Undergraduate Teaching Assistant Manual

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Educational Services for Students

Sears 470
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TA Training Introduction

Welcome to Undergraduate TA (UTA) training at Case Western Reserve University! We hope this experience is both enjoyable and informative. We greatly look forward to your participation, and encourage you to ask questions at any of the seminars. Our primary goal is to provide you with the resources you need to be an effective undergraduate teaching assistant.

For as long as you can remember, you have played the role of student in the classroom. Now, as an Undergraduate TA, you are a teacher, a provider of knowledge to eager minds. This handbook is intended to help you in your transition into teaching with helpful hints, useful contacts, and a discussion of teaching and learning in general. Take the time to read it thoroughly, and hopefully it will help make your experience as a UTA mutually beneficial and enjoyable for you and your students.
Serving as a TA: The First Step

As a UTA, your first step should be to discuss the following questions with the instructor of your course:

1. What responsibilities do UTAs for that particular course have? How much individual freedom is appropriate to fulfill those responsibilities?

2. What are the course goals and grading criteria? What is the best way to standardize them across sections or courses?

3. How much time is required for office hours, grading, and meetings? How will that be scheduled?

4. What kinds of problems does the instructor anticipate, if any? How might those problems be solved?

You may also need to clarify other details, such as enrollment procedures, course material selection and availability, or the location of TA offices. It is important to make sure everyone has a full understanding of how the course is supposed to operate. Otherwise, you will be unprepared for student questions or problems.
Undergraduate Teaching Assistants’ Instructional Roles

While individual departments at CWRU set their own job responsibilities and standards for graduate teaching assistants, UTA instructional responsibilities typically fall into five categories:

Graders

Graders work closely with a professor, either individually or with other graders, to evaluate homework, quizzes, and examinations. Although formal, structured contact with students may be minimal, graders meet informally with students who may have questions about grades. Maintaining consistent grading procedures within the course is imperative.

Lab Assistants

Lab assistants are responsible for setting up and running laboratory sessions. They must have the knowledge and skill to run demonstrations that explain procedures in terms simple enough for students to understand the task and well enough to repeat it. Circulating through the lab to answer questions and to determine whether students understand the experiments demands sensitive teaching skills.

Recitation Leaders

Recitation leaders facilitate class sessions which provide opportunities for students to ask questions about lectures or homework or to review for tests. Recitation leaders may have prepared lesson plans for these sessions, but usually the discussion centers on student generated questions. As a result, these UTAs must be ready for any questions, particularly questions dealing with material the students have difficulty understanding.

Departmental Tutors

Departmental tutors generally work with students on a one-to-one basis. During regular office hours and extra help sessions, these UTAs are sought for their expertise in the subject matter. Their true value, however, lies in encouraging students to explore approaches to solving problems, rather than answering questions directly.

Curriculum Developers

Curriculum developers partner with faculty, instructors, and other members of departments in the creation of lesson plans and laboratory and course ideas.
Laboratory Sessions

Student laboratory sessions are important settings for hands-on learning. This classroom environment is where students can apply broad principles to specific processes and inquiries. Introductory labs will require students to learn basic procedures and fundamental experiments; more advanced labs will give them the opportunity to investigate important questions and test their hypotheses.

As a laboratory teaching assistant, you are an important part of this learning process. You are the one who helps students to master specific techniques and carry an investigation to its conclusion. You also make sure safety procedures are understood and observed and that all materials necessary to the lab are available. You may even help students as they learn important concepts through the practical application of what they have learned in lecture. The following suggestions may help you as you plan your laboratory teaching:

- **Know the experiment before the lab session**, including the theoretical basis and historical background. If you haven’t carried out this particular experiment before, practice it to become familiar with it. Learn the possible pitfalls of the experiment and even dangers. You should also be able to recognize the most common errors students are likely to make and plan strategies to help them get themselves back on track.

- **Match capable students with those who are struggling**. Peers can often explain problems in ways their classmates can understand better. Peers can effectively help you teach the rest of the class.

- **Interact with everyone in the room during the lab period**. Not all students who are struggling will ask for help or even realize they’re having trouble. Make sure you visit all stations and give everyone equal opportunities for help. As you interact with students, check on the quality of their written work, drawings, and techniques of data collection. Make suggestions for improvements before the work is handed in for the grade.

- **Lead students to answers rather than telling them answers**. Guide them along with questions that force them to do the steps, such as “and that means?” or “and why do we know that?” Demonstrate techniques or practices then require them to do the task themselves to arrive at an answer.

- **Make sure students share work equally with their partners**. Some students will be willing to shoulder extra work, feeling that if they do it themselves, they can be sure it is
done right. However, they should be reminded that the other students are responsible for working and learning as well.

- **Keep the session running on time and the lab and its equipment organized.** Make note of the condition and quantity of equipment and supplies before and after class so you can replenish or repair them well in advance of the next session.

- **Help the students stay organized;** remind them occasionally of how much time is left and what aspects of the assignment they absolutely must complete. Make sure they follow all established safety guidelines and rules for cleanup.

- **From the first class, make clear what your expectations are.** Explain to the students what kind of work receives an “A” instead of a “B” in the lab. Students will be more focused and less stressed if they know exactly what is expected of them.

- **Arrive at the lab early and start class on time.** Arriving early gives you the opportunity to do any last-minute setup or housekeeping before the lab begins. Starting on time reinforces the idea that students should arrive on time as well.
Recitation Sessions

Recitation sessions are supplemental lessons for students meant to cover difficult and confusing material. As a recitation leader, your job is to clarify questions students may have about lecture content, homework material, and/or material in the book. At times, the recitation leader may also introduce new topics or examples that are relevant to the week’s lessons. Some courses also administer quizzes during recitations to ensure that students are keeping up with the material. Below are several guidelines that will make your experience as a recitation leader more rewarding for both yourself and your students:

- **Know exactly what is being taught in the main class and, if possible, attend as many of these classes on your own.** By attending the class, you will understand exactly what may be going through your students’ minds, including what parts of the material seem difficult or confusing. If you know what your students find challenging, you can be better prepared to answer their questions.

- **If you know what questions students may have, find visual models that may make the concept clearer to your students.** If the questions are math-based, print out notes that show the derivation of the equation or examples of how to use the equation.

- **Ask your students what they want to review.** It is important to engage them in an open discussion of the material. Students learn more when they interact instead of just listen.

- **If students are not coming in with enough questions, create a lesson plan that reviews the material of the past week.** In the lesson plan, include common questions that students may have.

- **If quizzes are administered in your recitation, make sure your students know exactly what it takes to receive full credit for a question** (i.e. draw sketches, show equations, at least 3 sentences, etc.). If your grading policies are clear from the beginning, there will be fewer students asking questions about their grades.

- **Make yourself available to students outside of class.** Create office hours or a general study session in the library during which time students can ask individual questions.

- **Show enthusiasm.** Your energy will rub off on the students, causing them to be more involved. As a UTA, you chose to be here; let your passion for teaching show during your recitation.
• Establish classroom policies (late work, attendance, etc.) on the first day of class. Clear policies help to avoid future problems with students.

• Encourage students that are struggling. Struggling students may need some positive reinforcement. For example, if a student is stuck in a physics problem, compliment the student on what has been accomplished up to that point. Then, reassure the student that he or she is capable of figuring out the rest of the problem.

• Do not tolerate disrespectful attitudes in the classroom. Disrespectful students can create an uncomfortable atmosphere for you and the other students in your recitation session.

• Arrive early and start class on time. Arriving early gives you the chance to arrange your classroom, organize handouts, set up PowerPoint presentations (if applicable), etc. Starting on time reinforces the idea that students should come to recitation sessions on time as well.

• Greet students at the door. Doing so immediately establishes a welcoming atmosphere for your recitation session.

Leading Academic Discussions

An important skill needed for recitation leaders is the ability to lead an academic discussion. Here are some tips to help you in leading a discussion in your recitation:

• Make eye contact with whomever is speaking or to whom you may be addressing a question. Doing so not only demonstrates your attentiveness, but shows that you are invested in engaging with the student with whom you are communicating.

• Share personal experiences. By sharing personal experiences, you enable your students to get to know you better.

• Listen carefully to what students say, respond with more questions, and force them to think even more critically. Listening and responding with additional questions encourages an ongoing and productive dialogue about the material you are covering.
• When asking a general question, walk towards more reticent students; try to involve them in the discussion. Walking around the classroom shows that you are interested in hearing responses from all of your students, including those students who are quieter.
Grading as a TA

Determining Grading Criteria: CWRU’s Grade Policy

A full explanation of CWRU’s grade policy is given in the General Bulletin on page 604. It should be noted here, however, that the following definitions are given to letter grades A-F:

- A = Excellent
- B = Good
- C = Fair
- D = Passing
- F = Failure

Other grades indicating incompleteness, repeats, or exercise of the pass/no pass option are available, but for the most part, these are the five grades with which you will work.

Does your department have a specific standard? If your department has a grading rubric for your course or for all courses in your subject, find it and familiarize yourself with it.

Grading Methods

Standards of comparison

All grading requires comparison of some kind. The two main kinds are comparison with fellow students (also known as grading on a curve) and comparison with set standards. Both styles of comparison are explained below:

1. Comparison with fellow students’ performance

   This method assigns grades along a spectrum determined by the performance of a relevant group of students. Cutoff points for A’s or C’s are not determined by absolute criteria but by a reasonable distribution within the class. Possible comparison groups are all students taking a particular course one semester or all students who have ever taken this particular course from this instructor. The purpose of this method is to foster some competition among students for it rewards students whose performance is outstanding compared to that of their peers. However, grade standards can rise or fall with the aptitude or ineptitude of a given class as the distribution is spread among higher or lower objective scores.
2. Comparison with set standards

The purpose of this method is to measure students’ performance against objective criteria. There are no quotas in each grade category, for theoretically, all students could earn A’s or could fail, according to the criteria. Thus, standards of performance remain uniform from class to class unless the criteria themselves are revised, and grades reflect students’ objectively-measured achievement of course goals rather than their performance relative to fellow students. This method de-emphasizes student competition and focuses instead on the material or skills to be learned.

Each method reflects a certain philosophy about grading, and it will be up to you, in conjunction with your department, to decide which philosophy is most appropriate for your course. Whichever you choose, apply it to the course as a whole. Don’t mix methods, and make it clear to students how their grade is being determined at the outset of the semester.

Providing helpful feedback

- **When students receive graded work back, they should be given written information about their performance.** It is frustrating to receive a paper with just a letter grade of C. With multiple-choice tests, it’s fairly easy to indicate which answers were correct and which were missed, but work requiring problem solving, writing, or performance of routines should be returned with a grade and some commentary about the work.

- **Keep comments positive.** Point out what you like as well as what is flawed; explain where problems lie and point to solutions rather than just noting errors. For papers or pieces longer than a page or two, sum up with general remarks, and start them off positively.

- **Make sure your remarks are tactful so you don’t risk hurting the student’s feelings when pointing out problems.** While comments should be sufficient to indicate the basis of the grade, they shouldn’t be excessive. Too many comments in the margin only overwhelm and frustrate students. Interject frequent but succinct notes to indicate both strengths and weaknesses.

- **If the work is riddled with errors or the whole class makes similar mistakes, draw up a solution key, or conduct a class session to avoid writing the same corrections on dozens of pages.**
• If one student has particular problems, arrange a conference to go over the work and to point out appropriate outside resources such as the Writing Resource Center (https://case.mywconline.com/) or the tutoring programs offered by Educational Services for Students (http://students.case.edu/education/).

Sitting down to grade

Allow a reasonable amount of time to grade and be realistic about what you can do. Allow for undistracted time and necessary rest breaks as you would for any other important task. If you grade as a group and need to hold a marathon session, build in breaks, snacks, and anything else needed to keep the mood light and your performance good.

When you first start grading, make comments, but record tentative grades on a separate sheet of paper. When you’re done, review assignments to make sure your grading has remained consistent. Was that early B really comparable to the B you awarded right at the end? If you have doubts about a paper or exam and you can’t settle them quickly, set the piece aside and come back to it. A fresh perspective may help you see the problem, or you may realize that you need the advice of a fellow TA or professor on a question of procedure or academic honesty.

Avoiding bias

Bias can creep into your grading when you inadvertently weigh what you know about the student as an individual into your evaluation of a paper or examination. Certain kinds of discrimination, such as on the basis of race, religion, age, sex, color, disability, sexual orientation, and national or ethnic origin are a violation of CWRU’s anti-discrimination policy and may be a violation of state or federal laws. Other biases can arise from simple personality affinities or conflicts, your personal frustration with a student’s attitude expressed in class, or your desire to encourage a student who’s struggling with the material.

If you’re worried about subjectivity, separate the students’ names from their assignments when grading. If you can’t manage to disguise the student’s identity from yourself, ask a colleague who doesn’t know the student to read the work anonymously and assess the accuracy of your grade. Remind yourself that the students you don’t like can still earn As and students of whom you’re fond can still do poorly. It’s your job to evaluate their work accurately, not to commiserate.
Section and cross-section grading

Grading in a course with many sections poses special problems. Each instructor and grader must agree upon uniform criteria and methods for grading large numbers of students working with different instructors, and must make sure students perceive that uniformity. Before the course begins, all instructors, graders, TAs, and other relevant personnel should meet to establish standards and practices. Will the class be graded on a curve or according to set criteria? Is everyone agreed upon what the criteria will be? Some groups do grading workshops where copies of papers are read and graded by everyone. Some departments grade multi-section exams by dividing the work among graders by question: one person grades all of question 1, another grades all of question 2, and so on.

If the course is team-taught or has just one or two TAs, you may choose to divide work up equally and grade it and then trade it for review.

Once grading is completed, present the results as a unified team. The professor should never belittle the TA’s effort, and TAs should never denigrate the professor’s work. If students sense division, they may exploit it; certainly, they will have less confidence in your ability to conduct the class together.

Defending / justifying a grade

Despite all your careful planning and checking, there may come a time when a student challenges the grade you’ve marked or at least asks for a fuller explanation than you have provided. First, don’t panic. This isn’t necessarily an indictment of your grading policy or practice, or a sign that your students are about to rise up in revolt. There are three distinct possibilities for what is going on, and you will need to determine as calmly and fairly as you can which applies.

1. **You’ve made a mistake in grading.** Graders and instructors are human and are, therefore, capable of misreading an answer or being too hurried or tired to think properly at the end of a long grading session. Mistakes do happen, and when they do, you should acknowledge and correct them.

2. **The student misunderstands your comments or criteria or didn’t understand the assignment fully.** This situation can generally be resolved with the student by going through the exam or paper item by item and discussing problems and strengths until a mutual understanding is reached.
3. The student understands why you graded as you did but disagrees with your criteria or procedure. This disagreement can range in degree from feeling that a particular question or assignment should be weighted differently to a total philosophical impasse about grading in your course. If you can’t reach a mutually satisfactory arrangement in conference, send the student to the class professor or the faculty member in charge of the course, and encourage the student to go as far up the chain of command as it takes to resolve the issue.

You should keep the following principles in mind when reviewing grades:

- **You don’t have to give an immediate answer.** If students approach you at the end of class on the day you’ve returned assignments, don’t feel you have to resolve all appeals before you leave the classroom. Encourage students to come to your office hours or arrange conferences with you. Ask them to let you take the paper and review it before you meet. After all, you don’t want to give it a cursory assessment.

- **You can review the whole assignment, not just the question or section with which the student’s not satisfied.** Many departments announce that when a grade is questioned, the whole exam or paper will be reviewed, and scores may go down as well as up.

- **If you can defend and explain the grade, stand firm.** While you don’t want to be so rigid that you cling to mistakes that you made, you also don’t want the word to spread that you can be argued into improving a grade. Explain as fully as you can what the grade was based upon and why you feel your assessment is correct. If you have doubts about grading a particular exam or paper, consult with a colleague or supervisor, providing a copy of the item in question with the student’s name removed to preserve confidentiality.

**Top 10 tips for grading**

1. **Suggest to your instructor that a common answer key be created for each homework/quiz.** This allows for consistency in grading amongst all graders. It also allows for teachers to emphasize key points that should be included in answer solution.

2. **Create a unified system of grading where partial credit is awarded in a systematic process by all graders for the course.** (For example, a 1 point deduction for missing units, 7 point deduction for failure to show all work, 10 point deduction for copying answer from back of book).
3. Check grade averages from various sections, if applicable, to assure that classes have relatively similar grades. If not, consider having graders rotate sections on a per assignment (test/quiz/homework) basis.

4. Develop an accurate and efficient system that meets your budgeted time limit. While it is recommended by professionals to grade 1 problem at a time, I feel that this takes way too much time. I recommend looking over 1 person’s entire paper at a time (using a standardized system of awarding partial credit/full credit). I always look over the first and last several papers in the end to assure consistency in grading.

5. Grade all papers in a timely fashion. Don’t allow too much time to pass between grading the first and last paper. However, if you have a lot of papers to grade, do not overwhelm yourself in one sitting. You will become anxious and exhausted thus causing you to change your grading style (ex: award more/less partial credit).

6. If a student forgets/fails to complete a problem, make sure to clearly make a notation on the paper. It is unfortunate that a student may claim to the teacher that the grader just didn’t “see” their work (which may have been added after the assignment was already graded.)

7. If a student’s answer solution is completely wrong, it’s not generally a good idea to write in the entire solution for them. Provide some hints/key concepts as to ways of approaching the problem. It should be a learning experience for the student.

8. If a student loses partial/full credit, give a clear explanation of point deductions.

9. Do not look at the name of the student’s paper that you grade or his/her scores on previous assignments. It may impact your grading style. If possible, consider having the instructor use an alternative identification system.

10. Consider grading papers in a comfortable room with plenty of table space to spread out. It allows for a more pleasant grading experience! Enjoy your job.
Active Learning Methods

While all learning requires an active intellect and interest, active learning methods are those which encourage students to take part in verbal or even physical actions and to engage in activities that help them approach the information differently. Laboratory work is one sort of active learning; the others listed below can be incorporated into your overall course plan.

Small groups

One way to engage your students in the material is to divide the class into small groups to work on tasks. Some small groups work together for only a class period. These may be short-term groups, such as when students form groups of four or five to solve a problem and report back to the class or to review one another’s essays and make comments. Small groups may also work on long-term projects requiring two or three students to work together inside and outside of class to do research, plan a presentation, or write a report. By working together, students use the course information rather than just sit passively in class taking notes.

Small groups require planning. You must make sure students understand the purpose of dividing into groups. Take the time to explain very clearly what you expect them to do and how you expect them to do it as well as why working in a group is more useful than working individually. If groups are working on a long-term project, you can require them to report back periodically during the project to keep you informed of their progress and to help resolve any problems with the task or with group interaction.

Peer teaching

Peer teaching is based on the idea that teaching can be an effective learning strategy. Thus, if you structure activities which require students to teach material to their fellow students, they will learn it better themselves.

Case studies
(adapted from Teaching at Carolina)

Case studies are appropriate for learning information analysis, decision-making, or problem solving. The method, made famous by the Harvard Business School, requires the development of a set of cases that reflect problems or issues in the course material. For example, in an anthropology course, a case might describe the artifacts discovered in a real or hypothetical excavation. The students would be expected to infer information about the life and culture of the people who lived at the site based on knowledge and techniques they had learned in other parts of the course. Depending on the nature of the material and the sophistication of the
students, cases can be quite lengthy and complex. Classes can be divided into small groups to work on the case, and the teacher may circulate among them to facilitate the process. Over the semester, cases can be made more complex and challenging as students become more knowledgeable.

The development of case studies for an entire course requires research into the method to master its subtleties. Cases must provide enough information to elicit analytical thought but not so much that solutions are obvious. The process of developing effective case studies can be very time-consuming, but once the cases are written, they may only need a few revisions to run successfully semester after semester. Remember that students need to master a common knowledge base before they will be ready to tackle a case study, and they need to understand the steps in the analytical process they will use. Finally, managing the discussion of case studies requires techniques that differ from generalized discussion methods, and it would be helpful to observe a teacher experienced in the method before trying it yourself.

Simulations and games
(adapted from Teaching at Case Western Reserve)

Simulations provide students with decision-making practice. Since simulations are based on real-life situations, they present students with choices and constraints that reflect real-world problems. For example, a class in political science might simulate a city council meeting to decide on the location of a halfway house for juvenile offenders. Students are given particular roles to play: members of the police department, representatives of neighborhood associations, social workers trying to reintegrate juvenile offenders into society, and others with conflicting concerns. The task facing the class is to come to agreement about the placement of the halfway house. The instructional objectives are to practice negotiation skills, problem solving, and techniques for reaching compromise.

Games and simulations are closely related. For our purposes, games will be defined as activities in which there are winners and losers; definite sets of rules for “moves;” and often, where props or other paraphernalia are required. Although it is possible to devise games yourself, many instructional games and simulations have been published by organizations involved in education and training. For more information about instructional games, visit UCITE at http://www.case.edu/ucite/.

Thought papers

These are short, ungraded writings, requiring students to think carefully about the material. They are particularly good for supplementing large lecture-oriented courses where it’s difficult or impossible to get the whole class to participate in discussion. You can write a question on the
board at the beginning of class and give students five minutes at the end to write about it. You can also announce a question at the end of class and ask students to bring a one-page response to the next class.

Debates

Debates are useful for dealing with issues where there are different plausible solutions to a problem. Students are put into teams and choose to argue for or against a given proposition; they must then prepare effective arguments to make a case for their own sides and anticipate counter-arguments from their opponents. The class as a whole can vote for the side which was most persuasive, but it may be especially valuable to point out that there isn’t necessarily a right or wrong side to the argument. Debating requires oral communication skills, which may need to be taught, particularly in introductory classes.

Demonstrations or presentations

When students deliver an informational speech or demonstrate a procedure in front of the class, they learn not only the subject of their talk but also the skills required to make such a presentation. This process is excellent preparation for professional careers, where presentations in departmental or company meetings or to the public are frequently required. Student presentations can also give students the opportunity to study a wide range of specific topics related to the central theme of the course. You may need to teach oral communication skills, such as preparing a talk which stays within a predetermined time limit as well as to arrange practice sessions leading up to the main presentation.

Working at the board

In classes where problem solving is a key component, students may be required to work assigned problems at the board. The teacher or student then reviews each problem as a whole, pointing out strengths as well as errors at every step and asking the class to explain the consequences of each step. Working problems in front of the class complements a lecture which explains the principles of the solution. By actually walking through the process during class, students encounter difficulties and ask for help in a way they may not if working alone on homework.

Writing and writing-intensive projects, inside and outside of class

Even if your class is not specifically a writing class, you can use written assignments to prompt students to think critically about the subject. One of the true tests of a student’s understanding is whether the student can explain the subject in his or her own words. Writing is the primary
way you can solicit that kind of explanation from more than just a select few students in the class. Within the class session, you can have students write individually or in collaborative groups about one of the day’s topics; outside of class time you can have students write essays and research reports which require them to use the material learned in your course. Since writing skills are important in most disciplines, you can take the opportunity to teach students how writing in your field should be done.
Student Interaction

Schedule office hours

Schedule office hours to meet with your students. Office hours can occur either on a regular basis or by appointment.

Be alert to patterns of discussion or interaction which reflect bias

Take steps to correct biased patterns. For example, you may notice that a male student ignores a female student’s remark but responds affirmatively to a male student’s similar comment. Or you may notice that some students are more readily interrupted than others in class discussion. If these things should happen, return discussion to the comment that was overlooked, or insist that everyone listen without interruption. Point out these patterns and discuss them in a non-hostile manner.

Be aware that people have different preferred conversational styles

These styles often (though not always) correspond with gender or ethnic status. For example, some studies show that men tend to prefer adversarial, competitive discussions while women tend to prefer collaborative, friendly discussions. Or some students may feel a cultural or social pressure to remain quiet in class or to limit their participation so that they don’t take up more than their perceived fair share of class time and attention. Vary your classroom approaches to accommodate all of these needs. For example, hold a brainstorming session one day to encourage contribution without judging, while structuring a competitive debate on another day, or alternate between full-class discussions and small groups which may encourage quieter individuals to speak up.

Make small groups diverse

Assign individuals into groups which allow a mix of personalities and styles rather than just letting students gather with their immediate neighbors. Allow everyone the chance to work with people with whom they may not usually interact. If you have a cluster of confident, talkative students, divide them up among the groups and encourage them to help draw out more reticent students.
Be respectful of older or non-traditional students

It is increasingly common for adults to return to college during or after a lengthy career to pursue the studies they always wanted or to prepare themselves for career changes or promotions. Some will be very confident because of their maturity and experience, while some will be intimidated by the youthful college environment. Non-traditional students can be an asset to class discussion because of their experience and judgment, but resist the urge to conduct all your discussion with them while less experienced students watch. Maintain fair standards of participation and achievement for everyone.

Refuse to tolerate biased or derogatory comments in the classroom

If students should make any such comments, quickly point out that such remarks are inappropriate; suggest alternative ways to approach the subject, if possible. If you simply ignore such remarks, students will think you find them acceptable.
The following statement of the ethical standards of Case Western Reserve is taken from the policies of the Academic Integrity Board (http://students.case.edu/groups/aiboard/policy.html):

Universities seek to preserve, disseminate and advance knowledge. At Case, as elsewhere, we recognize that to fulfill these purposes requires a norm of expected conduct shared by all in the University community, governed by truthfulness, openness to new ideas, and consideration for the individual rights of others, including the right to hold and express opinions different from our own.

The University’s mission rests on the premise of intellectual honesty: in the classroom, the laboratory, the office, and the solitary examination desk. Without a prevailing ethic of honor and integrity not only in scientific pursuits but also in all scholarly activity, the very search for knowledge is impaired. In these respects, each of us—especially but not exclusively faculty—must regard oneself as a mentor for others.

These principles we strive to uphold make it possible for the larger society to place trust in the degrees we confer, the research we produce, the scholarship we represent and disseminate, and the critical assessments we make of the performance of students and faculty, as well as judgments of staff and administrators.

To safeguard the standards on which we all depend, each of us must therefore accept individual responsibility for our behavior and our work, and refrain from taking credit for the work of others.

The culture of a university also requires that the rights of all be protected, particularly by those entrusted with authority for judgment of the work of others.

The University being a human community is subject to human failings, ambiguities and errors. It is therefore the responsibility of the bodies regulating the affairs of faculty, students, and staff to maintain processes for judging and resolving instances where these principles may have been violated. However, all such systems depend for their effectiveness, in turn, on the acceptance of common norms of contact—the ties of trust which bind the university community together.

The above statement represents a positive approach to the question of academic honesty (and, by implication, academic dishonesty). Rather than espousing a philosophy which views cheating as inevitable, and policing and punishment its only treatments, the university has chosen to set forth a philosophy of honesty, integrity, and trust. This attitude should govern
your approach to academic honesty in the classroom. Certainly, over the course of your teaching career you will encounter students who work dishonestly, who try to get away with as much as they can without getting caught; but much more often you will have the opportunity to demonstrate by example an ethical pursuit of knowledge. Announce and enforce positive expectations of honesty, and you will inspire students’ attitudes as well as their conduct.

However, this does not mean you should be unaware of the ways in which academic dishonesty can arise in the classroom or unprepared to deal with cases of cheating. The following sections outline different kinds of academic dishonesty and provide some ideas about how to understand, prevent, and punish them.
Academic Dishonesty and How to Prevent It

All kinds of deliberate academic dishonesty share one basic motivation. The student wants to get a good grade and has determined that there is an easier way to secure that grade than applying individual effort. Some students may simply have decided to take the easy route rather than earning grades; others may be very driven to succeed but afraid they won’t be able to earn a high grade no matter how hard they try. We all experience the temptation to take short cuts or the fear that our work won’t be satisfactory; but whatever any student’s particular motivation may be, it’s clear that he or she has lost sight of the true purpose of an education and has decided that claiming credentials is more important than mastering the knowledge those credentials are expected to certify.

There are also students who inadvertently commit acts which may be perceived as cheating. This can happen when the expectations for an assignment are not made clear, or the student has failed to comprehend them. For example, a student may ask a friend whose programming skills are better to help improve a computer program, when the goal of the assignment is for the student to work without assistance. The professor might think the student has “cheated” by violating the spirit of the assignment, when the student thinks he or she has consulted with a tutor. Thus you should explain your expectations clearly, including how much collaboration is permissible or what devices such as calculators or spreadsheets are to be used in the completion of an assignment.

One of the first things you can do to discourage academic dishonesty is to get to know your students as individuals and build a rapport with them. If students regard the class as an academic community in which everyone has mutual expectations of ethical behavior, a climate of trust will be encouraged, and students will be less likely to violate that trust. Also, the better you know your students and the work of which they are capable, the more readily you will be able to identify anomalous exams or papers which may be a sign of cheating.

Plagiarism

Plagiarism occurs when a writer presents the work of someone else as his or her own. This may range from sloppy citation practices which obscure the line between a student’s own ideas and those borrowed from others, to careless assumptions about what is and isn’t common knowledge, to full-fledged presentation of borrowed, stolen, or purchased papers written by someone else. The internet provides many opportunities to plagiarize; cutting and pasting without citation from internet sources and downloading complete papers from sites like “school sucks.com” is becomingly increasingly common. Students (and some faculty) may also be unaware that submitting the same paper for two or more courses without consultation with the instructors and without substantial revision also constitutes plagiarism.
Students may be tempted to plagiarize when working on an assignment which challenges their knowledge of the subject. Research may produce large amounts of information to draw upon, most of which is written gracefully and presents interesting ideas in words the student feels cannot be improved upon. Remind the student that finding the information is only part of the effort of the writing assignment; the work is not complete until the student has understood and built upon that information, which requires putting the concepts into the student’s own words and proceeding to draw inferences and conclusions. Make sure your assignments require both components.

To prevent plagiarism, make clear what standards of attribution are to be used when you assign written work. Point students to a style guide if possible; provide examples of acceptable and unacceptable use of sources. Make research writing a process that requires interim submissions of work (i.e. thesis statement, bibliography, first draft) for review and comment. Or design assignments which rely on the student’s own ideas and knowledge rather than on research, and so are difficult to plagiarize. Be aware, too, of common sources for previously written papers; these include professional literature in your discipline (from which students may copy, unaware you have read them), national firms that advertise in magazines and with flyers on campus, student stockpiles of “paper files,” and numerous sites on the World Wide Web. Familiarize yourself with these sources and let your students know you are aware of them. (Many faculty members now employ “Google searches” on key phrases or paragraphs to check for unattributed ideas or sources.)

Be careful with the graded work you return. Do not leave graded examinations or papers in the hallway outside your office door; it’s a violation of student privacy as well as an invitation to theft and reuse. Keep copies of student papers in a safe place so that you can consult them if a subsequent paper sounds disturbingly familiar. If you periodically clear old work out of your files, make sure you dispose of it safely by destroying it or removing it from campus rather than tossing it intact into recycling bins in the hallway.

Cheating on exams

In exam rooms, students may cheat using the simple expedient of glancing at a fellow student’s paper. Other forms of exam cheating may include hiding slips of paper with answers or formulae in clothing or hats, using calculators in violation of the exam’s policies, exchanging text messages on cell phones or beepers, or obtaining an exam’s answers beforehand and memorizing them to fill in on the paper. Students who do poorly on exams may also attempt to alter their papers, then bring them back to the professor or TA claiming an error in grading.
To prevent cheating, arrange examination seating so students cannot easily see one another’s papers or pass information around. Ask students to keep all extraneous materials at the back of the room or at the ends of each aisle. If you must seat students close together, design several examination sheets and distribute them randomly. And be absolutely clear what materials students are permitted to use during the exam, such as calculators or textbooks. It is strongly recommended that you require students to turn off cell phones and pagers and forbid them to take out or answer their phones. Remain in the room the whole time, walking up and down the aisles if the room is too large for you to see easily what students are doing. (This is a good idea anyway; students may have valid questions during the test and you should be available to answer them.)

Don’t keep using the same exam term after term; it’s too easy for students to share past tests. Instead, design new exams frequently. Keep copies of your exams safe so that students won’t have access to them beforehand; don’t leave them out on your desk or put drafts in recycling bins, as students who visit your office may come across them. If it’s practical, make copies of graded exams and keep them in a safe place so that you have something to refer to if you suspect a student has altered an exam sheet.

Falsifying data or results

Laboratory or other research work may be falsified by students who, frustrated with their inability to get the desired results, fill in idealized numbers or made-up data instead of recording what actually took place.

To prevent falsification of data, consider requiring students to sign a pledge affirming that all work is their own. Many departments have such pledges as part of their assignments; they can discourage cheating by making students aware of the ethical norms of your discipline and more conscious of their own actions. Also, many students think twice about cheating if they realize they will be signing their names to a statement of integrity.

Grading policy also strongly influences the students’ perception of what is valued in the laboratory experience. If the right answer is all that earns credit, students will be tempted to cook (or falsify) data to produce that answer. Labs that allow students to make mistakes, learn from those mistakes, and earn credit for the mastery of that lab are much less prone to data falsification. Lab assistants can also prevent falsification by paying careful attention to what everyone in the lab is doing and attending to any problems students have in their research.
Collaboration on work that is supposed to be individual

Most graded assignments at the university rely on individual effort; but many courses rely wholly or in part on student group work in laboratories, writing projects, classroom exercises, or discussions. Students may take advantage of study or lab partners to avoid doing work themselves; they may also accidentally go too far in their group work without intending any dishonesty.

To prevent collaboration from becoming dishonest, explain very clearly what your standards are for individual and group conduct. Encourage collaborative work as much as possible—after all, the dynamic learning which can happen in a classroom is simply one variation of that academic collaboration—but specify what subjects or tasks may be done in groups and which are to be the result of individual effort. For example, you should indicate clearly whether laboratory groups are to write up a single research report or whether each member of the group must do an individual write-up. For group projects, you should also be clear on what roles each member of the group is expected to perform, and make sure those roles are defined as equitably as possible.

Misrepresentation and obstruction

At times, students may believe that they are not adequately prepared to take an exam or turn in a paper. Claiming, “my grandmother died” is often the recourse to get more time to study for that test or to complete that paper. Falsely playing on an instructor’s sympathy to gain an academic advantage is a nasty deceit. It is also a violation of the current academic integrity policy. There are two ways to prevent misrepresentation in your classroom. For papers, you might define a submission “period” rather than a specific day. Giving the students a range of days or a particular week to hand in their papers allows students to make better planning decisions and preempts the temptation to lie about a circumstance when a paper remains unfinished at the due date. Also, you are perfectly free to require documentation of circumstances that allegedly interfered with the student’s ability to sit for an exam or submit a paper.

“Obstruction,” or the deliberate act of interfering with another student’s ability to conduct scholarly endeavors (stealing the notebook, disabling the computer program), is also a violation of academic integrity. Make sure that your students are aware of the four types of academic misconduct: plagiarism, cheating, misrepresentation, and obstruction.
Computer and network ethics issues

Computer networking and software can offer opportunities for violating norms of honesty, whether purposefully or inadvertently. Students may gather information without realizing copyright or citation rules apply. Email lists and networked discussion forums frequently feature material reprinted without the creator’s permission, often because of a common misperception that “if it is on the Internet, it must be free to all takers.” In addition, software piracy becomes misleadingly easy when students have access to a networked software library but do not take the time to familiarize themselves with the rules for its use.

Encourage your students to respect property rights for electronic media as you would for printed media. Direct them to the university’s computing and network ethics policy, which can be found in the Student Services Guide available without charge to all students. If you are encouraging them to conduct research via the Internet, draw their attention to notices of copyright, and teach them how to cite material drawn from websites, email messages, and electronic databases.

Cultural issues regarding plagiarism and intellectual property

In the United States, we tend to think that issues of plagiarism and cheating are fairly clear-cut. Unless there is some real ambiguity about procedures for a given assignment, we assume that work is to be performed by individuals and that writing should reflect one’s own original ideas or give credit to sources. However, not all cultures share this individualistic perspective. In many countries, the mark of erudition is not one’s ability to generate original ideas but one’s ability to quote or otherwise demonstrate command of classically approved knowledge. American individualism may also blind us to the extent to which we really do work as teams and communities, while students with other national perspectives may be more accepting of group-oriented work. And in many nations, intellectual property is defined in different terms from those used in the United States.

In the classroom, these cultural perspectives can clash in several ways: a student may ask a sibling or friend with a better command of English to review and revise a paper; students may collaborate on projects which are supposed to be done separately; most commonly, students may include ideas and information in their written work without giving proper credit to their sources. The students are not necessarily trying to cheat, but may genuinely be unaware of the fact that they are applying different ethical standards from yours.

You can avoid problems with different cultural attitudes toward intellectual property by discussing the issue openly in the classroom. Explain in clear terms what you mean by academic honesty, including the broader principles underlying any specific policies. Clearly
delineate when students may work collaboratively and when work is to be the result of individual effort. Hold a discussion of what it means to be a learned person in American culture, and invite questions. If you suspect copying or collaboration, determine whether it is possible that the student doesn’t realize which set of norms is supposed to apply before pursuing a charge of cheating. That said, once you have made it clear what your standards are, enforce them; you are ultimately obligated to uphold the standards which prevail in American culture, and you should not allow students to use cultural difference as an excuse for not learning and applying them.
How to Deal with Evidence of Cheating

If you suspect a student has plagiarized or cheated on an assignment, you need to arrange a conference with the student as soon as possible. Discuss the work in question. If you think material or solutions were copied from outside sources, ask the student to explain how the idea was generated or how the solution was derived.

Determine whether the problem is the result of a misunderstanding about the rules for the assignment or about standards of citation, or if the student has deliberately infringed on academic regulations. Give the student a chance to admit wrongdoing or explain what happened; but if once you have discussed the matter you are still sure the student has cheated, follow the procedures detailed below.

Academic regulations and procedures

It is each undergraduate’s responsibility to know and to follow the academic regulations and procedures of the University. Complete information is included on the Academic Integrity Board’s website (https://students.case.edu/groups/aiboard/about/). Below are some excerpts from the University’s academic integrity policies.

Academic integrity standards

Students, faculty, and administrators share responsibility for the determination and preservation of standards of academic integrity. Not only must they adhere to their own personal codes of integrity but they must also be prepared to educate others about the importance of academic integrity, to take reasonable precaution to discourage violations of academic integrity, and to adjudicate violations.

For students, education about the importance of academic integrity begins during the admissions process. The centrality of integrity to the academic enterprise is reinforced during new student orientation when students engage in discussion about academic integrity. Specific mention of academic integrity and course-specific guidelines should be presented in all classes. Programs and instruction about academic integrity guidelines also should be offered throughout the students’ undergraduate career.

Faculty and students are expected to uphold standards of academic integrity by taking reasonable precaution in the academic arena. Reasonable precaution involves implementing measures that reduce the opportunities for academic misconduct but do not inhibit inquiry, create disruption or distraction in the testing environment, or create an atmosphere of mistrust.
The vitality of academic integrity is dependent upon the willingness of community members to confront instances of suspected wrongdoing. Faculty have specific responsibility to address suspected or reported violations as indicated below. All other members of the academic community are expected to report directly and confidentially their suspicion of violation to a faculty member or a dean or to approach suspected violators and to remind them of their obligation to uphold standards of academic integrity.

Definition of violations

All forms of academic dishonesty including cheating, plagiarism, misrepresentation, and obstruction are violations of academic integrity standards.

**Cheating** includes copying from another’s work, falsifying problem solutions or laboratory reports, or using unauthorized sources, notes or computer programs.

**Plagiarism** includes the presentation, without proper attribution, of another’s words or ideas from printed or electronic sources. It is also plagiarism to submit, without the instructor’s consent, an assignment in one class previously submitted in another.

**Misrepresentation** includes forgery of official academic documents, the presentation of altered or falsified documents or testimony to a university office or official, taking an exam for another student, or lying about personal circumstances to postpone tests or assignments.

**Obstruction** occurs when a student engages in unreasonable conduct that interferes with another’s ability to conduct scholarly activity. Destroying a student’s computer file, stealing a student’s notebook, and stealing a book on reserve in the library are examples of obstruction.

Discussing, reporting, and adjudicating violations

If a faculty member suspects that an undergraduate student has violated academic integrity standards, the faculty member shall advise the student and the departmental chair and consult with the Dean of Undergraduate Studies about the appropriate course of action. Before speaking with the student, the faculty member also may choose to consult with the chair or dean about academic integrity standards. If the faculty member, in consultation with the dean, determines that the evidence is not adequate to charge the student with a violation, the matter will be dropped. Otherwise, the following procedures will be followed.
First violations

If the faculty member and the student agree that a violation has occurred, and the violation is determined to be a first violation (the university has no record of previous violations by the student of the university’s Standards of Conduct), the faculty member shall choose either to sanction the student or to refer the case to the academic integrity board. If the faculty member chooses to sanction the student, the minimum sanction is failure in the work in question and the maximum sanction is failure in the course. The faculty member will be provided with a standard reporting form to be signed by both the student and faculty member.

However, the case will be referred to the Assistant Vice President for Student Affairs for Integrity Board action if either:

1. the student claims not to have violated academic integrity standards or the student disagrees with the sanction imposed by the professor;
2. the faculty member feels that the seriousness of the first offense warrants presentation to the academic integrity board; or
3. the faculty member, after consultation with the dean, prefers to have the academic integrity board investigate or adjudicate the alleged violation, or prefers that the board sanction the student.

The signed report form from a faculty member or the finding of responsibility by the academic integrity board will become part of the student's university judicial file. Students found responsible for a first violation will be required, in addition to any other sanctions imposed, to attend an ethics education program or to complete an ethics exercise as assigned by the Dean of Undergraduate Studies or the Assistant Vice President for Student Affairs.

Subsequent violations

If the university judicial file indicates that the student suspected of a violation has been responsible for one or more previous violations of the university's Standards of Conduct, the case will be referred to the associate vice president for student affairs for academic integrity board action.
**Misrepresentation and obstruction**

Reports of suspected academic misrepresentation or obstruction occurring in settings other than the classroom will be referred to the assistant vice president for student affairs for academic integrity board action.

Violations of academic integrity standards are considered violations of the university’s Standards of Conduct and will be recorded in the student’s judicial record. University judicial files are maintained by the assistant vice president for student affairs in the office of student affairs.

In addition, the University is required to report to the funding agency the identity and misconduct of anyone, including a student, found guilty of falsification, fabrication or plagiarism in the performance of research that is receiving support from federal sources.
Campus Services

Educational Services for Students (ESS)

ESS enhances the learning process through advising, advocacy, and opportunities for academic growth and self-improvement. Academic counseling and advising, seminars, computer-assisted instruction, diagnostic testing, and peer-helper programs help students understand their individual learning strengths and improve skills essential for academic success.

ESS is located in room 470 of Sears and can be contacted by phone at (216) 368-5230 or by email at essinfo@case.edu. Judith Olson-Hammer is the director of ESS and can be contacted at jko2@case.edu. Office hours are Monday-Friday 8:30 a.m. – 5:00 p.m.

ESS is responsible for your training as an Undergraduate Teaching Assistant, as well as for ensuring that your experience is both meaningful and mutually beneficial for you and your students. If you have questions or problems, ESS is a valuable resource to turn to for advice or help. Throughout the semester, ESS hosts clinics and workshops to help enhance your teaching abilities.

If you find a student is struggling in your class, you may want to recommend that they visit ESS for help. ESS can provide individual help to students on topics such as time management, critical reading, note taking, test taking, and more.

For course-specific help, ESS offers two forms of assistance. The first is Supplemental Instruction (SI) sessions. SI sessions are led by former students who excelled in the class previously. The SI leaders aid students in understanding material, tests, and homework. SI sessions are held on a regularly-scheduled basis. You should check with your professor to see if your class offers SI sessions. In addition to SI sessions, ESS offers peer tutoring services to students. Peer tutors work individually with students to enhance their understanding of a course. A student can arrange for a tutor through http://tutortrac.case.edu/. Students struggling with SAGES writing assignments can receive help from specialized tutors known as the Sages Writing Crew through TutorTrac as well.

Office of Multicultural Affairs (OMA)

If you encounter a student who seems to be lacking a support network here at CWRU, especially a minority student, you may want to recommend that they visit the Office of Multicultural Affairs. The mission statement of OMA is, “the OMA encourages, supports, and facilitates the success of all Case students by providing opportunities for diverse interaction and cultural education that occurs outside of the classroom environment.” OMA is a great support
network that can act as a “home away from home” for some students. Located in Sears 450, OMA offers mentoring services, social functions, group retreats, and career networking to students of all backgrounds. Contact OMA by phone at (216) 368-2904 or by email at theoma@case.edu.

**Spoken English Language Partners (SELP)**

Spoken English Language Partners (SELP) are a group of native speakers in English who provide language practice and tutoring to non-native English speakers. Appointments can be made through tutortrac.case.edu. For more information, contact Dr. Elise Geither at (216) 368-5230.

**Writing Resource Center (WRC)**

The WRC at CWRU is staffed by faculty and graduate students from the Department of English. For more information—and to make an appointment—visit [http://case.mywconline.com](http://case.mywconline.com). You may also contact the WRC at (216) 368-3798.

**University Counseling Services (UCS)**

If one of your students approaches you with a personal problem that is affecting his or her ability to perform well in class or life, you may want to recommend that they visit University Counseling Services in Sears 201. University Counseling Services is staffed by psychologists, social workers and consulting psychiatrists. All information is kept confidential and the office strives to form a relationship of trust. You may contact UCS by phone at (216) 368-5872 or by email at counseling@case.edu.

Services provided by the UCS include individual, couples, and group counseling; psychiatric evaluation, psychological testing, substance abuse and sexual assault counseling, consultation services, and referrals to outside help.

The UCS also sponsors multiple groups, including:

- Students in Recovery
- Group for Students of Color
- Global Nomads
- Making Peace with Food
- Women’s Survivor Group
• Spouses and Partners of Medical Students
• Healthy Sleep
• Smart Recovery
• Managing Stress Though Meditation
Students with Disabilities

Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act, as amended (ADA), are civil rights laws that protect students with disabilities from discrimination. Reasonable accommodations may be deemed appropriate in order to provide equal access to programs and services at the University. The student’s process of securing accommodations begins at Educational Services for Students (ESS). Disability Resources, within ESS, is the center for services for students with disabilities at Case Western Reserve University. Students requesting accommodations must submit documentation to and meet with a staff member in Disability Resources, in order to determine their eligibility. Upon determination of the student’s eligibility and the reasonable accommodations necessary for the student, accommodation memos will be distributed to disseminate with each of the student’s faculty. The student and the faculty member or TA may collaborate and establish methods for implementing the specified accommodations. At times, the evaluation methods might require some modification for the student with a disability.

Though all students are expected to demonstrate their mastery of the course content through the completion of assignments and examinations, a faculty member’s or TA’s methods of teaching and evaluation should be nondiscriminatory. Students with disabilities are expected to meet the essential components of the course requirements. ESS also assists faculty and TAs in providing reasonable accommodations to students. For instance, ESS may assist by administering tests and examinations for undergraduate students requiring extended time, a quiet space, or adaptive equipment. Additionally, Disability Services can assist students in obtaining auxiliary aides and assistive technology. Finally, students with disabilities have access to all of ESS tutoring programs, as well as individual academic counseling, and self-advocacy training offered by the ESS professional staff.

The following guidelines will assist you in working with students with disabilities:

1. Contact one of the Disability Resources staff, in ESS, if you have any questions. The final responsibility for the provision of academic accommodations belongs to the instructor. However, ESS is prepared to assist you in this process.

2. Talk with the student as early as possible. Outline your method of teaching the course, and try to work out solutions to any problems.

3. Don’t assume a problem exists or that a certain arrangement will address a problem without discussing your concerns with the student. You might waste time and energy effecting a well-meaning but futile action.
4. Be flexible and open. If one method isn’t working, be willing to try something else.

5. Don’t try your hand at counseling related to the disability, even if you are an expert in the specific disability, your current role is as an instructor. Most often, your student knows what will and will not help. He or she has adapted to life with a disability.

6. Be sensitive to the student’s standing among his or her peers. The student is the only one that can decide to disclose this information. Faculty should not disclose the student’s disability to other faculty or students.

Below is a recommended option for a statement concerning disability accommodations that you may wish to include in your syllabus:

Students with disabilities at CWRU may be eligible for academic accommodations. If you need accommodations, please schedule a confidential appointment with me so that we can discuss your needs. Please be sure to also contact Disability Resources in ESS, for a determination of your accommodation needs. Disability Resources in ESS is located in Sears 470, and the phone number is 216-368-5230.
Useful Links for UTAs

- **ESS:** [http://ess.case.edu](http://ess.case.edu)
  The site for Educational Services for Students at Case. Includes Information on disabilities services, tutoring, and tips for students to succeed in classes.

- **Case Academic Integrity Board (AIB):**
  [http://students.case.edu/groups/aiboard/about/](http://students.case.edu/groups/aiboard/about/)
  Case’s site regarding academic integrity. You can check relevant university policies and find out who to contact if an issue arises.

- **The International Center for Academic Integrity:**
  National site dedicated to maintaining high standards in universities. Read the section entitled “Fundamental Values Project.”

- **Stanford University Teaching Commons:**
  [https://teachingcommons.stanford.edu/](https://teachingcommons.stanford.edu/)
  Stanford University site for university-level teaching resources. Includes a section dedicated to TA support.

- **UNCC Center for Teaching and Learning – Best Practice Articles:**
  [http://teaching.uncc.edu/learning-resources/articles-books/best-practice](http://teaching.uncc.edu/learning-resources/articles-books/best-practice)
  Contains a variety of comprehensives guides, including some designed specifically for TAs.

- **Washington University in St. Louis Teaching Center – Teaching Strategies:**
  [http://teachingcenter.wustl.edu/Strategies/Pages/default.aspx](http://teachingcenter.wustl.edu/Strategies/Pages/default.aspx)
  Includes tips for many different teaching situations and methods.
Additional Campus Resources
(All phone numbers are area code 216)

Academic Advising
Undergraduate Studies
Jeffrey Wolcowitz, Dean of Undergraduate Studies
Sears 357
Michael R. Mason, Assistant Dean for First-Year
Phone: 368-2928
Students
Email: ugstudies@case.edu
Nancy Dilulio, Senior Associate Dean of
http://www.case.edu/ugstudies/
Undergraduate Studies

All first-year students are assigned a faculty adviser by the Dean for First-Year Students. This
adviser, most frequently a faculty member of an academic department in which the student has
indicated some interest, assists students with course selection and oversees each student’s
academic progress. When students declare a major (usually the second semester of the
freshman year), they are assigned a departmental adviser who is a faculty member in the
selected department. Additional faculty provide special counseling to students who plan to
pursue admission to professional studies in dentistry, law, medicine, or nursing, or who plan to
participate in the Junior Year Abroad.

Academic Records
Undergraduate Studies
Sears 357
Phone: 368-2928
Email: ugstudies@case.edu
http://www.case.edu/ugstudies/

Undergraduate Studies oversees all undergraduate academic advising, maintains the academic
records of all undergraduates, and monitors and enforces academic regulations and standards.
Though matters of academic honesty must be discussed with the Dean of Undergraduate
Studies, judicial actions are carried out by the Office of Student Affairs, Adelbert Hall.

Bookstore
Barnes and Noble University Bookstore
Ann Rossi-Smerglia, Manager
11451 Euclid Ave.
Phone: 368-2650
Email: sm364@bncollege.com
http://case.bncollege.com
The University Bookstore serves as the source for new and used textbooks. In addition, the University Bookstore features complete reference sections, quality school and office products, the latest computer systems and software, and a broad selection of clothing and gift items.

**Career Services**
Career Center
Sears, Room 229
Phone: 368-4446
Email: careers@case.edu
[https://students.case.edu/careers/](https://students.case.edu/careers/)

Career Services serves the career development and employment needs of undergraduate and graduate students as well as alumni. Occupational information, directories for identifying employers, announcements of job vacancies nationwide, and graduate school information are all available in Career Services as is individual counseling focusing on career and academic decisions.

**Community Service Opportunities**
Center for Civic Engagement & Learning
Tinkham Veale Center 165
Phone: 368-6960
Email: commservice@case.edu
[https://students.case.edu/civicengagement/](https://students.case.edu/civicengagement/)

The Office of Center for Civic Engagement and Learning (CCEL) is the office which links individuals and student groups with volunteer and community service opportunities through a comprehensive database. Its projects include a tutoring and mentoring program through Case’s Presidential Point of Light Award-winning Project STEP-UP (Student Tutoring Effort to Promote the Utilization of Potential), a student volunteer coordinating committee, and two AmeriCorps National Service projects.

**Discipline and Judicial Board**
Student Affairs
Phone: 368-2020
Email: studentaffairs@case.edu
[https://students.case.edu/division/](https://students.case.edu/division/)

Any member of the University community may notify the Office of Student Affairs of violations of the University standard of conduct. After review by the Assistant Vice President,
the case is referred to the University Judicial Board, University Administrative Hearing, the Residence Life Judicial Board, or the Interfraternity/Panhellenic Board.

**Greek Life**

**Greek Life**  
**Mark Starr,** Director  
Tinkham Veale Center 250  
Phone: 368-3954  
Email: greeklife@case.edu  
[https://students.case.edu/greek/](https://students.case.edu/greek/)

The Greek community at Case Western Reserve University is composed of 17 national fraternities, four national sororities, and one local sorority. Approximately 30 percent of undergraduates belong to Greek letter organizations.

**Health Services**

**University Health Service**  
**Eleanor Davidson,** M.D, Medical Director  
2145 Adelbert Road  
Phone: 368-2450, General and On-Call  
368-4539, Appointments  
Email: healthservice@case.edu  
[https://students.case.edu/health/](https://students.case.edu/health/)

University Health Services provides treatment on an appointment basis for a variety of primary care needs. The Case Accident and Sickness Medical Plan covers, within certain stated limits, outside referrals and hospitalization. Students are automatically enrolled in the Medical Plan unless they complete a waiver. University Health Services does not treat dependents of students though elective insurance is available.

**International Student Services**

**International Student Services**  
**Marielena Maggio,** Director  
Tomlinson Hall 143  
Phone: 368-2517  
Email: international@case.edu  
[https://students.case.edu/international/](https://students.case.edu/international/)

The Office of International Student Services assists all international students with non-academic concerns, including immigration procedures as well as housing, legal, financial, social, and cultural considerations. Each year, activities such as field trips and cultural events are planned in order to increase awareness among and within different nationality groups.
Libraries

University Libraries

Arnold Hirshon, Associate Provost and University Librarian

Phone: 368-3506, Kelvin Smith Library

Email: asksl@case.edu

http://library.case.edu/ksl/

The University Libraries support the undergraduate and graduate curricula of Case Western Reserve and seek to satisfy the information needs of students, faculty, and staff. All Case Western Reserve students, faculty, and staff may borrow materials from the circulation collections of the University Libraries by presenting a valid Case ID card. Students may access library catalogs using OhioLink, the electronic library catalog available through Case Network. Though Kelvin Smith is the main undergraduate library, students may also use the Health Sciences and MSASS libraries.

MediaVision Services

Phone: 368-3777

Fax: 368-3408

Email: mediavision@case.edu

https://www.case.edu/its/mediavision/

Audio-Visual Services will provide overhead projectors, slide and film projectors, VCRs and TVs, computer projection systems, and a variety of other audio-visual equipment. These services are provided at no charge for classroom use for courses listed in the official Schedule of Classes.

Peer Tutoring and Supplemental Instruction

Educational Services for Students

James Eller, Associate Director for Academic Resources

Phone: 368-5230

Email: essinfo@case.edu

http://students.case.edu/education/resources/

Peer Tutors are undergraduate Case Western Reserve University students nominated by professors and trained by ESS to provide individual tutoring to their fellow students. Meeting with a Peer Tutor can help students clarify assignments, connect lecture and readings, practice problem-solving, and assist with language skills. Tutoring is provided in over 75 undergraduate courses each semester. Students may schedule up to five hours of complimentary tutoring per week at the following web site: http://tutortrac.case.edu.
Supplemental Instruction (SI) is an academic enhancement program that utilizes peer-assisted study sessions led by SI Leaders, former students who have succeeded in the course and trained by ESS. SI sessions are regularly-scheduled, informal review sessions in which students practice problems with guidance, learn useful strategies to solve problems more efficiently, gain the “big picture” on most important concepts of the course, increase efficiency in test preparation and test taking, and obtain a different perspective on the material. Courses in biology, chemistry, engineering and physics offer SI sessions. Refer to this website for the SI schedule and additional information: [http://ess.case.edu/si](http://ess.case.edu/si).

**Registrar**

University Registrar  
Yost Hall 135  
Phone: 368-4310  
Email: registrar@case.edu  
[https://www.case.edu/registrar/](https://www.case.edu/registrar/)

The University Registrar is responsible for the permanent academic records of all students in the University. The Registrar also prepares and distributes the schedule of classes, which contains the final examination schedules; maintains registration, drop/add, and withdrawal information; and provides enrollment certification for veterans’ benefits. Official University transcripts are issued by the Office of the University Registrar. Students can obtain recorded information about requesting transcripts by visiting their website: [https://www.case.edu/registrar/transcript/](https://www.case.edu/registrar/transcript/)

**Religious Organizations**

Newman Catholic Student Association  
Sharon Bramante, Newman Catholic  
Campus Minister  
11205 Euclid Avenue  
Phone: 421-9614 ext. 302  

Hillel Foundation at CWRU  
Jordan Rothkopf, Interim Executive  
Director  
11291 Euclid Avenue  
Phone: 231-0040  
Email: info@clevelandhillel.org  
[http://www.case.edu/hillel/](http://www.case.edu/hillel/)

United Protestant Campus Ministries  
Rev. Barbara J. Essex, Executive Director  
11205 Euclid Avenue  
Phone: 421-9614 ext. 301  
[http://barbaraupcam.wix.com/upcam](http://barbaraupcam.wix.com/upcam)
Muslim Campus Outreach Group
Ramez Islambouli
11205 Euclid Avenue
Phone: 421-9614 ext. 300

Case Western Reserve University is nondenominational and hosts religious representatives from the Roman Catholic, Jewish, and Protestant traditions. In addition, student groups sponsor activities and religious observances for other world religions. International Student Services can provide information.

Residence Life
Housing and Residence Life
Dr. Janice Gerda, Director of Residence Life
Yost Hall 35
Phone: 368-3780
Email: housing@case.edu
https://students.case.edu/living/

The Office of Housing and Residence Life staffs the 18 undergraduate residence halls with trained undergraduate students, Resident Assistants (RAs); graduate students, Resident Directors (RDs); and full-time professional staff. The staff administers the halls and works to create a desirable community while assisting with personal issues.

Sports and Recreation
Veale Convocation Center
Amy Backus, Athletic Director
Adelbert Gymnasium
Kristin Conway, Facility Supervisor
Phone: 368-2420
http://athletics.case.edu/

A variety of physical fitness facilities on campus are available for Case Western Reserve students. The Veale Convocation Center includes swimming pools, squash and racquetball courts, nautilus, weight, and wrestling rooms, a large gymnasium, and an indoor oval track. Van Horn Field, in front of the Veale facility, is used for intramurals and jogging. Finnigan Field, on the north side of campus, has a 400 meter all-weather track, football, baseball, and soccer fields. In addition, the University has 12 tennis courts located on both north and south sides of campus.

Student Activities & Leadership
Student Activities
Colleen Barker-Williamson, Director
Tinkham Veale Center 148
Phone: 368-2679
The Tinkham Veale Center Activities Office coordinates the development and implementation of programs for undergraduate student organizations including the Undergraduate Student Government and the University Programming Board, which sponsors campus-wide events throughout the year. Many activities for graduate students are sponsored by the Graduate Student Senate, which also has representation on the University Faculty Senate.

**Student Employment**

Student Employment  
Gloria Jenkins, Assistant Director for Student Employment  
Yost Hall 410A  
Phone: 368-4533  
Email: stu-emp@case.edu  
http://financialaid.case.edu/studentemployment/

Most Case Western Reserve University students are eligible for on-campus employment. The Office of Student Employment serves as a placement and administrative center for all students paid on an hourly basis. International students with J-1 or F-1 visas are eligible for on-campus employment with the permission of International Student Services.