students to “volunteer” to serve as assistants for their classes. In regard to grading, the underlying principles are that (a) the faculty member is responsible for all grades – on assignments, exams and the final
grade, and (b) TAs or DRAs are not expected to give grades for assignments, exams or papers that require academic judgment — they can provide initial grades on assignments or exams that have straightforward answers (limited or no discretion), but the faculty member should review these assignments and exams to ensure that the grade/comments are correct. If TAs/DRAs are asked to provide a preliminary evaluation, the professor should provide clear guidance about what is expected in each answer and what would constitute an A, A-, B+, B, B-, or below. TAs and DRAs can correct exams and provide preliminary grades for short-answer assignments when the professor provides an answer key. In the case of essay questions, TAs/DRAs can provide preliminary suggestions about grades, but the professor should award the final grade, based on her/his own judgment about the answers provided. In all cases involving mid-term or final exams/papers (even when TAs/DRAs provide preliminary grades), SIPA expects the professor to read each answer and make the final decision about the grade.

Blue Books:
Blue books for exams can be picked up in the 13th floor SIPA faculty suite by the instructor or TA. Any unused blue books should be returned to the SIPA office.

Study/Reading Days and Review Sessions
Following the last day of classes, there is a three-day study period, followed by the final exam period. No make-up classes, exams, final presentations or deliverables may be scheduled or due during the study period. Faculty or TAs may schedule review sessions during this period. The regularly scheduled class-time and room are not available for faculty during study period. Faculty or TAs must reserve a room for a review session through Marianna Breytman, mb4144@columbia.edu. Please reserve rooms for review sessions at least two weeks before the end of classes. You cannot reserve rooms for study sessions using the online room reservation system (it is only for non-class related activities).

Mid-term, Final Exam and Final Paper Schedule

Mid-term exams are generally held in-class. The final exam schedule is set by the University Registrar. The final exam for your course may not coincide with your scheduled class time or room. Exam schedules are posted on the university registrar site shortly after midterm exams (http://www.columbia.edu/cu/registrar/docs/students/grades/final-exam-schedule.html).

If you do NOT intend to give a final exam for your course, or otherwise do not require a classroom for your final exam, please notify Lenore Hubner, Assistant Registrar at lah2@columbia.edu. If and when you contact Ms. Hubner, please be sure to provide her the number and section of your course.

Please note that the Registrar’s Office does not automatically schedule final exams for seminar courses or 8000 & 9000-level courses. If you are giving a final exam in a seminar, 8000 or 9000-level course AND require a classroom, please contact Ms. Hubner at the email address listed above.

Access to your scheduled classroom at the scheduled time will end on the last day of your class. If you wish to hold a review session during the “reading” period, please make your request via the online room reservation at least three days in advance (see “course scheduling and room reservations” section). Please note that make-up classes must be held during the regular semester, and may NOT be scheduled during the “reading” period.

Deadline for submission of final papers: If you assign a research paper in lieu of a final exam, please set the deadline for submission during the early portion of the final exam period - not on the last day of class and definitely not during study days. If professors set the deadline for papers on the final day of classes, it can create unintended problems for students who have multiple final papers due on the last day of class. We leave it to each faculty member to decide what deadline works best for her/his particular course, but we encourage you to be aware of this potential problem for students.
When you schedule your deadline for submission, please leave enough time for grading. It is essential that grades for all students be submitted by the grading deadline and that grades for graduating students be submitted on or before the deadline. The grading period typically ends on the last day of the exam period to ensure that students who are graduating are not delayed.

Proctoring exams:
Faculty members are required to proctor their own in-class exams. If your course has a Teaching Assistant, Departmental Research Assistant, or Reader, that person may assist you in proctoring exams if their class schedules permit, but may not substitute for the faculty member. Faculty members may not ask students who are not officially assigned as student officers to assist in proctoring exams or to perform other administrative work associated with the course.

Please note that students with disabilities may require special accommodations for exams and in-class work. Please see the “Students with Disabilities” section at the end of this guide for further information.

Plagiarism or cheating
The School of International & Public Affairs does not tolerate cheating and/or plagiarism. Those students who violate the Code of Academic & Professional Conduct will be subject to the Dean’s Disciplinary Procedures.

The School provides useful resources online related to plagiarism; we strongly encourage students to familiarize themselves with various attribution styles before conducting their research:

The Code of Academic and Professional Conduct and the Dean’s Discipline Policy and Procedures can be found at http://bulletin.columbia.edu/sipa/academic-policies/

If you believe a student(s) has committed plagiarism, please contact Cory Way, Associate Dean for Student Affairs (ctw2119@columbia.edu, 854-8690).

Grading Guidelines
The Professorial Faculty of the School of International and Public Affairs have adopted the following grading guidelines to ensure consistency and provide guidance to instructors new to SIPA: Grades submitted for SIPA core courses must have an average GPA between 3.2 and 3.4, with the goal being 3.3. Courses with enrollments over 35 are recommended to also follow this rule. Workshop courses will be exceptions to this rule.

These guidelines do not need to be interpreted as a strict curve, and faculty are free to reach this goal in a variety of ways. Faculty may treat "B+" as the mode for their classes and distribute grades above and below B+ at their discretion. Another option is to use the registrar's grade point system (below) to produce a firm 3.3 average for the class.

When the faculty voted to adopt these guidelines, they intended to preserve some faculty flexibility and discretion, but also wanted to create some structure and norms.

<table>
<thead>
<tr>
<th>Grade</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>4.33 (only to be given rarely - for extraordinary performance)</td>
</tr>
<tr>
<td>A</td>
<td>4.00</td>
</tr>
<tr>
<td>A-</td>
<td>3.67</td>
</tr>
<tr>
<td>B+</td>
<td>3.33</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.67</td>
</tr>
<tr>
<td>C+</td>
<td>2.33</td>
</tr>
<tr>
<td>C</td>
<td>2.00</td>
</tr>
<tr>
<td>C-</td>
<td>1.67</td>
</tr>
<tr>
<td>D</td>
<td>1.00</td>
</tr>
<tr>
<td>F</td>
<td>0.00</td>
</tr>
</tbody>
</table>
**Web grading:**
Faculty members submit grades for their courses online through the secure website “Student Services Online.” The secure grading website is located at: [https://ssol.columbia.edu/](https://ssol.columbia.edu/). To use this site, you will need to log in with your UNI. **Grades are not submitted through CourseWorks.**

About two weeks before the end of the semester, the University Registrar’s Office and Andrew Johnson will email instructions on using this site and notify you of dates during which web grading opens and closes and the deadlines for grade submission. It is important to submit grades by the established deadline. Delays in grade submission result in delayed graduation for graduating students. To determine whether or not your grades have been submitted, check the grade roster which will state the date, time and UNI of the individual who submitted the grades. For assistance using Web Grading, please email registrar@columbia.edu.

**Other grading options:**
**Pass-Fail grades:**
Students may register for the pass/fail option at the time they initially add a class in [Student Services Online](https://ssol.columbia.edu/). Once a class has been added, students must submit a [SIPA Registration Request Form](https://ssol.columbia.edu/) to change to the pass/fail option. Students may not switch to pass/fail after the last day to select the pass/fail grading option for their school. The pass/fail deadlines for each school are listed in [Registration Dates](https://ssol.columbia.edu/) on the Registrar’s website, submit the normal letter grade that you would give – it will be converted to pass/fail (an “F” is fail, any other grade is pass).

**Use of CP Grading Option:**
A CP should be posted when a short extension (less than two or three weeks) has been approved for submission of coursework. Once the work has been submitted, you can change the CP to a letter grade using the web grading system. The mark of CP indicates that the student has made satisfactory progress and that the final mark will be submitted very soon.

**Incomplete (IN):**
Students must request a grade of IN (incomplete). Incompletes are only granted in cases of incapacitating illness, serious family emergencies, or in circumstances of comparable gravity. Please do not use the IN as a default grade for students who fail to complete the course assignments. If you have approved the grade of IN, students must submit the “Application for Incomplete Form” to the Office of Student Affairs.

Once the grade of IN has been posted, faculty must submit a change of grade for the incomplete within three months of the issuance of the incomplete. Three months after the issuance of an incomplete, the Registrar automatically changes an incomplete to a UW (Unofficial Withdrawal). The UW cannot be changed to a letter grade except in extraordinary circumstances (e.g., serious medical problems) - and the change must be approved by either the Associate Dean for Student Affairs or Associate Dean for Academic Affairs.

**Unofficial Withdrawal (UW):**
Given to a student who discontinues attendance in a course. You may post this grade for students who have not completed their coursework and have not requested the grade of incomplete (IN). You also have the option of posting the grade of F in this case.

**Audit grade/R-credit:**
Students who audit classes (a.k.a. receive R credit) must still be registered for your class in SSOL. SIPA does not allow for students to “sit in” on classes. Students who wish to be given R credit for a course must request permission from the instructor during the registration period. Instructors are not obligated to grant R credit; however, if permission is granted, the student must meet course requirements established at the discretion of the instructor. Upon successful completion of the course, instructors will submit the grade of R for these students. Should students not meet course requirements or fail to attend class, instructors have the option of submitting a grade of UW or F.
Changing Grades
Instructors are responsible for initiating grade changes. Students should not be given the option to re-do work they have already completed (unless all students are afforded the same opportunity and the opportunity is publicized via CourseWorks or the course syllabus). Students should not be allowed to do extra work after the end of the semester in order to raise their grade. All grade changes must be approved by the Senior Assistant Dean for Academic Affairs. In the School of International and Public Affairs grade changes must be initiated by the end of the semester following that in which the initial grade is issued and must be initiated by the instructor through Student Services Online (SSOL) Grade Change function, or by contacting the Senior Assistant Dean for Academic Affairs, Rose Diaz. Please contact Andrew Johnson (asj2124@columbia.edu) for instructions.

Independent Study Policy
Independent Studies are voluntary agreements between individual faculty members and individual students, in which students complete a course of study and assignment. The course of study and assignment for a three-point independent study typically consist of a reading list comparable to that required for a regular three-point course, which can range from 75-150 pages per week, and a research paper (at least 20 pages). Independent study courses also can be taken for 1.5 points; in this case, the reading and research paper are customarily half the length of those for a three-point course. Because independent studies (particularly for three-points) are intensive activities, faculty members regard them as a significant commitment. Faculty members are not obligated to undertake the supervision of independent studies, and they typically do so with students who have completed a class or other educational/research activity under their supervision. If a SIPA faculty member is willing to supervise an independent study, the student should ask the faculty member to sign an “Application for Individual Research Course” [sipa.columbia.edu/resources_services/student_affairs/forms.html] and then submit the signed application to the Office of Student Affairs no later than the change of program deadline. Full-time faculty members who are not appointed at SIPA, but are appointed in other schools, also are eligible to supervise independent studies with SIPA students; non-SIPA faculty follow the policies and procedures established by their schools, not SIPA.
SIPA students typically ask SIPA faculty members or other faculty from whom they have taken a class to serve as their independent study faculty supervisor. On occasion, adjunct faculty members currently teaching at SIPA supervise independent studies. Since adjunct faculty receive no additional compensation for supervising independent studies, and are generally engaged in full-time activities outside of SIPA, many adjunct faculty are reluctant to undertake this obligation. If an adjunct faculty member is approached by a student about supervising an independent study and is interested in learning more, she/he should contact the SIPA Office of Academic Affairs.

Returning Assignments and Exams
The SIPA faculty offices are not able to distribute or handle final exams or assignments. The best way to return final exams to students is to request them to submit a self-addressed stamped envelope to you during class if they would like papers or exams returned. Alternately, faculty can distribute papers and assignments during office hours. It is not acceptable to leave any assignments or exams in mailboxes or in common spaces.

If students do not request their exams or papers, the Office of Academic Affairs recommends faculty members keep the exams for at least 120 days, preferably for one year, in the event that a student files a grievance related to the class.

Course evaluations:
The Office of Academic Affairs regularly conducts two sets of course evaluations per semester. A “course implementation evaluation” is distributed online through CourseWorks during the third week of classes and contains questions regarding the syllabus, start and end times for classes, and course materials. This short evaluation consists of approximately 10 yes or no questions and is designed to alert the Academic Affairs Office of any problems that should be immediately addressed regarding course implementation.

At the end of the semester, the Office of Academic Affairs conducts a second set of evaluations designed to give faculty members constructive feedback on the course structure, content, and teaching. A typical evaluation form consists of 20
questions and a comments section for the course in general, the Instructor and the Teaching Assistant as applicable. The CourseWorks evaluation system produces a report of aggregate responses, and students' responses are not tied to any identifying information. Every evaluation is examined by the staff of the Office of Academic Affairs, who discuss any outstanding themes with instructors and/or concentration directors.

During the evaluation period, students receive frequent email reminders and links to evaluation forms for each class in which they are enrolled. Students who do not complete an evaluation cannot access their grade or the evaluation results in CourseWorks; however, they can still access their grades in Student Services Online (SSOL).

The evaluations are activated and administered by the Office of Academic Affairs. The office requests the faculty's assistance in encouraging their students to complete course evaluations. Faculty encouragement often results in a higher response rate. The office will notify you of the opening and closing dates of evaluations each semester.

After all grades have been submitted, the Academic Affairs Office will release course evaluations for instructors to view in CourseWorks. You will receive further instructions on how to view your evaluation online at the end of each semester.

The quantitative and qualitative results of evaluations for each course are made available to registered SIPA students.

University policies and student grievance procedures:
The University Statutes and the general policies of the University describe the roles and responsibilities of faculty in their teaching and research. The rights, duties and obligations of the faculty can be found in the Faculty Handbook at [http://www.columbia.edu/cu/vpaa/fhb/main.html](http://www.columbia.edu/cu/vpaa/fhb/main.html).

For a further description of university policies please see FACETS appendices at [http://facets.columbia.edu/](http://facets.columbia.edu/)
For a description of student grievance procedures at SIPA, please visit [http://www.sipa.columbia.edu/resources_services/student_life/](http://www.sipa.columbia.edu/resources_services/student_life/) and click on the reporting grievances link.

Students with Disabilities: The Office of Disabilities Services

Introduction to ODS
The Office of Disability Services (ODS) coordinates reasonable accommodations, support services, and auxiliary aids for eligible students. In order to be eligible for these accommodations and resources, students first must register with ODS and provide current documentation that shows their accommodation needs and impact areas of their disability. ODS provides a wide range of accommodations and services to students with disabilities according to documented need and prevailing academic standards. Examples of reasonable accommodations include sign-language interpreting services, note-taking services, assistive technology, extended time to complete in-class exams, and textbooks in alternate format, such as large print. ODS also provides a variety of support services, including individual consultation with our learning specialist, workshops that address academic and disability issues, and an AD/HD networking support group.

Faculty Role
ODS values Columbia’s faculty input and its efforts to ensure that students with disabilities have equal access to University curricula. In particular, ODS relies on faculty’s guidance in striking the balance between accommodating students with disabilities and preserving academic standards. ODS collaborates with faculty to determine appropriate reasonable accommodations and to maintain the integrity of course standards and program requirements.

Contact Info
FAQ's

➢ **What is a disability?**
  o A disability is any physical or mental impairment that substantially limits a person in a major life activity, compared to the average person. Examples of major life activities relevant to the academic setting include reading, writing, computation skills, cognitive processing, seeing, hearing, walking, and concentration.

➢ **What are reasonable accommodations?**
  o Reasonable accommodations are adjustments to policies, practices, or procedures that facilitate equal access for individuals with disabilities. Reasonable accommodations do not provide advantages to people with disabilities, but rather create equal opportunity. Students with disabilities receiving reasonable accommodations are still required to meet all academic standards and to be evaluated in the same manner as other students.

➢ **What are the limits of reasonable accommodations?**
  o Accommodations are not considered reasonable if they are unduly burdensome (i.e. prohibitively costly or disruptive – a very high legal standard) for the University as a whole to administer, if their provision poses a “direct threat” to the health and safety of the individual seeking accommodations or others, or if the accommodation undermines the integrity of academic and/or technical standards that the University deems essential to its programs.

➢ **Why do students with disabilities often need testing accommodations?**
  o Testing accommodations are designed to give the student equal access to the assessment and evaluation methods of the course. Testing accommodations do not alter the content of the exam or what the student is required to demonstrate on the exam, but rather alter the administration of the exam. Examples of testing accommodations include large print format, use of a computer to type the exam, use of assistive technology for the exam, and extended time to complete the exam. The intention of testing accommodations is to remove barriers that traditional exam administration presents to the student due to their disability.

➢ **How will I know if there is a student with a disability in my class?**
  o The student will present with an Accommodation letter from the SIPA ODS liaison, Alleyne Waysome. The letter will outline ODS’ recommendations for accommodations for your course.

➢ **What should I do if a student approaches me about an accommodation that was not included in the Accommodation Letter from ODS?**
  o Faculty should refer students to ODS to evaluate the student’s new request. ODS will review their request along with their disability information and consult with the faculty member to determine if the student’s requested accommodation is appropriate for that course.
What should I do if there is a student who is having academic difficulties and I suspect that the student might have a learning disability?

- ODS advises that professors approach students sensitively and privately to speak to the student about their difficulties. Academic difficulties can be occurring for numerous reasons and the student may indicate such causes. If after discussing your concerns with the student, you still suspect a disability, refer the student to ODS. A program coordinator will meet with the student to determine the best plan of action, which can include referral for complete learning disability evaluation, consultation with learning specialist, or other appropriate provider.

What does ODS not do?

- ODS does not provide accommodations for faculty and staff. Faculty and staff with disabilities should contact Human Resources/Return to Work program for additional information at:
  - Telephone: (212) 870-3464
  - Fax: (212) 870-2810
  - E-mail: hb356@columbia.edu

- ODS does not serve as the University’s compliance office for disability related complaints. For additional information, please contact:

  Office of Equal Opportunity and Affirmative Action
  103 Low Memorial Library
  Mail Code 4333
  535 West 116th Street
  New York, NY 10027
  Telephone: (212) 854-5511
  Fax: (212) 854-1368
Appendix 1:
School of International and Public Affairs
Departmental Research Assistant Fellowship Contract

Award
Departmental Research Assistant Awards are comprised of the following:

- Tuition credit of $8,100 per semester of appointment
- Salary of $2,400 per semester of appointment, disbursed biweekly

Depending on your DRA assignment, you may be required to begin work before the first day of classes. In some cases, specific positions may also require you to continue your assignment through final exams.

Your award requires that you be available to work on the following dates:
If you have been appointed for the Fall 2015 semester:
- August 31, 2015 through December 14, 2015
If you have been appointed for the Spring 2015 semester:
- January 15, 2016 through April 30, 2016

Responsibilities
Departmental Research Assistant Awards carry these responsibilities:

- Complete required hire paperwork for payroll prior to beginning work
- Perform 200 hours of work per semester (the schedule for completing these hours should be negotiated with your supervisor)
- Perform 15 hours of work per week (if start date is the first week of class)
- Perform 13 hours of work per week (if start date is before classes begin)
- Fulfill responsibilities as identified by the assigned Regional Institute, Concentration, or Supervising Instructor
- Maintain conduct of the highest level of professionalism and confidentiality
- Regularly meet and coordinate with Supervisor

Regulations
Recipients of a Departmental Research Assistant Award must abide by the following regulations:

- Register as a full-time student at SIPA for a minimum of 12 credits for each semester of the award
- Maintain a grade point average of B+ or better
- Report any outside award to SIPA's Office of Admissions and Financial Aid
- Submit the Free Application for Federal Student Aid (FAFSA) to Federal Government if U.S. citizen or permanent resident

Activation of Fellowship Award and Salary Payments
Mandatory Fellowship Orientation Spring 2016—Date/Time TBA
If you are not able to meet the obligations set forth in this agreement or if you willingly resign your position or withdraw from the program, it is understood that your award can either be withdrawn in total or reduced in part at the discretion of the fellowship committee, in accordance with the needs of the program.

I accept the terms and conditions of the Continuing Student Fellowship Award I have been granted.
I decline the Continuing Student Fellowship Award I have been granted.

___________________________  _________________________  _________________________
Last Name                   First Name                      Date

_____________________________
Signature
School of International and Public Affairs
Teaching Assistant Fellowship Contract

Teaching Assistant Awards are comprised of the following:

- Tuition credit of $12,500 per semester of appointment
- Stipend of $2,500 per semester of appointment
- Salary of $5,000 per semester of appointment, disbursed bi-weekly
- Cost of basic University Health Insurance and Health Services fees for each semester of appointment

Responsibilities
Teaching Assistant Awards carry these responsibilities:

- **Service Commitment of 20 hours per week**
- Fulfill programmatic and administrative responsibilities as identified by the assigned supervising instructor
- Maintain conduct on the highest level of professionalism and confidentiality
- Regularly meet and coordinate with supervisor
- Attend classes
- Hold regular office hours and lab sessions
- Assist in grading assignments and exams
- Perform other related duties as assigned by instructor

Regulations
Recipients of a Teaching Assistant Award must abide by the following regulations:

- Register as a full-time student at SIPA for a minimum of 12 credits for each semester of the award
- Maintain a grade point average of B+ or better
- Report any outside award to SIPA’s Office of Admissions and Financial Aid
- Submit the Free Application for Federal Student Aid (FAFSA) to Federal Government if U.S. citizen or permanent resident

Activation of Fellowship Award and Salary Payments
Mandatory Fellowship Orientation Spring 2016—Date/Time TBA

If you are not able to meet the obligations set forth in this agreement or if you willingly resign your position or withdraw from the program, it is understood that your award can either be withdrawn in total or reduced in part at the discretion of the fellowship committee, in accordance with the needs of the program.

_____ I accept the terms and conditions of the Continuing Student Fellowship Award I have been granted.

_____ I decline the Continuing Student Fellowship Award I have been granted.

__________________________   __________________________
Last Name               First Name

__________________________   __________________________
Signature                Date

Phone: __________________  E-mail: ________________________

Please return this contract to the Student Affairs Office, 6th floor IAB. Retain a copy of this contract for your records.
Appendix 3:

**SIPA Computer Lab Policy 2015-2016**

The SIPA computer lab accommodates a maximum of 44 students per session. All students taking classes or attending recitations in the computer lab must adhere to this limit. Additional students will not be allowed to share computer stations, sit on the floor, or sit in the back of the room. Instructors, TAs, and computer lab staff will enforce this policy.

Non-SIPA students must secure guest IDs in order to gain access to the SIPA computer lab during class sessions. Guest IDs will not be available during the first week of classes, but shortly thereafter they will be provided to each registered non-SIPA student. Guest ID’s will allow non-SIPA students to access the SIPA computer lab *during class time only*. Non-SIPA students will obtain their guest IDs from the SIPA Consultant Desk in 510 IAB.

Non-SIPA students who wish to use the SIPA computer lab *outside of regular class/recitation time* must pay $165 per semester (payable by check or cash in 510 IAB). Non-SIPA students who choose not to pay this fee should consult their course instructor or TA and the IT office at their own school about any special software required for the course. SIPA IT is not equipped to provide technical support to non-SIPA students who have not paid the $165 per semester fee.

(Dual Degree students are considered SIPA students and do not pay additional fees.)