Overview
At the invitation of President Bollinger in 2007, the University Senate reviewed the academic planning process and its relation to ongoing physical planning both at the Manhattanville site and on the extant campuses. Appendix A provides a summary timeline of the Campus Planning Task Force’s activities since its inception in 2003.

The Task Force: 1) spoke with deans of academic units considering relocation to Manhattanville; 2) met with internal and external constituency groups; 3) gave presentations to numerous schools, departments and student groups; 4) provided updates to the President and Trustees; and 5) solicited white papers from Senate standing committees concerned with various aspects of the proposed campus expansion, both in Manhattanville and on the other campuses.

This preliminary report summarizes the white papers and their recommendations. The final report will detail the Senate’s role as well as suggest best practices for ongoing governance.

Process
Each committee was given a template (attached as Appendix B) to consider the opportunities and challenges of Manhattanville for issues in the committee’s jurisdiction. After internal discussion, and consultation with key administrative staff, each committee forwarded its recommendations to the Campus Planning Task Force (a roster is provided in Appendix C).

Committee Reports
Physical Development Committee and Task Force for Campus Planning
The development of Manhattanville as a new campus is an exciting proposition for the advancement of the academic mission of Columbia University. Many schools and departments have felt constrained by the limited space on the Morningside Heights and Medical Center campuses.

The new space will allow new visions to be fulfilled over the next generation. The committee highlights the need for a transparent decision-making process, with clear guidelines and two-way feedback.

The Campus Planning Task Force, along with the Physical Development Committee, met with deans and administrators to learn how decisions will be made for the development of Manhattanville and other University sites. The extent of plans varies greatly according to how long each school has been engaged in this planning process.

We recommend that the University:

- Establish affinity groups uniting faculty, students and administrators with common interests to assist with planning for Manhattanville and for space made available at the
CUMC and Morningside campuses. The affinity groups should align with Senate standing committees.

- Establish a blue ribbon panel to make clear recommendations to the President and Trustees of choices and priorities. The panel will address suggestions and proposals from the affinity groups.

- Solicit proposals from each school interested in expansion or a move to Manhattanville or to another building on one of the campuses. Such proposals would justify the school’s plans, outline the planning process, provide a detailed account of usage, predict collateral effects and problems, and explain funding sources.

**Education and Libraries Committees**

As detailed above, our committees highlight the need for affinity groups, composed of faculty, students, alumni, librarians, and administrators from across the University, to study our expansion and to play a vital role in the relocation process. A blue ribbon panel of faculty, trustees, students, alumni, staff, and perhaps outside experts should judge each school’s proposal on its merits and determine whether it is practical and in the best interests of the University.

This process will enhance decision making and encourage the development of a collaborative, scholarly community at the Manhattanville site in a number of ways. For example, environments in which students and faculty come into daily contact facilitate accidental meetings of prepared minds. The planned Manhattanville campus cafeteria is a move in the right direction. Presently, this space is slated for the Jerome L. Greene Science Center. But a libraries and education affinity group could study the feasibility of making the new building a central location, with library, meeting, classroom, study, and social spaces. Also, Columbia has very little general exhibition space compared to many of its peers. An affinity group on exhibitions could oversee the campus-wide use of walls and open spaces of the entryways, landings, atria and corridors of University buildings to broaden the intellectual landscape, magnify our commitment to the arts, and honor the talent and achievements of our vast constituency.

The University should:

- Develop a master plan for restructuring Columbia’s campuses with an emphasis on using spaces vacated on the Morningside Heights campus.

- Establish a standing Senate committee on research, focused on the impact of the Northwest Corner building, the relocation to Manhattanville of departments and schools, the need for bridge funding for faculty who lose grant support, and the financial impacts of the newly implemented effort-reporting requirements on research throughout the University.

- Create exhibition spaces for original works of art and a performance venue or large lecture space.

- Enlist the active participation of a Columbia designee in the Regional Plan slated for our Manhattanville expansion, including planning for transportation among the three
Manhattanville and Future Planning at Columbia University

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campuses, mitigating the effects of construction noise and disruption on research and educational activities, and integrating the Manhattanville campus into the life of the surrounding community.

- Schedule classes to accommodate the greater distance between the campuses. Initiatives might include expanded shuttle services, enhanced digital media, and simultaneous broadcasting of instruction at multiple locations.

- Assess the library needs of units relocating to Manhattanville. Highlight the need for common study space, especially multi-purpose common space. For example, the cafeteria in the Greene Science Center could also accommodate an interactive neuroscience laboratory and other community outreach activities.

- Move to digital and remote library archives with care. Easy access to materials is absolutely crucial to building a successful scholarly community in Manhattanville.

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**Information Technology Committee**

Columbia University is one of the leading academic and research institutions in the world, with sponsored research revenues of $871 million budgeted for FY2010. As Columbia expands to include the new Manhattanville site, it is imperative to plan carefully for increased computing needs.

Among other things, the committee recommends that the University:

- Install a new cabling system that will transmit sufficient bandwidth for the University’s computing needs.

- Install wi-fi capability throughout research and residential buildings in addition to wired networking for research.

- Improve data security.

- Evaluate opportunities to extend its computing capabilities by outsourcing and by leveraging evolving external cloud computing options.

- Construct an off-campus data center, preferably close to a renewable power source, to improve our ability to recover quickly and cost-effectively from disasters.

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**External Relations and Research Policy Committee**

As Columbia moves ahead with its plans to expand into Manhattanville, it has attracted a great deal of attention in the media. The University must alleviate its neighbors’ fears, systematically publicizing the benefits of the new campus.

The Manhattanville expansion also presents challenges and opportunities for research. This committee urges the University to remain flexible as it allocates space to accommodate unanticipated developments in research and to encourage interdisciplinary collaboration and cross-departmental communication.
We recommend that the University:

- Institute a coordinated, University-wide plan to raise community and media awareness of the benefits of the new campus.

- Stress the importance of using eminent domain to generate jobs and spur economic development.

- Establish a welcome center on the Manhattanville campus where local residents can apply for jobs and bring questions and concerns about construction of the new campus.

- Use best building practices and expand Columbia’s clinical outreach programs in the community to ensure that construction does not exacerbate West Harlem’s asthma epidemic.

- Allocate space in the new campus in such a way as to encourage interdisciplinary collaboration and accommodate future research methods.

- Encourage faculty and student representatives to work closely with the West Harlem Local Development Corporation to implement the Community Benefits Agreement.

- Deploy organizations already engaged in community outreach, like Community Impact and the Gateways initiative, to help fulfill our CBA commitments.

**Budget Review Committee**

In recent years, space has become an overwhelming constraint that is severely impeding growth. Because Columbia acquired land in Manhattanville at reasonable market rates, and because it can use this land at a pace of its choosing, the project should have an unambiguously positive effect on the University’s progress.

That said, missteps will be more easily avoided if the University gathers and analyzes budgetary information that can make the project’s impact transparent.

The committee recommends that the University:

- Develop and keep at all times a plan for the Manhattanville expansion, together with regularly updated assessments of the costs and strategic value of locating any given unit in Manhattanville.

- Collect and analyze budgetary information to determine whether new projects are stimulating additional contributions or simply displacing current ones.

- Calculate the fixed costs in the initial infrastructure investments (e.g., land acquisitions, work on the so-called “bathtub”) that will or should be borne by the entire University, and not just the units moving to Manhattanville.
Committee on Housing Policy
As the University continues to expand and as the Morningside Heights neighborhood has become more desirable, the University has no excess housing capacity to deploy in its recruitment and retention efforts. The annual costs of administering the housing stock are shared by individual Columbia schools, tenants through the rent they pay, and debt.

The debt incurred annually is approximately the cost of deferred maintenance budgeted in any given year. In the short term, the debt helps to hold rental increases to levels that do not interfere with the University’s capacity to attract and retain faculty and students. However, in the long term, service on the debt increasingly places pressure on the budget of Columbia University Facilities.

The committee recommends that the University:

- Develop a transparent policy for distributing housing freed up by the move to Manhattanville.
- Develop the community life of its three undergraduate colleges (SEAS, CC, and GS) as more graduate students move to the Manhattanville campus.
- Ensure that an adequate number of new housing units within Manhattanville be allocated to underserved Columbia groups, including officers of research and administration, librarians, and nontenured faculty.
- Encourage the development of a viable ferry service to New Jersey using the recently completed 125th Street ferry station.
- Expand the mortgage assistance program in light of the opportunities presented by the 125th Street ferry station.

Research Officers Committee
Since Columbia is in the initial planning phases of the development of Manhattanville, we can cooperate at all levels to develop spaces that address the needs and interests of people from all over the University, including students, faculty, and research officers.

The Mind, Brain, Behavior Initiative will include faculty and research officers from both existing and new laboratories. The movement of laboratories will affect many research officers since several will move from the Morningside and medical campuses to this new space. Additionally, with the growth of the University, we expect that there will be a corresponding increase in the number of research officers.

Issues of concern to the Research Officers’ community include:

- Laboratory space for research officers who are Principal Investigators. Research officers want to forge collaborative, interdisciplinary, and integrated laboratory environments.
- Coordinated departmental activities (including core functions such as a shared microscope facility). These should include the input of research officers, who are among the heaviest users.
• Social spaces. Social interaction will foster collaborations among departments and schools.

• Housing. The development of Manhattanville will not only affect existing research officers, but will probably result in the hiring of additional research officers, placing new demands on the housing stock.

• Child day care services. This will help the University to be competitive in the retention of faculty and research officers.

Student Affairs Caucus
The Student Affairs Caucus received feedback spanning numerous topics related to Manhattanville, including the building design process and efforts to comply with Leadership in Energy and Environmental Design (LEED) standards, the foreseeable impact of Columbia’s construction on neighborhoods in West Harlem, and potential disruption of student campus dynamics.

The Student Affairs Committee recommends that the University:

• Maintain the level of student engagement, fostered through increased communication among the campus population, University leadership overseeing the Manhattanville development process, and the community, through town hall meetings and the internet.

• Create campus social and study spaces, exhibition spaces and eateries that are suited to the needs of the different schools moving to Manhattanville. For example, the Business School curriculum requires mostly group study space, while Engineering students need more individual study space. Also, if Manhattanville is intended to be a campus for graduate students, investigate the possibility of an on-campus bar.

• Improve the subway stops at 116th Street, 125th Street, 137th Street, and 168th Street. Increase and improve inter-campus shuttle service.

• Institute increased public safety measures, including swipe access to buildings, security cameras, a walking escort service, and nighttime shuttles.

• Institute a vetting process for all external commercial tenants on new Columbia properties to maintain overall quality and environmental and health standards, and to meet student needs.

• Provide Wi-Fi internet with security protections, and adequate cell phone reception for the three major carriers inside and outside buildings.
Appendix A

A SUMMARY OF DELIBERATIONS OF THE UNIVERSITY SENATE TASK FORCE ON CAMPUS PLANNING 2003-2009

SPRING 2003

April 15, 2003
Guests: Marilyn Taylor, chairman, Skidmore Owings and Merrill (SOM); Geoffrey Wiener, Assistant Vice President for Facilities Planning and Space Management; Jeremiah Stoldt, Director, Special Projects; John Valladares, Assistant Project Manager; and Lorinda Karoff, a real estate consultant working for Karen Backus, a project manager in the current planning effort.
First meeting. Presentation from Ms. Taylor on the Manhattanville planning process.

April 29, 2003
Guests: Geoffrey Wiener and Jeremiah Stoldt.

May 2, 2003
Informal Senate plenary. Discussion led by President Bollinger and Ms. Taylor.

May 13, 2003
Guests: Marilyn Taylor; Bernard Plattner, partner, Renzo Piano Building Workshop (RPBW); Jeremiah Stoldt, and Lorinda Karoff.
Presentation from Mr. Plattner, with slides. Discussion of Ms. Taylor’s draft Planning Objectives for Manhattanville.

2003-04

July 1, 2003
Mark Burstein, Vice President for Facilities Management, presents a timeline for data gathering in the current planning effort. Geoff Wiener presents maps and illustrations attempting to visualize the planning objectives.

July 31, 2003
Guest: President Lee Bollinger.
The president says that a science facility is a priority for Manhattanville. He invites the group to offer a better proposal.

September 2, 2003
Guests: Emily Lloyd, Executive Vice President for Government and Community Relations; Jeremiah Stoldt; Warren Whitlock, Director, Construction Coordination, Facilities Management.
Update on plans to submit a rezoning proposal to the City on October 14. The community benefits agreement Columbia plans to negotiate with the community.

September 23, 2003
Guests: Marilyn Taylor, Jeremiah Stoldt, and Marian Pagano, Associate Provost for Planning and Institutional Research.
Ms. Taylor discusses the current site plan for Manhattanville, based on seven planning principles or objectives, which Columbia will present as part of its preliminary rezoning proposal to the City on October 14.

September 30, 2003
Guests: Emily Lloyd; Marian Pagano, Associate Provost for Planning and Institutional Research, and Joseph Ienuso, Assistant Vice President for Facilities Management, Financial and Administrative Services.
EVP Lloyd reports on community partnerships related to Manhattanville; Marian Pagano speaks about the current benchmarking study.

October 27, 2003
Guests: Provost Alan Brinkley; Marian Pagano, Jeremiah Stoldt, and Kevin Fox, Associate Director, Planning and Project Development.
Discussion of academic planning related to Manhattanville, mainly for phase 1.

November 17, 2003
Preliminary discussion of a draft of “The Impact of Columbia University’s Proposed Manhattanville Development in West Harlem on the Economy of New York City,” a report prepared by the consulting group Appleseed.

December 1, 2003
Guests: Hugh O’Neill of the Appleseed consulting firm.
Report by VP Burstein on current negotiations with the City. Discussion of the Appleseed report.

December 16, 2003
Guest: Ira Katzenelson, Acting Vice President for Arts and Sciences.

February 10, 2004
Jeremiah Stoldt and Mark Burstein present a scale model of the entire Manhattanville site, including phase 1 buildings and possibilities for later buildings.

March 23, 2004
Further discussion of the relation among design, programming, and zoning proposals.

April 24, 2004
Guest: Acting A&S VP Ira Katzenelson.
Discussion of current academic planning initiatives in the sciences and in A&S.

May 11, 2004
Discussion of impending Environmental Impact Statement, and of planning efforts in the School of the Arts.

2004-05

September 22, 2004
Discussion of turnover of administrators involved in Manhattanville, including the departure of vice presidents Mark Burstein (facilities), Emily Lloyd (government and community relations) and Arts and Sciences (Ira Katznelson, acting).

October 11, 2004
Guest: Senior Executive Vice President Robert Kasdin
Current state of the rezoning process; Mr. Kasdin’s goal of negotiating a binding community benefits agreement in the early going.

November 16, 2004
Guest: Provost Alan Brinkley
Update from Prof. Lewis Cole on a School of the Arts academic planning effort going forward without the involvement of Dean Bruce Ferguson. Discussion with the provost of this and other planning efforts related to Manhattanville; he discourages comprehensive, University-wide planning efforts.

December 7, 2004
An update from Jeremiah Stoldt, with portions of a draft first chapter of the Environmental Impact Statement that Columbia will be presenting as part of its rezoning proposal for Manhattanville.

February 8, 2005
Further discussion with Jeremiah Stoldt and Geoffrey Wiener about a scoping session on Columbia’s EIS (delayed, partly because city politicians are distracted in an election year), community benefits, differences between Columbia’s zoning plan and Community Board 9’s 197-A plan, eminent domain, and the proposed move of the Sociology Dept. to Union Theological Seminary as an example of defective academic planning.

March 28, 2005
Mr. Stoldt offers a new timetable for Manhattanville: Scoping in April or May; a full EIS 7-8 months later; then the 7-month Uniform Land Use Review Procedure (ULURP), to be completed in mid-2006. Further discussion of community benefits, updated Manhattanville plans.

April 19, 2005
Guest: Provost Alan Brinkley.
Complaints about the lack of notice to the committee about recent correspondence between Columbia and New York State (reported in Spectator) about eminent domain proceedings, including a $300K Columbia payment of related legal fees. Further discussion with the provost about academic planning. He says the planning for phase 1 of the Manhattanville project is mainly done, and only ad hoc, incremental planning is possible outside the Manhattanville zone. Case in point: the dispersion of some social sciences departments from Fayerweather to Knox Hall in Union Theological and other sites.
**2005-06**

**October 18, 2005**
Jeremiah Stoldt announces City Planning’s recent “positive declaration” allowing Columbia to proceed with its rezoning application, including a scoping document, a scoping meeting on November 15, a comment period, then the production of the full Environmental Impact Statement over a six-month period. When the certification is done, the 7-month ULURP process will begin. Other topics: eminent domain and the General Project Plan, Columbia’s zoning proposal for a “special district,” the community benefits agreement.

**November 22, 2005**
Guests: Nell Geiser and Rowan Gerety of Student Coalition on Expansion and Gentrification. Report from Geoff Wiener on the November 15 scoping meeting; discussion of the relation between the rezoning process and community benefits negotiations. Discussion with student guests, who want Columbia to give priority to Community Board 9’s competing 197-A plan, and to address the displacement that the gentrification associated with the Manhattanville development will bring.

**March 10, 2006 (joint meeting with External Relations)**
Guest: Maxine Griffith, Executive Vice President for Government and Community Affairs. Discussion of the challenges of negotiating a community benefits agreement; waiting for the community to revise the Local Development Corporation (LDC) structure in preparation for negotiations with Columbia.

**2006-07**

**October 17, 2006**
Philip Pitruzzello, Vice President for Manhattanville Capital Projects, provides an update on the final EIS, to be submitted late in the fall. On community benefits Associate Vice President Victoria Mason-Ailey says Columbia has met once with the LDC, and is now waiting for the community and elected officials to fill remaining seats before the next meeting. There has been no substantive progress yet.

**December 13, 2006**
Updates: Columbia is waiting for City Planning to certify the completed EIS, and is still waiting for a meeting with the LDC to work on a community benefits agreement; implications of the Business School’s recent announcement of plans to move to Manhattanville. Discussion of the chair’s role in making presentations on Manhattanville to faculty groups and Trustee committees: Whom is she representing?

**March 23, 2007 (joint meeting with External Relations)**
Guests: Janet Horan, Associate Business School Dean for Finance and Administration, and EVP Maxine Griffith. Update from Dean Horan on the academic planning process the Business School has used for its move to Manhattanville, from initial space inventory to hiring a program architect to focus groups involving students and faculty, to a draft report in phases, focusing on research and communal space and based on visits to Wharton and Chicago—all to be concluded in May, with consideration of green design and community outreach as priorities.
Update from EVP Griffith on community benefits agreement talks with the LDC, which have gotten under way, with three productive sessions. Review of relations among CBA, ULURP, and eminent domain.

2007-08

October 19, 2007
Discussion of how to implement an idea for a broader planning process for Manhattanville and other campus space that had been sketched at a meeting of the Physical Development Committee with President Bollinger on May 11. Agreement on a plan to invite deans of different schools to discuss current academic planning efforts.

November 20, 2007
Guest: Business School Vice Dean Amir Ziv.
Further discussion of the Business School’s planning effort for Manhattanville, focusing more closely on academic and research issues and on the question of synergies with other programs that might move to Manhattanville.

January 25, 2008
Guests: SEAS Acting Dean Gerald Navratil, and SIPA Acting Dean John Coatsworth.
PowerPoint presentation from Dean Navratil of “A 2020 Vision for SEAS,” a planning exercise conducted by the SEAS board of visitors, completed in 2007. Dean Coatsworth says a self-study will begin shortly for SIPA, whose move to Manhattanville was announced in the fall of 2007. He hoped to achieve curricular reform in the spring, and administrative reform in the coming year.

March 28, 2008. [Starting with this meeting, Physical Development Committee chair Ron Prywes is listed as a TFCP co-chair.]
Guest: Provost Alan Brinkley had to cancel on short notice.
Discussion of possible revisions and distribution of the Manhattanville planning template document, which had been distributed to the Senate on February 29.

April 18, 2008
Guests: School of the Arts Dean Carol Becker and Vice Dean Jana Wright.
Update and discussion on planning efforts for the School of the Arts. A planning committee of faculty will begin in the fall.

May 9, 2008. Joint meeting with Physical Development and Budget Review committees
Guests: CUMC Executive Vice President Lee Goldman and CUMC Chief Operating Officer Lisa Hogarty.
Discussion of the new CUMC budgetary system, in which units pay for their own space; overview of possible CUMC expansion plans, including Manhattanville.
2008-09

**October 17, 2008**
Review of the status of the draft Manhattanville planning template, with an accounting of contributions still outstanding.

**May 21, 2009**
Guest: Thomas Jessell, Claire Tow Professor of Motor Neuron Disorders in Neuroscience and Professor of Biochemistry and Molecular Biophysics.

Discussion of planning for the mind/brain/behavior building in Manhattanville.
REPORT OF THE CAMPUS PLANNING TASK FORCE

A PLANNING TEMPLATE FOR MANHATTANVILLE

The successful outcome of Columbia’s rezoning application for the 17-acre site of its proposed Manhattanville campus is an occasion for celebration, as well as reflection. It means that if Columbia can acquire the three remaining properties in the site, it will have a free hand in developing some 5 million square feet of space over a period of several decades, even after completion of the buildings planned for the first phase of the project.

Columbia has an extraordinary opportunity, maybe for the first time since McKim, Mead and White contemplated a 19-acre empty lot on Morningside Heights more than a century ago, to plan its academic development in a deliberate way, in contrast to the opportunistic, haphazard growth of the space-starved institution that Columbia had become by the year 2000.

A deliberate academic planning process has been the preoccupation of our task force since its formation in the spring of 2003, near the start of the Bollinger presidency and the Manhattanville initiative. Getting from that point to this in Manhattanville has been an enormous, sometimes hectic undertaking of land acquisition, environmental study, fundraising and financial planning, community relations and negotiations, coalition building and political action—with little opportunity for academic planning and consultation.

Last year the Physical Development Committee produced a comprehensive account of the planning process that led to the construction of the Northwest Corner science building that is now under way. President Bollinger, at a meeting with Physical Development last May, invited the Senate to undertake an academic planning exercise related to Manhattanville either directly, considering alternatives for development on the new campus, or indirectly, focusing on space vacated on Morningside or the Medical Center by units moving to Manhattanville.

The Task Force welcomes the present opportunity to sketch a template for an academic planning process for Manhattanville, coordinating the efforts of several Senate committees whose mandates cover different aspects of the Manhattanville initiative. Without recommending any particular plan, we hope to offer a transparent and consistent planning procedure that will guide units of the university, encourage the aspirations of schools that have lacked the size or clout to participate before, and provide criteria for choices by the university.

OUR WORK SO FAR:

At our meetings so far this year, the Task Force (see our roster below) has informed itself about a few school planning efforts, meeting with deans on initiatives carried out by the Business and Engineering schools that, in different ways, offer useful models for other schools that are just beginning the planning process. One of these is the School of International and Public Affairs (SIPA), whose acting dean, John Coatsworth, also met with the Task Force.
meetings, we hope to have similar discussions with new School of the Arts dean Carol Becker, and Arts and Sciences vice president Nick Dirks.

The self-studies undertaken by the Business and Engineering schools included the following steps, which other schools might want to take in their own planning exercises:

1. A review of their own academic standing and goals.

2. An assessment of the impact of their current academic space on their standing and goals.

3. A reckoning and vision of the long-term benefits of particular uses of additional space for teaching, new scholarship and academic standing.

4. Involving faculty and students in a transparent planning and consultation process on the effects of various uses of space.

5. An assessment of the costs of a large-scale plan to develop additional space, in Manhattanville or elsewhere.

6. A financial plan to meet those costs, based on capital reserves, fundraising, and debt.

COMMITTEE TEMPLATE:

Each Senate committee will consider Manhattanville from the vantage point of its own mandate. Recommendations will be made about ways to ensure a vibrant new campus in Manhattanville as well as the continued health and development of the other campuses. For example,

**Physical Development** will focus on uses of space and their conformity with the university’s long-term academic goals. The planning and decision-making process for new uses of space within the university should be considered along with issues of what type of campus Manhattanville will become, academically and otherwise.

**Budget Review** “reviews the annual budget of the University after its adoption to assure its general conformity with short-range and long-range priorities of the University”. For Manhattanville, this means tracking the long-range financial impact of the development, whose cost is now estimated at $7 billion. What are some of the major trade-offs and opportunity costs for students, faculty, current academic programs, and the quality of the institution?

**External Relations** addresses community relations as well as issues of research policy. In the first role it considers the university’s strategic communications related to Manhattanville, including those related to the environmental and safety policies to be carried out in the lab buildings planned for Manhattanville. It will also be important to plan how to maintain and enhance positive ties with the surrounding community.

**Libraries** considers the optimal use of library resources for the needs of the university. Recommendations are needed as to how these resources will be delivered to the Columbia university populations and programs that will be moving to Manhattanville, as well as those that stay behind.
Education will apply its mandate to “propose measures needed to make the most effective use of the resources of the University for educational purposes.” Where significant expansion or additions are planned for specific programs, planning and evaluation are needed to ensure that educational programs are also enhanced.

Each committee, as well as any others with jurisdictions germane to campus expansion, will cover the following steps in considering how to evaluate future or specific projects in Manhattanville development.

1. Goals and objectives of a particular new building, school or academic program.

2. Challenges and opportunities of a particular development project.

3. List of options
   a) A range of possibilities for enacting a particular development project
   b) Negative impacts of the options on other priorities, including competing claims of other units and impact of separation from other academic units.
   c) Benefits of the options for the unit and larger communities.

4. Potential funding sources for the options under consideration.

5. Overall recommendations.

DELIBERABLES

1. Each committee will produce a 3-5 page analysis of an aspect of a Manhattanville-related proposal that is covered by its mandate. We hope to have drafts by the end of the term, to be refined over the summer.

2. The Campus Planning Task Force will combine the committee reports into a single 25-30 page Senate report along with recommendations for planning from the Task Force. The report will be distributed to senators, deans, university administrators, and others. We anticipate that from this process will emerge broader recommendations for university-wide planning.

3. The goal is for this joint committee effort to serve as a pilot project for a larger administration effort, with larger-scale committees to mirror the ones participating in the Senate study.
**Appendix C**

**SENATE TASK FORCE ON CAMPUS PLANNING**

Members who were not on the Task Force last year are listed in bold

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<td>NY NY 10014</td>
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<tr>
<td>Paul Thompson</td>
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<tr>
<td>*Joe Ienuso</td>
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<tr>
<td>Jessica Brann</td>
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# Co-chair