

The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Alphabetical Index of Topics

Last updated on 4/5/06

- [About Baruch College](#)
- [About the Handbook](#)
- [Abbreviations found around campus \(BaruchSpeak\)](#)
- [Academic Calendar](#)
- [Academic Integrity](#)
- [Accident](#)
- [Adjunct's Checklist](#)
- [Advising Students](#)
- [Announcements](#)
- [Appointment Letters \(inc. reappointment and non-reappointment letters\)](#)
- [Arts at Baruch](#)
- [Athletics and Recreation Center \(ARC\)](#)
- [Attendance-Student](#)
- [Attendance-Faculty](#)
- [Availability to Students](#)
- [Baruch College Website](#)
- [Baruch Computing and Technology Center \(BCTC\)](#)
- [Baruch Performing Arts Center \(BPAC\)](#)
- [BaruchSpeak \(Abbreviations found around campus\)](#)
- [Benefits \(inc. Health Insurance, Pension Plan, Tuition Waivers, Jury Duty, Adjunct Professional Hour, Sick Leave, Workers' Compensation\)](#)
- [Blackboard](#)
- [Bookstore](#)
- [Calendar of Events](#)
- [Campus Buildings](#)
- [Campus Security](#)
- [Career Development Center](#)
- [Center for Advisement and Orientation](#)
- [Classroom](#)
- [Classroom Maintenance](#)

- [Classroom Management](#)
- [Course Bulletin](#)
- [Course Materials](#)
- [Course Reserve](#)
- [Course Wrap Up](#)
- [Department Communication](#)
- [Department Resources](#)
- [Directory](#)
- [Elevators](#)
- [E-Mail Account](#)
- [Emergency Numbers](#)
- [Executives on Campus \(EOC\)](#)
- [Faculty Development Seminars](#)
- [Faculty Handbook](#)
- [Faculty/Staff Listserv](#)
- [Faculty/Staff Lounges](#)
- [Faculty Meetings](#)
- [Final Grade Roster](#)
- [Frequently Called Numbers](#)
- [Grading](#)
- [Getting to Baruch](#)
- [Grid \(schedule\)](#)
- [Guest Speakers](#)
- [Health Insurance](#)
- [Human Resources](#)
- [ID Card](#)
- [Illness-Student](#)
- [Illness-Faculty](#)
- [Jury Duty](#)
- [Keys](#)
- [Lecterns or Smart Podia](#)
- [Letters from the Frontline](#)
- [Letters of Recommendation](#)
- [Library](#) (inc. department liaisons)
- [Mail](#)
- [Map](#)
- [Medical and Counseling](#)
- [Named Rooms on Campus](#)
- [Newman Library](#)
- [News and Information](#)
- [Off-Hours Access](#)
- [Office](#)
- [Ombuds](#)
- [Online Bulletin](#)
- [Organization and Governance](#)
- [Paperwork-From Your Department](#)
- [Paperwork-From Human Resources](#)
- [Payroll Checks](#)
- [Payroll Dates- Spring 2006](#)
- [Peer Observations](#)
- [Personnel Policies](#)
- [Phone Number](#)
- [Photocopying](#)
- [Professional Staff Congress \(Union\)](#)

- [Public Announcements](#)
- [Questions for the Associate Provost](#)
- [Registration](#)
- [Registrar](#)
- [Room Assignments](#)
- [Schedule of Classes](#)
- [Scheduling grid](#)
- [Schwartz Communication Institute](#)
- [Security](#)
- [Separation Procedures](#)
- [Student Academic Consulting Center \(SACC\)](#)
- [Student Evaluations](#)
- [Supplies](#)
- [Syllabus](#)
- [Union](#)
- [Welcome](#)
- [Who to Call When](#)
- [Workload](#) (see also [Paperwork-From Your Department](#))
- [Your Department](#)

Funding for the Adjunct Handbook has been provided in part by the Joseph Drown Foundation.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

About the Handbook

•

This page last updated on 2/24/10

This handbook has been created to acknowledge and support the significant role of Baruch's adjunct faculty in our classrooms and on our campus. Owing to the limited amount of time adjuncts spend on campus and the fact that many adjuncts arrive after full-time staff is gone and offices are closed, navigating through the systems can be challenging. The handbook has been arranged to take you through your time at Baruch chronologically, from the time you're hired through the submission of your grades at the end of the semester. Using the Table of Contents, you'll become familiar with campus buildings, locations and services; learn how to order texts, get listed in the Directory and have classroom repairs fixed. You'll also come to know about the many resources available to enhance your own teaching and professional experience at Baruch.

An alphabetical index of all sections has also been included for quick reference. You'll also find sections for Checklist for Adjuncts, Questions for the Associate Provost, and Letters from the Frontline.

Throughout this handbook there are links to sections of the Faculty Handbook (vs. the Adjunct Faculty Handbook) or the Baruch website. To navigate through these sections, click the "Back" button on your browser to return to the Adjunct Faculty Handbook.

The best way to print the handbook is to use the PDF version. That version, however, will be updated less often than the web-based version. The most recent PDF version is dated February 2010. A virtue of the PDF version is that one can do a "word search" of any text contained in

Please note that printed versions of the handbook will print only the text of the handbook, not linked pages, which must be printed directly from the relevant link.

This Handbook was written by two adjunct members of the Baruch College faculty: Helene Blieberg (Department of Fine and Performing Arts) and James Drogan (Department of Marketing). Your input is welcome: please send comments, suggestions, and questions to Associate Provost **Dennis Slavin** 646 660-6504 or Dennis_Slavin@baruch.cuny.edu.

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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Adjunct Handbook Table of Contents

•

Last updated on 9/17/2004

This table of contents presents the information contained in the Handbook in "chronological" order, beginning with an introduction to the College and the campus. Each of the items in the table also appears in the alphabetical index in the "Adjunct Handbook Index of Topics" link to the left, giving you a choice as to how you navigate to find the information you seek.

This Handbook was written by two adjunct members of the Baruch College faculty: Helene Blieberg (Department of Fine and Performing Arts) and James Drogan (Department of Marketing). Comments and suggestions should be sent to [Associate Provost Dennis Slavin](#).

I. Introduction and Welcome

- A. [Welcome: Messages from the Deans](#)
- B. [About the Handbook](#)
 - 1) [The Adjunct's Checklist](#)
- C. [About Baruch College](#)

II. Getting Oriented

- A. [Getting to Baruch and Map of the Campus](#)
- B. Paperwork
 - 1. [From Your Department](#) (including workload information)
 - 2. [At Human Resources](#)
- C. [Getting an ID Card](#)
- D. [Navigating the Buildings](#)
- E. [BaruchSpeak](#) (Abbreviations, acronyms, venues etc.)
- F. [Getting an E-Mail Account and Phone Number](#)
- G. [News and Information](#)
- H. [Baruch College Website](#)
 - 1. [Finding Someone](#)
 - 2. [Finding a Course](#)
 - 3. [Finding the Academic Calendar](#)

4. [Calendar of Events](#)

III. **Your Department**

- A. [Resources](#)
- B. [Communication](#)
- C. [Photocopying and Supplies](#)
- D. [Faculty Meetings](#)
- E. [Your Office](#)
- F. [Peer Observations](#)
- G. [Student Evaluations](#)

IV. **Preparing for Class**

- A. [About Your Course Materials](#)
 - 1. Ordering Through the Bookstore
 - 2. Putting Your Course Materials on Reserve in the Newman Library
- B. [Student Registration and Attendance](#)
- C. [The Syllabus](#)
- D. [“Blackboard”](#)
- E. [The Classroom](#)
 - 1. [Room Assignments](#)
 - 2. [The Door and Keys/Cards](#)
 - 3. [Classroom Maintenance](#)
 - 4. [Lecterns or Smart Podia](#)

V. **Teaching a Class**

- A. [Academic Integrity](#)
- B. [Classroom Management](#)
- C. [Grading](#)
- D. [Guest Speakers and Executives on Campus \(EOC\)](#)
- E. [Student Accident or Illness](#)
- F. [Faculty Attendance](#)

VI. **Wrapping Up the Course**

VII. **Outside the Classroom**

- A. [Availability to Students](#)
- B. [Advising Students](#)
- C. [Letters of Recommendation](#)

VIII. **Human Resources**

- A. [Personnel Policies and Procedures](#)
- B. [Benefits](#)
- C. [Payroll Checks and Separation Procedures](#)

IX. **Other Useful Resources and Information**

- A. [Athletics and Recreation Center \(ARC\)](#)
- B. [Baruch Calendar of Events](#)
- C. [Baruch Computing and Technology Center \(BCTC\)](#)
- D. [Bookstore](#)
- E. [Campus Security](#)
- F. [Course Bulletin](#)
- G. [Cultural Enrichment](#) (and [Baruch Performing Arts Center](#))
- H. [Emergency and Frequently Called Numbers \(“Who to Call When”\)](#)
- I. [Faculty Development Seminars](#)
- J. [Faculty Handbook](#)
- K. [Faculty/Staff Lounges](#)
- L. [Medical and Counseling Services](#)
- M. [Newman Library \(including department liaisons\)](#)
- N. [Ombuds](#)
- O. [Organization and Governance](#)
- P. [Schwartz Communication Institute](#)

- Q. [Union](#)
- X. [Letters from the Frontline](#)
Section devoted to reports from adjuncts on their experiences at Baruch
- XI. [Questions for the Associate Provost](#)

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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Baruch College Website

Last updated on 12/26/2003

[Finding Someone](#)

[Finding a Course](#)

[Finding the Academic Calendar](#)

[Calendar of Events](#)

The [Baruch College Website](#) offers a wealth of information on the College and its schools, departments and services. By using it, you'll be able to keep track of important academic year deadlines, locate a faculty or staff member, check the policy on grades, learn how to operate the classroom lecterns, see who's speaking on campus and much more. Clearly organized with an active menu bar on each page, it will become one of your primary resources for many of your questions.

Finding Someone

Baruch's online [Directory](#) will provide you with a comprehensive way to search by name and/or department. Selecting a department or school will pull up all listed faculty and staff members associated with that area. By clicking on those names, you'll see a complete listing, including phone, fax and mailing address. You can also send the person an e-mail message directly from the listing.

Finding A Course

There are a number of ways to locate a course using the website. The home page offers a link to the current course offerings. You can also access the information by using the "Academics" heading on the menu bar. There you'll see "Courses" listed as one of the pull down menu options. Selecting that option will lead you to additional choices, including "Schedule of Classes," "Online Bulletin," and "Academic Programs."

The [Schedule of Classes](#) will enable you to search by department, professor, semester, day, course number, etc. Once you locate the course, you can click on it to read a brief description.

The [Online Bulletin](#) link will take you to a pair of PDF files that will download the complete undergraduate and graduate bulletins for Baruch College. They include general information, requirements by school and department and course descriptions.

Academic Programs will take you to a pair of listings with links to each school and department, both [undergraduate](#) and [graduate](#).

Each semester, a current course listing (e.g. Fall 2003 Schedule of Classes) is printed but copies go very quickly. Check with the Registrar's office or your department secretary for the distribution schedule and to see if the department gets copies for its staff.

Finding the Academic Calendar

The Academic Calendar will list various important dates, such as the first and last day of classes, exam periods, school closings and the last day to drop classes. You can easily access it through the website by selecting the "Calendar" option on the menu bar and selecting [Academic Calendar](#).

Calendar of Events

Baruch maintains a series of calendars to keep faculty, staff and students up-to-date on campus deadlines, speakers, performances and events of interest. You might want to make some of the on-campus activities part of your course work or you might want to attend a presentation for your own interest; you might be interested in activities taking place on other CUNY campuses, or you might want to know the performance schedule of the upcoming student production.

The Baruch home page will link you to the current [Calendar of Events](#) or you may access it and other calendars of interest by using the "Calendar" option on the menu bar.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Student Accident or Illness

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Last updated on 12/26/2003

In the event of an accident or if a student becomes ill during your class, use the telephone in your room and dial the emergency numbers posted there to contact the Health Center (646-312-2040) or Campus Security (dial 3333 from all phones).

In the event of minor accident or illness in class, have someone accompany the student to the Health Center.

Baruch College Health Center
138 East 26th Street, 1st Floor

Telephone: 646-312-2040
Hours:

Fall and Spring: 9:00AM – 8:00PM, Monday and Thursday
9:00AM - 5:00PM, Tuesday, Wednesday, Friday

Summer: 9:00AM - 5:00PM, Monday through Thursday (closed Friday)



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Adjunct's Checklist

Last updated on 1/02/2004

What follows is a list of the top twelve things you should be concerned with as a new adjunct at Baruch. We provide, for each, a cross-reference to further information.

1. Meet with the department secretary.

Not all departments share common office policies and procedures. Nor will these likely be the same as what you might have experienced outside Baruch. Take time to both understand how things get done and to form a working relationship with the secretary.

Advise the department secretary of the phone number and e-mail address Baruch can use to contact you.

Obtain office and desk keys from the department secretary.

The department secretary can advise you on how to establish a Baruch e-mail account and telephone number. See also [Getting and E-Mail Account and Phone Number](#) in this guide.

2. Insure that your department has sent a signed Personal Action Form (PAF) to Human Resources clearly indicating that you will be teaching at Baruch.

This document will be needed when you go to Human Resources to complete the paperwork necessary to 1) be paid and 2) obtain an ID card.

Human Resources is located in Room 202, 135 East 22nd Street. The telephone number is 212-802-2740.

3. Go to Human Resources and complete all necessary paperwork.

If you wish your paycheck deposited directly into your bank account, bring a voided personal check to HR.

Make sure you leave Human Resources with an approved ID Authorization form so that you can get an ID card.

Human Resources is located in Room 202, 135 East 22nd Street.

Also see [Human Resources](#) in this guide.

4. Go to the ID Center and obtain an ID card.

You will need to take with you the ID Authorization form approved by Human Resources.

The ID Center is located in Room 133, 151 East 25 th Street.

Also see [Getting an ID Card](#) in this guide.

5. Meet with either the department chair or the professor supervising your work to assure a common understanding of course objectives and teaching approach.

This may be at a somewhat general level until such time as you select your textbook (see **Select your textbook and ask the Baruch College Bookstore to order the copies you need** below) and complete your syllabus (see **Prepare the syllabus for your course** below).

This is also a good time to engage this person in a general discussion of what constitutes good teaching.

6. Inspect the classroom in which you will be teaching.

Classrooms in the Newman Vertical Campus are equipped with the Smart Podium, a collection of computer-controlled technology that affects your decision as to the preparation and presentation of class materials. Classrooms at 17 Lexington are not so equipped but you may reserve technology for the semester online through [Media Resources](#) in the Baruch Computing and Technology Center (BCTC).

How you choose to present your materials can affect the preparation of your syllabus.

The room assigned to your course and section may be found by going to the [Schedule of Classes](#) on the Baruch website and entering the number for your course. Look for your section number on the results page. Please be aware that there is a slight chance that room assignments may not be final until shortly before the semester begins. Also see [Finding a Course](#) in this guide.

7. Select your textbook and ask the Baruch College Bookstore to order the copies you need.

In some cases, using a textbook (or choosing a specific textbook) may be at your discretion. You should order your textbook through the Baruch College Bookstore located in Room 1-191, 55 Lexington Avenue (Newman Vertical Campus). Also see [Ordering Through the Bookstore](#) in this guide.

If you select a textbook, notify the Reserve Desk at the Baruch College Library that you would like a copy placed on reserve. The library is located in Room 203, 151 East 25 th Street. Also see [Putting Your Course Materials on Reserve in the Newman Library](#) in this guide.

8. Prepare the syllabus for your course.

The person who approved your hiring as an adjunct no doubt discussed the course with you. He or she may have shown you the current course description and syllabus. You may or may not have latitude in changing the syllabus (you will likely not have any latitude to change the course description).

In any event, you should prepare the syllabus that you will be handing out to your students. See [Suggestions for Creating a Good Syllabus](#) for guidance and sample syllabi.

The person approving your hiring as an adjunct should review the syllabus.

9. Consider using the instructional technology called Blackboard to distribute materials to the students and conduct discussions.

A great deal of time and expense associated with the distribution of class materials can be avoided by using this resource. Also see [“Blackboard”](#) in this guide.

10. Rehearse your opening class.

You only get one chance to make a good first impression. Do what's necessary to assure your first class is a great class.

Think about reviewing your plans for the first class with another adjunct or a professor.

Prepare for the unexpected. For example, suppose you are planning to use technology and you arrive at the classroom to find that it is not working. Have an alternate course of action in mind.

11. Teach

Arrive at the classroom early enough to assure that any technology you are using is working.

Be sure to bring dry markers and an eraser if you will be using the white boards. You can get them from your department's secretary.

Reproduce any materials you need to distribute prior to class beginning.

Be flexible. It has been said that in war no plan survives first contact. One might posit a corollary for teaching. No syllabus survives first contact with the students and the classroom.

12. Learn

Look to learn from your experience with the aim of becoming better in the classroom. It is helpful after each class to ask yourself three questions.

- What went right?
- Where did you get stuck?
- What would you do differently next time?

It would seem natural that since we want the students to improve, Baruch needs to improve, and for that to happen we, as teachers, need to improve.

Actively solicit feedback from your students.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Advising Students

Last updated on 12/26/2003

You may be approached by the student seeking advice on course and career choices.

Common sense is quite likely the best way to deal with these situations. This common sense is rooted in 1) an understanding of Baruch's policies, procedures, and resources, and 2) your relevant knowledge and experiences.

Baruch provides:

1. The [Center for Advisement and Orientation](#) for undergraduates.
2. Separate centers for graduate students depending upon their school. For information on graduate advisement, go to [Graduate Programs/Advisement: SPA](#) or [Graduate Programs/Advisement: WSAS](#) or [Graduate Programs/Advisement: ZSB](#).
3. The [Career Development Center](#) provides career counseling and on- and off-campus recruiting to Baruch's undergraduate population and for graduate students from the Weissman School of Arts and Sciences.
4. The [SACC - Student Academic Consulting Center](#) (a tutoring center), whose mission is to help students succeed academically and in their chosen professions. SACC is mainly staffed by peers--Baruch students who understand what their colleagues are experiencing and can knowledgeably assist them. Faculty members work with the peer tutors to insure a high quality of services. SACC is aimed at the undergraduate students.
5. Departmental Academic advisors advise students on the courses that makeup the majors.

Our job as adjuncts is to support the policies, procedures, and resources of the college. It is appropriate, therefore, to take a quick trip through these sites and understand their roles and responsibilities.

Many of you come to the adjunct profession with extensive knowledge and experience. You should use this to help the students while keeping in mind the larger context of Baruch.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

News and Information

•

Last updated on 12/26/2003

There is a host of sources and resources for news and information that will be relevant to you in your role as an adjunct at Baruch. You can access and receive them in a variety of ways. Here is an overview:

[Baruch College Website](#) : For information on the College, including such items as calendars, directories, policies, this handbook, and schedules of courses, the Baruch College website is your primary source.

See the [Baruch College Website page](#) in this handbook for an overview of some of the information you'll find when navigating the site.

Your Department : For information pertaining to your specific work at Baruch as well as communication from your chair, your department is your source. Please be sure that your department secretary has your current contact information and knows your preferred address, phone number, and the best way to reach you. Adjuncts often visit the department office less frequently than full-time faculty and some materials placed in your mailbox are time sensitive.

See the pages in this handbook listed under Your Department to learn more about the resources available to you.

Public Announcements : For campus-wide news and information of interest to faculty and staff, e-mail announcements are made via a public announcement listserv. Beginning in Summer 2003, Baruch e-mail addresses for adjunct faculty will be added to the faculty/staff listserv as they are created. You may choose to use another e-mail address and can make this change by going to <http://baruch.listserv.cuny.edu>. Click on the first option listed, then follow the prompts to change your e-mail address (bbfacultystaff is the listserv you want).



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Personnel Policies and Procedures

•

Last updated on 1/02/2004

Adjunct instructors are appointed by the department chair each semester per collective bargaining agreement with the [Professional Staff Congress](#) (the Union).

Terms of the [PSC Contract](#) govern the employment and termination of adjuncts. Of immediate interest is the procedure for notifying adjuncts regarding appointment.

From the [1996-2000 agreement](#) between PSC CUNY and the City University of New York: Article 10: 10.3.

"Persons in adjunct titles hired on a semester basis shall receive such notice on or before December 1 in the Fall semester or May 1 in the Spring semester. Such notification of appointment shall be subject to sufficiency of registration and changes in curriculum which shall be communicated to the employee as soon as they are known to the appropriate college authorities."

Notification letters (appointment, reappointment, or non-reappointment) are required per the agreement with Union. Experience has shown that one can receive a non-reappointment letter when there may be every intention of hiring you as an adjunct for the following semester. Sometimes the department chairperson may follow the first letter with a second letter clarifying your situation. Whatever the case, if in doubt, check personally with the department as to your status.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Student Registration & Attendance

•

Last updated on 12/26/2003

Student Registration: Immediately prior to your first class and in the early weeks of the semester you will receive a series of rosters from the Registrar's Office. Each will show the students registered to take your course as academic calendar deadlines, like the drop/add period, pass. A few weeks into the semester, you'll receive the Certification Roster, which must be reviewed and corrected so that your records match those on file in the Registrar's Office.

Only students whose names appear on the class roster may be admitted to your class. Students whose names do not appear on the roster should be told to check with the Registrar's Office before they may be admitted. You may have students who have registered to audit your class; the roster will reflect this. You may have students who are blocked from taking your class because the Registrar's Office indicates that the class size limit has been reached. You may also have students who registered that day. These students must have a receipt from the Registrar's Office in order to be admitted to your class.

Online Viewing: As a faculty member, you may also access your [Course Roster](#) online by logging in and then viewing and/or downloading your course information.

Attendance: State law requires us to keep track of attendance, and to fill out carefully the "certification of attendance" roster that you'll receive several weeks into the semester. Attendance in class may be one of the criteria you use in evaluating student performance.

If you're teaching a small class, you'll probably know the names of each of your students within a couple of weeks and can then eyeball the room. A good way to take attendance in a large class may be to post a sign-in sheet, with a place to sign next to the typed name. Once the class begins you can replace it with a late sheet. There is no need to type these sheets yourself. You can print out the online class roster and post that for each class.

You should alert the Registrar's Office to let them know of students who have missed a number of consecutive class sessions.

See [Registrar](#) for more information on policies and procedures.

See [Grading](#) for more information on grading students for lack of attendance



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Faculty Attendance

•

Last updated on 1/02/2004

You must attend all of your scheduled classes to teach, proctor exams, supervise research, etc. at the scheduled time.

If your course has a scheduled final, you must give it at the scheduled time. You are being paid for those two hours and may not give the final during the last week of classes instead.

You are entitled to paid “leave absences” each semester (non-cumulative) equal to the number of times that your class meets each week. This leave must be for personal illness or personal emergency including religious observances, death in the immediate family or similar personal need which cannot be postponed. You are also entitled to receive your regular compensation when absent for [jury duty](#). You must notify the department chair and/or department secretary as far in advance as possible. If no advance notice is possible, and your class is going to be cancelled, make arrangements to notify your students. Your department secretary can help communicate with students.

If you can't be present for a particular class and advance notice is possible, a substitute can cover your class. Notify your chairperson so that the department can assign a faculty member to cover for you. Never arrange for a substitute without notifying your chair.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Availability to Students

Last updated on 12/26/2003

There are two main activities outside the classroom to which you should devote time:

1. Making yourself available to students. This a very important activity discussed in more detail below.
2. Improving your skills. See [Faculty Development Seminars](#) for a discussion of these activities.

The students form their opinions of you, the course, and the subject from the totality of their experiences. What you do outside the classroom is an essential component of these experiences.

Availability to Students

Our aim is to provide a learning experience second to none. Often this cannot be done solely in the classroom. It makes good sense to make yourself available to students outside the classroom.

The student:

1. May need extra help in order to understand.
2. May be shy and unwilling to question in class.
3. May simply need someone to discuss the course with on a one-on-one basis.

We should not be seeking to do the job of Medical and Counseling Services or the Career Development Center. We should, however, strive to understand the student's needs and connect him or her with the best available resources.

One could choose to be available to the student during designated office hours. These should be noted in your syllabus and discussed the first time you meet with the students. Alternatively, you may wish to tell the students how they may contact you to set up appointments.

However you do it, please make yourself available.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Baruch Computing and Technology Center (BCTC)

Last updated on 12/26/2003

Information technology is pervasive in the field of education. The [BCTC](#) is your gateway to information technology resources. Much useful information is available from [BCTC's faculty/staff resources page](#).

One of the most important and useful resources is [Blackboard](#), described elsewhere in this document.

You should also look for conferences sponsored by Baruch and CUNY with titles such as "Technology in the Classroom" or "Technology and Teaching." These are very helpful in bringing to your attention ideas and best practices that may improve your ability to deliver value to students.



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- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Baruch Bookstore

Last updated on 12/02/2003

The [Baruch Bookstore](#) is located just inside the 24th Street entrance of the Vertical Campus. The Bookstore is particularly important to you when it comes to ordering and having available textbooks for your students.

The advice is to select your textbook well before the term starts and communicate your needs clearly to the Bookstore as early as possible. See [About Your Course Materials-Ordering from the Bookstore](#) for additional information.



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- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Navigating the Buildings

Named Rooms

Elevator Banks

Off-Hours Access

Last updated on 11/8/2006

An overview of [The Baruch College Campus](#) will guide you through the buildings on campus.

Named Rooms on Campus

In addition to navigating the buildings of Baruch, you'll want to know how to reach the many “named” rooms on campus. As a matter of course, whenever events are held in these rooms, online and posted announcements include the room name, number, and building location, but, just to be sure, here is a listing for quick reference:

4 North

17 Lexington Ave., Room 400

4 South

17 Lexington Ave., Room 401

5 South

17 Lexington Ave., Room 501

Administrative Lounge

135 E. 22 Street, Room 301

Bernie West Theatre

17 Lexington Ave., Room 910

Engelman Hall

Newman Vertical Campus, Baruch Performing Arts Center, B-3

Faculty Lounge

17 Lexington Ave., Room 215

Faculty/Staff Lounge
Newman Vertical Campus, Room 14-290

Marble Lounge
137 E. 22 Street, Room 2-106

Mason Hall
17 Lexington Ave., Lobby

Nagelberg Theater
Newman Vertical Campus, Baruch Performing Arts Center, B-3

Nallin Hall
17 Lexington Ave., Room 1220

Newman Conference Center
Newman Library, Room 750

Oak Room
137 E.22 Street, Room 2-103

Oval Room
Newman Vertical Campus, Room 14-220

Provost's Conference Room (formerly President's Conference Room)
135 E. 22 Street, Room 705

Skylight Room
17 Lexington Ave., Room 306

Newman Vertical Campus Elevator Banks

By taking the lobby escalator up one level to the 2nd Floor you can access the Newman Vertical Campus building's main elevator banks. These elevators stop only on floors 2, 5, 8, and 11 and may not be the most convenient for you. On the 2nd Floor you'll also find escalators that continue up to the 5th floor.

Two others sets of elevators operate in the building. A bank of elevators located in the NW corner of the lobby (closer to 25th Street), beyond the metal doors marked "Conference Center," provides access to each of the 14 floors in the building. It is helpful to direct outside guests to these elevators for more direct access to your classrooms. In addition, another elevator, located near the 25th Street lobby entrance, will take you down to the Baruch Performing Arts Center (BPAC).

Elevator Banks in Other Buildings: By becoming familiar with the elevator configurations in other buildings you'll discover the most direct route from the lobby to your destination. Each building has its own vertical charms and lobby security is on hand to help you navigate.

Off-Hour Access: This link will take you to a portion of the [Security \(Public Safety\)](#) page. The page includes additional useful information you can read by scrolling up or down.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

The Classroom

Last updated on 12/26/2003

Even though you'll be assigned a classroom for the semester, you'll be sharing it with other classes throughout the term. Each classroom is equipped with the basics you'll need—desk/chairs for students, white boards or chalk boards, and a smart podium for you (Vertical Campus only). Some classrooms have a desk or table and chair in front; some have a chair for the smart podium.

See [Classroom Maintenance](#) to order the basic furniture for your needs and to request repairs.

Each classroom has a campus telephone on the wall, with the Public Safety number (3333) clearly posted. In addition, you may dial Media Resources Help Line (1010) for help with non-functioning or missing equipment.

Since each room is used by so many, you should not leave any materials in your classroom. Similarly, be sure to erase your chalk boards or white boards and remove your papers and materials when you leave.

Markers & Eraser

In the beginning of the semester, you should receive a set of dry markers and an eraser for your classroom's whiteboards from your department secretary. These are yours for the term; bring them with you to class and take them with you at the end of each class. For those teaching in classrooms with chalkboards, chalk and erasers should be in your rooms.



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- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Classroom Maintenance

Last updated on 12/01/2003

Conducting a class in the proper setting is important for everyone's attention and concentration. While you don't have much direct control over the temperature in your classroom, you can weigh in on this and other classroom maintenance issues by contacting Campus Facilities and Operations. They have created a [Resource Manager](#) to field questions and requests for repairs, etc. You can contact the Operations Desk at 212-802-2680.

You can also submit your request online by completing an [online service request form](#).



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Course Materials

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Whether taking over for someone who created a particular course or introducing one yourself, you're likely to have some flexibility in choosing the materials for use in your class. If the course you are teaching is one section of a required course, some degree of standardization across all sections is likely. Your chair will be able to guide you or direct you to someone else in the department.

Your decision to use a textbook, articles and/or other materials is one you can reach after talking to your chair, reviewing course syllabi, and considering your own course objectives. Your department is your resource for information on which texts and which editions are required or suggested. Your department might also have a collection of review copies of textbooks in your field, so that you can become familiar with the current offerings.

Review or Desk Copies: If your department does not have such a collection or, if you'd like to review a particular text that you can't find there, the Baruch College Bookstore Manager can provide you with a listing of publishers' reps and their contact information. You can call, identify yourself as a Baruch College faculty member, and request a review copy ("desk copy") of the book. These books are provided at no charge, or for a small shipping and handling fee. They are often yours to keep or to add to your own or your department's collection. You're not limited to the publishers on the bookstore's list. If the publisher you're looking for is not on the list, contact them directly and place your request.

See [Bookstore](#) for information on ordering materials from the Baruch Bookstore.

See [Course Reserves](#) for information on reserving materials in the Newman Library.



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- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Wrapping Up the Course

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Last updated on 12/26/2003

A bit of work remains after the last session of your course.

First, the Final Grade Roster needs to be completed in a timely manner. The Final Grade Roster will be sent to you by the Registrar's Office. A date will be given by which the roster must be returned to your department. For the Spring 2003 term, as an example, final examinations were scheduled for May 17-23 and commencement on May 28. The Final Grade Roster was due no later than May 27. In Fall 2003, it was due January 5.

Remember, the grades are important for the most important of people, the students. Grades affect their ability to register for the next semester; to obtain financial aid; to get the pot of gold at the end of the rainbow – the diploma. It's our job not to let them down.

Second, you may need to give a final grade of incomplete (INC) for work not completed during the term. When the student completes the work you should file an Application for Change of Grade with your department chairperson. This application may be obtained from your department secretary. It must be approved by the department chairperson when completed. Students have one semester in which to make up the work (excluding Summer). If not completed in that time, the grade automatically is changed to an "F".

Our responsibility is to help clear these incompletes as quickly as possible once the student has completed the work. Also see [Grading](#) section of this handbook for a more complete discussion of grading at Baruch.



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- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Department Communication

•

Last updated on 11/26/2003

E-mail messages, memos, grade rosters and other printed materials are shared with you throughout the semester and, for those of you who teach outside of normal business hours, obtaining and conveying information might prove challenging.

It is for this reason that it is important that your department secretary has your current contact information and knows your preferred address, phone number and the best way to reach you. Similarly, you should know how your department communicates with its faculty. Some adjuncts have their own mailboxes into which memos, rosters, evaluation packets, exam schedules and other information are routinely placed. In other departments, all adjuncts share a common mailbox. In some departments, communication flows directly from the chair; in others a deputy chair or secretary is the designated point person.

You will be notified of deadlines for submission of class materials, and dates of department meetings, peer observations and other departmental activities. Similarly, you may have to get in touch regarding emergencies, cancellation of your class and other timely information, or to be able to contact other members of the department. Check to see if there's a master contact list for your department and get a copy of it for your reference.

For sending and receiving U.S. mail, please see [Mail](#).



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- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Department Resources

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Last updated on 12/26/2003

Each department functions differently in its day-to-day operation. It is worth your while to spend some time talking with your Chair and/or department secretary to learn how things get done, how information is communicated, what type of administrative support you can expect and what your department's particular policies regarding such things as faxing and photocopying might be.

Resources

A number of people within your department are available to you for questions, guidance, comments and some periodic venting! For those of you who teach at off hours, some additional resources are needed.

Your **department chair** is available to answer many of your academic, personnel and policy questions. Your **department secretary** should be able to assist you with practical questions like how to complete and return forms and rosters; who to call to get your whiteboards cleaned, to repair classroom damage, to change your room assignment, and how to obtain keys and other tools needed to do your job.

The organizational structure at Baruch might differ from that of your business or other professional associations and so determining what the secretary can do for you and what you are expected to do yourself will be useful information.

Faculty colleagues and other adjuncts will also help you navigate your way. Find out who might be teaching other sections of your course and/or related courses. A member of your department will be assigned to conduct a peer observation each semester. This person can also be a resource for you, particularly in discussing teaching techniques and classroom management.

The **Baruch staff and service areas** like Facilities Resource Center, Security, Baruch Computing and Technology Center are also available to you for assistance and guidance. Many classes are taught evenings and weekends and, while some department offices are closed during those times, the buildings are staffed whenever they are open.

See [Emergency and Frequently Called Numbers](#) for a list of departments and numbers to call to respond to your questions and requests.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Getting an E-Mail Account and Phone Number

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Last updated on 12/26/2003

E-Mail Accounts : You will decide the most appropriate and direct way for students, your department, and the College to reach you, whether by personal e-mail address or with a Baruch e-mail address. Adjunct faculty can easily create their own Baruch e-mail address and, if desired, can arrange to have Baruch e-mail messages sent to another server. Some of the advantages of having a Baruch e-mail account are that you will automatically receive Baruch public announcements and can be quickly identified by recipients of your e-mail messages. [See How to Get E-Mail](#)

Telephone Numbers: Your department will assign a workstation and telephone number to you, both of which are often shared with other adjuncts. The telephone at your workstation is set up to accommodate individual voice mailboxes for each user.

These voice mailboxes will be created on an as-needed basis. Go to the [adjunct voice mail application form](#) which must be completed prior to mailbox creation.

Request forms may be returned to voicecom@baruch.cuny.edu, faxed to (646) 312-1021 or sent to BCTC at 155 East 25th Street, Room 910, Mailbox H-0910. You will be notified when the mailbox has been created, given a temporary passcode, and written directions.

If you have any questions, please send them to voicecom@baruch.cuny.edu

Note : Some adjuncts use their home number as their contact number for their department and the college. Giving this number to students who might want to leave a message for you late at night or on weekends could be disturbing to you. Keep this in mind when choosing the phone number(s) you give out to students and to your department in order for them to reach you.

Baruch Directory: Adjuncts may be listed in the Baruch Directory, with a Baruch telephone number and the e-mail address of your choice (Baruch or other). Check with your department to verify the contact information listing they have for you and whether they will, in fact, be submitting it.



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- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Emergency and Frequently Called Numbers

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Last updated on 12/02/2003

Ambulance (emergencies only – NYC)	3333
Bookstore	646 312-4850
Bursar	646 312-1280
Fire (emergencies only – NYC)	3333
ID Card Center	646 312-1475
Library	212 802-2400
Payroll	212 802-2740
Personnel	212 802-2740
Police (emergencies only – NYC)	3333
Security	212 802-3000

See the [Baruch College Faculty and Staff Directory](#) for all other numbers.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Guest Speakers

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Last updated on 12/26/2003

Bringing guest speakers into your classroom not only enhances the experience for your students; it also introduces professionals from a range of fields to Baruch. Whether they are members of the Executives on Campus program or your own colleagues and contacts, be sure to alert Security as to their arrival by leaving memos at the security desks (your department secretary should be able to assist you with this) and remind your guests to bring photo ID with them.

Since it may be difficult for guests to find their way around the buildings, try and arrange to meet them in the lobby or supply them with clear directions to your classroom. Using cell phones as walkie-talkies has also been known to work!

See [Guest Access](#)

See [Executives on Campus](#)



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Faculty Development Seminars

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Last updated on 12/02/2003

Like the carpenter who keeps his tools sharp, clean, and oiled – ready for the next job – and who adds new tools as they prove worthwhile, we adjuncts should be seeking to improve our capacity to deliver value to the students.

Faculty Development Seminars are very useful in this regard. For example, the Spring 2003 series of seminars on ethics was particularly timely and valuable.

The schedule for faculty development seminars can be found in the [Faculty Development Seminars](#) section of the Faculty Handbook.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Faculty/Staff Lounge

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Last updated on 2/10/04

There may well come a time when you need an oasis, a place of refuge from the madding crowd, and Starbucks doesn't quite do it. Baruch provides two of these lounges--Room 1107 in the 17 Lexington Avenue Building and Room 14-290 in the Vertical Campus.

Additional information may be found in the [Faculty Lounges](#) section of the Faculty Handbook.

It should be noted that 14-290 offers a nice view to the north of Manhattan and has excellent wireless reception for those of you carrying portable devices.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Faculty Meetings

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Last updated on 12/26/2003

As an adjunct, if you teach two courses in a given semester or exceed six teaching hours per week, you will also be paid for one additional hour per week. The hour may be an “office hour,” or your department might require it for other purposes, like attending faculty meetings. If you are not told how to spend this time, it is important for you to discuss this with your chair.

Adjuncts are not usually required to attend faculty meetings and might not be compensated for that time; however you might find them helpful, interesting and enlightening.

Faculty meetings are a way to learn more about your department, the College and CUNY; to meet and get to know your colleagues, and to share information on your own work at Baruch. They could be a means to foster collaboration, exchange information and pick up tips. They are one of the ways that we can contribute and connect to Baruch.

Faculty meetings are usually held during regular business hours and often during “club hours” on Thursdays between 12:45 and 2:30PM when classes are not scheduled and when student clubs meet. Check to be sure you're on the distribution list for notification of department meetings and to receive minutes for those meetings.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Human Resources

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Last updated on 4/28/05

A fully trained staff is available to answer questions and provide information about employment, recruitment, time and leave balances, paychecks, contractual matters and benefits.

Director: Sharon Chambliss-Alvarez

Location: 135 East 22nd Street, Room 200

Telephone: 212-802-2740

Fax: 212-802-2745

Hours: 9:00 am - 5:30 pm

See [Benefits](#) for an explanation of benefits available to adjuncts including Health Insurance, Pension Plan, Tax-Deferred Annuities, Adjunct Professional Hour, Sick Leave and more.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

The Door, Keys, and Cards

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Last updated on 12/01/2003

In the Newman Vertical Campus, your ID card will open your classroom door. The classroom doors in other buildings are open during school hours. In the Newman Vertical Campus, the door will remain unlocked for one hour after you swipe your card. After one hour, the door will automatically lock. If you cannot access your classroom, contact Campus Security at 646-312-4888.

You should not use your card to let students into locked classrooms without faculty supervision. This is Baruch policy and was established to safeguard against security and theft issues.

Your department secretary should provide you with a set of keys when you begin your work at Baruch. You may also request keys by contacting [Campus Security](#).

You'll need keys to open the doors for your department's office and, possibly, your workspace (your ID card can be swiped to access some work areas in the Newman Vertical Campus). You'll also need keys to unlock your desk and other storage space.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Letters from the Frontline

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Last updated on 12/26/2003

Whilst the principal inputs to this handbook have been from adjuncts, these adjuncts have had but a small sampling of the range of experiences of all adjuncts at Baruch.

This section of the guide is aimed to make this broader set of experiences accessible to you, to help you profit from these, and to encourage you to contribute your own experiences and thereby enrich this document for others.

This section is not a complaint box. Rather it is about problems solved, opportunities seized, and those myriad tales – some large, some small – that provide us with a sense of satisfaction in what we undertake as adjuncts.

In general the format is one of

1. a brief statement of the problem or opportunity you address,
2. an outline of the actions taken to resolve the issue, and
3. a summary statement of the results.

In other words, a short--very short--story.

Those tales of satisfaction are to remind us of why we do what we do.

Letters from the Frontline may be submitted to Dennis Slavin, Associate Provost, at dennis_slavin@baruch.cuny.edu

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Problem or
Opportunity

Work on a project for the Associate Provost. Pay to be deposited directly into a checking account.

Actions Taken

Contacted the funding department and obtained and completed a number of forms (Personnel Action Form, Employment Eligibility Verification, Electronic Funds Transfer Enrollment Authorization, W-4 and IT-2104). Had them approved by the Associate Provost. Submitted time sheets to the Associate Provost for approval.

Results

Pay deposited directly into checking account.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Letters of Recommendation

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Last updated on 12/02/2003

Students may ask you to write a letter of recommendation for placement in an academic program, internship or job.

You should consider this request as a compliment. You need to decide whether you have the qualifications to perform the task, and, perhaps most importantly, whether you should, in good conscience, write such a letter.

Common sense will serve you well here. Perhaps the guiding question you should ask yourself is whether, if someone asked, you could defend your decision to write.

There are no formal policies, practices, or standards at Baruch for this sort of thing. Three things, however, come to mind:

1. If the letter of recommendation is requested from you in your capacity as a Baruch instructor, then the use of Baruch stationery is proper.
2. You should be clear in your letter that you are an adjunct (not full-time faculty).
3. It is likely that departmental chairpersons have differing ideas about this subject. It is prudent, therefore, to make sure your department knows what you are doing and why.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Your "Office"

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Last updated on 12/26/2003

Your workspace could be the place for you to meet with students, prepare for class, or work or read when on campus with some down time.

Your workspace at Baruch will most likely be a cubicle that you'll share with one or more adjunct colleagues. There you'll have a phone and a locked desk and cabinet for papers and other materials. You'll need a key for the locked drawers, and your ID card or a key in order to enter your work area. You might never see the folks you share the space with, so the usual communication and courtesy applies when claiming space there. Your department secretary can help with keys and space issues.

See [Keys/Cards](#) and [Telephone](#) for more information.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Paperwork -- From Your Department

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Last updated on 12/26/2003

Once you have accepted a position as an adjunct at Baruch, your information will have to be put into the Payroll system so that you can receive your checks. This process begins in your department where a **Personnel Action Form**, or PAF, is prepared. The completed PAF is forwarded to Human Resources, where they begin a folder for your payroll information. You'll have to go to the HR office (135 E. 22 Street, Room 200) to pick up and hand in the forms you'll have to complete to continue the process of getting you into the system.

Check with your department to determine when your PAF will arrive in the Human Resources office. Some departments provide a letter for you to bring with you to Human Resources; others instruct you to go to the Human Resources Office once your PAF has made its way there.

The PAF includes some fields of information you'll provide to your department:

Name, address, telephone number
Marital Status
Number of Exemptions
Social Security Number
Date of Birth
Citizenship
Highest Degree
Year and Institution of Highest Degree

At the beginning of the semester, you'll receive a **Workload Report** from your department. This report verifies the number of hours you work within the City University of New York and must be completed each semester you are working at Baruch. According to the Agreement between the City University of New York and the Professional Staff Congress, adjunct lecturers or adjuncts in other titles **shall not be assigned a total of more than nine classroom contact hours during a semester in one unit of CUNY**. In addition, such adjuncts may be employed to teach a maximum of one course of not more than six hours during a semester at another unit of CUNY. According to the current contract, adjuncts who teach two courses in a given semester in one unit or exceed six teaching hours at Baruch

are entitled to one additional paid hour per week, the nature of which (office hour, professional development) will be determined in consultation with the department chair. For more information and a copy of the workload form go to <http://www.baruch.cuny.edu/facultyhandbook/adjunct/workload.htm>

For persons in non-teaching adjunct titles, the limitations noted above are equated to not more than 225 hours per semester at one college and not more than 150 hours per semester at a second college of the University.



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- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Paperwork -- At Human Resources Forms, Documentation, Direct Deposit, Timesheets, Paycheck Dates

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Last updated 12/26/2003

The Human Resources Office is located at 135 E. 22 Street, Room 200 and is open Monday through Friday, from 8:30AM to 6:00PM. You must visit this office to complete the paperwork necessary to get you into the payroll system.

Forms: If your department has forwarded the paperwork, a folder should already be on file for you. It will include your Personnel Action Form (PAF) and information on the school and department in which you'll be teaching, your rate of pay and contact information.

Ask for a **New Hire Packet**, which includes these forms:

- Employment Eligibility Verification
- Personal Data Form
- W-4
- Employee's Withholding Allowance Certificate
- Request for Exemption from Social Security & Medicare Taxes
- Non-Resident Aliens Statement
- Direct Deposit of Salary Enrollment/Change/Cancellation
- Designation of Beneficiary
- Certification of Prior NYS or NYC Public Service
- Baruch College Oath of Allegiance
- Affirmative Action Data

You can take the paperwork with you and return it when completed, or you can fill it out in the office.

Documentation/ID : When you're ready to turn your paperwork in you'll need one or two original forms of ID (no xeroxes). A complete list is included in the packet. Examples include:

List A (only document you'll need)

U.S. Passport

Certificate of U.S. Citizenship

Certificate of Naturalization

OR

List B (you'll need one from B and one from C)

Driver's license

Photo ID issued by federal, state or local government agencies

Voter's registration card

AND

List C (you'll need one from C and one from B)

U.S. social security card

Certification of Birth Abroad

Original or certified copy of birth certificate

Direct Deposit: If you choose the direct deposit option for your Baruch checks, bring a voided personal check with you. Checks are not mailed out, so direct deposit is a beneficial option for those of us who are not on campus during business hours to pick up our checks.

Timesheets: Non-teaching adjuncts or any adjunct paid at the 60% rate must fill out timesheets in order to get paid. These are available in the HR office.

Paycheck Dates: A schedule of paydates and timesheet due dates is prepared for each semester. Be sure to get the schedule from your department or from the HR office.

Once your information is on file, it is not necessary for you to return to HR in subsequent semesters unless you wish to make changes to the information you've provided.

Before you leave Human Resources, be sure to get the authorization form you'll need to get an ID from the [ID Center](#).



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Payroll Checks and Separation Procedures

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Last updated on 12/26/2003

Payroll Checks

Adjunct staff members receive eight or nine paychecks each semester. They will **not** be mailed to you. Paychecks may be deposited directly into your bank account by completing an Electronic Funds Transfer Enrollment Authorization form and providing a blank voided check to Human Resources.

For those who do not elect direct deposit, checks are available from the Controller's Office on the Fifth Floor of the 135 East 22nd Street Building between the hours of 9AM and 5PM on weekdays. Bring your Baruch identification card with you. Your departmental secretary can provide you with a schedule of payday.

If you teach in the evening and are unable to get to the Controller's Office prior to 5PM you should work with your departmental secretary to set up a process whereby they can obtain your check and forward it to you.

Identification Cards

See [Getting an ID Card](#) in this guide.

Separation Procedures

Staff members who discontinue their employment with the college must follow certain "check out" procedures; keys and ID card must be given to the Security Office; outstanding library books must be returned; and any other college property must be returned to the provider. The employee's last paycheck is withheld until all clearances are obtained.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Peer Observations

•

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The collective bargaining agreement requires that each adjunct be observed in the classroom each semester, until a total of 10 observations is accumulated. Thereafter observations shall be held at the request of the chairperson or the adjunct. You will be assigned an observer—a department faculty member—who will make an appointment with you to observe a class at a mutually convenient date and time. The observer will prepare a report on the class, which will be provided to you. You'll then meet to discuss the report and will have an opportunity to add your comments to it. The report will include your “grade” (Satisfactory or Unsatisfactory) and the observer's comments on a number of topics.

These post-observation meetings can be very constructive, especially if you're new to the classroom. In addition to providing opportunities to learn and share information on teaching techniques and course material, they are also a means for getting to know a department colleague you might otherwise not meet.

To read the full University policy and procedure on peer observations, see

[Observations \(Peer\)](#) in the Faculty Handbook.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Photocopying and Supplies

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Last updated on 12/26/2003

Being mindful of expenses is part of all businesses and institutions today and Baruch College is no exception. The College is a publicly funded institution and budgets are prepared accordingly. Your department will provide you with the basic supplies you'll need to teach your classes—dry markers, erasers, pads and pens. Additional supplies may be on hand or may be ordered, depending on your needs. Check with your department chair and secretary to determine what is available to you.

Photocopying is probably an important service for you. Please be prudent when determining your photocopying needs and endeavor to save time and paper when you can. Some departments have a limited budget for paper, for example, and excessive usage can quickly deplete their supply.

There are a number of photocopying options available to you: within your department, at the Newman Library and through the Graphic Reproduction Department. You'll find the information you need here: [Photocopying](#)

Of course, you may also purchase paper and other supplies yourself. These items are likely to be tax deductible as educator's expenses. Consult your tax professional.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Union

•

Last updated on 12/04/2003

As an adjunct at Baruch you are a member of the [PSC--The Professional Staff Congress \(Union\)](#). Various benefits are available through the Union. See the [Benefits](#) section of this handbook.

The Union is your representative to Baruch on a number of important matters (e.g. pay rates, conditions of employment) thereby allowing you to concentrate more fully on your day-to-day work with the students. You will receive on a monthly basis issues of the *PSC Clarion* that keep you abreast of Union developments.

Also see [PSC Contract](#).



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Questions for the Associate Provost

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Last updated on 12/26/2003

The Adjunct Faculty Handbook is intended to meet needs of the adjunct community at Baruch. It offers a step-by-step guide through the process of getting oriented and established as a member of the faculty. It also offers a host of resources for you to draw on to gather information, educate yourselves and participate in academic life at Baruch. From time to time, you might have broad questions you'd like to pose or issues you'd like to discuss one-on-one or with a larger group. I invite you to contact me as your resource for these purposes. I am the associate provost at the college whose portfolio includes faculty development. To read more about my responsibilities and my background, please click [here](#).

This section includes responses to questions that fall into this broader category. Feel free to add to it by contacting me by e-mail, phone or in person:

Dennis Slavin, Ph.D.
Associate Provost
Office Address: 135 E. 22nd Street, 7th Floor
Mailing Address: Box D-710
17 Lexington Avenue
New York, NY 10010
(212) 802-2805
dennis_slavin@baruch.cuny.edu



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Room Assignments

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Last updated on 12/26/2003

A few weeks prior to the start of the semester, you'll be notified of the classroom assigned to you for the semester. Classroom assignments are based on class size, room availability, etc. It's a good idea to take a look at your assigned room before classes start. Changing your room could be challenging, especially if you teach during peak daytime or evening hours when available classrooms are scarce.

Talk to your department chair or secretary for assistance. And, if you do change your room, be sure that notices are posted on the originally assigned room for the first few weeks of class, to enable students adding the course to find you. Typically, the Registrar's Office will post official Baruch notices of room changes on classroom doors.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Schwartz Communication Institute

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Last updated on 12/26/2003

Baruch intends to turn out students who can think critically and communicate clearly. Our task, then, is not to teach only content, but to teach this content within the larger context of critical thinking and clear communication.

The [Bernard L. Schwartz Communication Institute](#) can be of significant help to you in achieving a proper balance between content and communication.

“The Institute was founded in 1997 and infuses oral, written and computer-mediated communication into the curriculum by emphasizing a philosophy of teaching rather than a quantification of communication-intensive activities. Communication is defined broadly as the locus in which learning takes place; it is a purposeful activity imbedded in a discipline or activity. Communication-intensive courses (CICs) infuse three modes of communication into the curriculum: writing, speaking and computer-mediated communication. CICs do more than push students to write, speak or use computers. An “intensive” experience in communication engages students in the full range of intellectual and practical processes that go into producing effective communication. That means covering grammar and usage, pronunciation and intonation, but [also] habits of mind, analytical tools, and audience adaptation, as well as respect for the differences among the various modes of expression at play in academic and professional environments. [\[1\]](#)”

[\[1\]](#) Paul Arpaia, WAC [Writing Across the Curriculum] Initiative Evaluation and Assessment Questionnaire, June 3, 2003



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Student Evaluations

•

Last updated on 1/02/2004

During the last weeks of the semester, you'll receive a packet and instructions for distributing student evaluations in your class. Students must be given the opportunity to evaluate each course each semester. After designating one student to collect the evaluations, you'll then leave the classroom while the student evaluation is administered. The student will place the completed evaluations in the designated drop off boxes located in each building.

The evaluation form includes a series of questions covering, for example, your class preparation, presentation, and interaction with students. Students fill in their answers on a scale of 1-5 (i.e. Never – Always); there is no place for comment on the form.

The packet includes a release form for you to sign. You can elect to have the results released to student organizations and posted on the Office of Student Life website by checking the appropriate box on the form.

A copy of the students' tabulated results will be placed in your department file. Check with your department secretary to find out when the evaluation is in (usually near the beginning of the next semester) and request a copy for your records.

(Baruch policy stipulates that anything placed in an employee's file must be initialed by the employee indicating that s/he knows it is being placed in the file. If you disagree with a document going into your file, you should initial it and indicate that you wish to rebut it. If you refuse to sign a document, your supervisor initials it and notes that you refused to sign the document for the file.)

Students receive feedback from us on their performance throughout the semester-- from comments on their papers and work in class to conversations and meetings outside the classroom. To aid in our own professional development, additional evaluation from this important constituency can be helpful. In addition to the student evaluation form, you might solicit student feedback by offering students a way to share their comments anonymously, by dropping their typed comments in your mailbox.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Welcome: Messages from the Deans

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Last updated on 1/02/2004

Stan Altman, Dean of the School of Public Affairs

The faculty and staff of Baruch College's School of Public Affairs warmly welcomes its new adjunct faculty members. SPA's programs are interdisciplinary in character, and our student body diverse and enthusiastic. Whether you are introducing recent high school graduates to the basics of public administration or helping seasoned managers refine their skills in budgeting or policy analysis in one of our executive programs, we think you will find Baruch's School of Public Affairs a very intellectually stimulating environment. Our students on both the graduate and undergraduate level see their studies as opening doors to careers in government, non-profit administration, education (both K-12 and higher education). Our part time faculty adds scope and depth to the educational opportunities we offer through the practical experience they bring to the classroom. We place tremendous value on your contributions to our mission. Our students expect and demand the highest caliber of instruction, and in the interest of achieving this shared goal the School maintains policies intended to ensure pedagogical excellence. Thus, because we believe it is critical to the success of any course that its instructor communicates his or her expectations of students as clearly as possible, we ask all first time instructors to submit their syllabi to the Office of Academic Programs for review, in advance of the first class session. We also ask that all instructors make themselves accessible to their students by holding regularly scheduled office hours and providing a reliable means for being contacted outside of class. Finally new adjuncts should be aware that decisions on reappointment are reached not simply on the basis of resources and course availability, but also on information obtained from our two formal systems of quality assessment: student evaluation scores and peer observation reports. Historically, new instructors have found these instruments useful sources of feedback. We feel that students, School, and faculty all benefit from the commitment to continuing quality improvement.

Myrna Chase, Dean of the Weissman School of Arts and Sciences

Welcome to Baruch and to the Weissman School of Arts and Sciences! I am sure that some of you are not new to Baruch and Weissman, even if you are studying the adjunct handbook. I want to thank you for past and present services to making our school a fine educational institution. I know that I don't have to tell you how important you are to our students and to your colleagues, but I will just the same.

To those of you who are new to Baruch you may not know how truly valuable to us you are. In many of our departments adjunct faculty do almost half of the teaching. The Weissman School is fortunate to have recruited experienced and talented faculty from among those very large numbers, faculty who will give their professional best to our students and to their colleagues.

If this is your first semester at Baruch I hope it will be a happy one and mutually beneficial to you and to us. If you are a returnee, share the experience you have with your new colleagues. One of the reasons you became faculty was the desire for colleagues who share your love of learning and your discipline. Another was the hope of making a difference to young people. I hope Baruch is your community for as long as you are here and, should you leave, that you have pleasant memories and a sense of achievement.

John Elliott, Dean of the Zicklin School of Business

Welcome. This manual represents one of many changes in our approach to facilitating your involvement with the Zicklin School and Baruch College. I am now in my second year as dean and one of my focused efforts this year is to assure that all members of our faculty receive the attention and support of the dean's office. As you may know, as a group, adjunct faculty teach around 40% of all of the courses that we offer in the Zicklin School. You are a critical part of our community and we want to make your involvement as enjoyable and as professionally satisfying and effective as we can. This handbook is one step in that process.

We are also in the midst of examining everything we do within the Zicklin School with an eye toward how it affects and facilitates your involvement. We are developing teaching tools and resources to support your efforts. We are scheduling periodic meetings with me and with appropriate members of your home departments to facilitate communication and involvement.

I look forward to meeting you and working together. I know that the audience for this message is diverse, including people who have been part of this institution's teaching faculty for over 30 years. I apologize for the fact that it cannot be easily tailored to each reader. But I hope the message and the commitment are clear. We are on a quest for excellence in all that we do and every member of our teaching faculty needs to know their critical role in our success.



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The Baruch College Adjunct Faculty Handbook

- [Adjunct Faculty Handbook Home](#)
- [Adjunct Handbook Index of Topics](#)
- [Adjunct Handbook Table of Contents](#)

Workload

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Last updated on 1/12/04

Follow the links below to:

- [HR memo regarding workload](#)
- [Section 15.2 of PSC Agreement **and** Reporting Form](#)



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