

MEETING OF OCTOBER 23, 2015

President Lee Bollinger, the chair, called the Senate to order shortly after 1:15 pm in 104 Jerome Greene Hall. Forty-nine of 96 senators were present during the meeting.

Minutes and agenda. The minutes of September 25 and the agenda were adopted as proposed.

President's remarks. The president addressed the following issues:

Space. Starting in the coming spring, there will be a year-long series of opening events for new Columbia facilities in Manhattanville. This is the foremost among a number of efforts to increase space at Columbia. Some of the others are the Campbell Sports Center at Baker Field, a new education building at the Medical Center next summer, a new Nursing building at CUMC, the Northwest Corner building (the last one on the Morningside campus), and a new alumni center.

Fundraising. Columbia raised approximately \$550 million in 2014-15, the second-highest total in its history. He expected the university to finish in the top five nationally, as it has consistently for the past decade (except for one year).

Questions. Sen. Andrea Crow (Stu., GSAS/Hum) said some students had expressed concerns about the decision to move the Rules Administrator for the new Rules of University Conduct from the Provost's Office to the Office of University Life. She asked for the rationale for that change.

The President said he had created the Office of University Life because he thought there should be a person, an executive vice president, who is attentive to and directly involved with students in particular. He recognized that in one sense the entire administration is involved with students, but it's not an encompassing responsibility for every administrator. He wanted an office that truly focuses on students, but could also focus more broadly on issues of university life. He said Suzanne Goldberg, whom he had appointed to this position, could address this issue in her remarks later in the meeting.

The president said it would take a few years to define the true scope of the Office of University Life, but it made complete sense to put responsibility for the functioning of the Rules in the hands of an administrators who is thinking about student concerns all the time, but also more broadly about faculty, staff and the community. The president said the decision to put this responsibility in Prof. Goldberg's office in no way meant a change any change of attitude within the administration about the role of Rules Administrator. So within the administration this was an obvious decision, approved by Provost John Coatsworth. Prof. Goldberg was also willing to embrace the assignment.

Executive Committee chair's remarks.

Rules of Conduct. Sen. Angela Nelson (Research Officers) said the Rules Committee, which she chairs, would focus this year on implementation of the Rules. The first tasks will be providing training for the members of the new University Judicial Board, who will be appointed soon, and working on practical items with the Rules Administrator such as recordkeeping and guidance documents.

Faculty Quality of Life Survey. Sen. O'Halloran appealed to faculty and researcher senators to fill out a beta test of the new survey, which they would be receiving shortly. She asked for feedback on this test so final adjustments could be made before the survey goes live.

Newly elected senators. The secretary said six senators had been elected to the Senate since the September plenary, where he had announced 27 senators-elect. He read the names of the newest senators:

Vincent Blasi (Ten., Law), Suzanne Goldberg (Admin.), David Hajdu (Ten., Journalism), Grace Kelley (Stu., Nursing), Sonah Lee (Stu., Journalism), Susan McGregor (Nonten., Journalism), and Lee Sartain (Stu. Observer, Union Theological Seminary).

There was applause.

Committee reports

Information Technology. Co-chair Sen. Matthew Jones (Ten., A&S/SS) said the committee's annual report expressed a combination of broad, strategic concerns and narrower, granular ones. He said it was important to have the IT Committee's range of representation, since the needs of faculty, students, staff, and librarians are so different but at the same time vital for understanding issues of university compliance, morale, and efficiency.

The most critical issue emerged in discussion with Rob Cartolano of the Libraries, about the huge amount of data that Columbia must produce and curate. Solutions are not obvious. The committee also devoted significant time to the challenges of Accounting and Reporting at Columbia, the ARC system. In a meeting with former Senior Executive Vice President Robert Kasdin, the committee discussed the dynamics of procurement, and the condition of what Sen. Jones called the "non-obviousness" of ARC, resulting from the failure to consult with key constituencies before the system was implemented.

More specifically the committee discussed the future of several crucial platforms, particularly for hiring and other HR purposes, as well as Canvas, the major potential online learning platform. In a joint meeting with the Education and Libraries committees, IT discussed the promise of open access in scholarly communication, but also the non-obviousness of the funding model for academic publication in the wake of open access.

The committee also considered problems affecting particular constituencies, such as the loss of email privileges for retirees because of complications involving the stringencies of HIPAA laws governing the confidentiality of patient records.

The committee also had a small role in one success story—in which undergraduates came up with solutions to network printing problems affecting students that had been aired in a committee meeting.

Issues for the coming year include the university's open data policy, as well as data security and the continuing challenges of ARC and of data curation and storage.

Sen. Jones offered the committee's help in dealing with any persistent IT problems affecting any group of Columbia people. He added that the committee has a wonderful partner in that mission in the new director of CUIT, Gaspare LoDuca, whom he introduced.

Remarks from Gaspare LoDuca, Chief Information Officer and VP for Information Technology. Mr. LoDuca said he had been at Columbia since January. He had worked for 20 years at a large consulting firm called Accenture, where he concentrated on higher education clients across the nation, including Columbia.

Mr. LoDuca said current projects at Columbia include PawPrints, outdoor wireless initiatives, constant efforts to improve the network wherever possible, and some adjustments with email aliases to make the system more user-friendly for students. But there's also a lot of work that's less visible, including groundwork for future expansion and better IT services overall.

He looked forward to working with the Senate to make sure resources and investments will benefit the largest portion of the academic community. He said the academic IT solutions group under Maneesha Aggarwal is committed to this goal.

Sen. Marc Heinrich (Stu., CC), chair of the Student Affairs Committee, said IT has been a huge priority for SAC, which has struggled to get its issues considered for some time. But since Mr. LoDuca's arrival, SAC's main complaints had been addressed within a few months. He thanked Mr. LoDuca for his leadership and for making CUIT a much more responsive organization.

The president warned Mr. LoDuca that he might never hear another testimonial like that.

Sen. Suzanne Goldberg, EVP for University Life, on the AAU climate survey and recent innovations in sexual assault policy. Sen. Goldberg began by urging senators to visit her new office online, at universitylife.columbia.edu, to get a quick idea of what her office is trying to do. She said this work is prompted by an awareness that Columbia is the size of a city of 50,000 people, and by the question, What does it mean to be part of this university community?

Sen. Goldberg said she thinks about that question in three intersecting ways. One is about the student life issues that arise across the schools, such as gender-based misconduct. Others include issues of mental health and wellness, inclusion and diversity, and the needs of first-generation and low-income students.

A second set of issues involves intellectual life across the schools. What kind of university-level conversations are we having, and do we want to have? There are already wonderful World Leaders forums, and occasional University lectures. But her office is now presenting two new series of conversations. One, *Awakening Our Democracy*, addresses pressing issues of the day, and focuses this year on race, ethnicity, disparities and justice. The first sold-out gathering was on the American Dream, Immigration and Belonging. The second one, in early November, will discuss Ferguson, Charleston and related issues. Others will take up faith and politics, gender and sexuality, and the environment. A couple will take place at the Medical Center. The goal—to bring students and others together from across schools—seemed to be achieved at the first event, where the audience was about one-third undergraduates and two-thirds graduate students from every school, plus a subset of faculty from a range of schools, and administrators as well.

Another way to conduct university-wide discussions is digitally, using the feature on the university life website called Ideas and Action, which includes recommendations for readings from the last group of speakers.

The third facet of the work of the Office of University Life is community citizenship. What does it mean to be a member of the university community?

Sen. Goldberg then turned to the topics she had been asked to discuss in this report—the American Association of Universities' Campus Climate survey and the updated policy on gender-based misconduct.

She said a lot of thinking and a lot of work had been done in the last couple of years, at Columbia and across the country, on gender-based misconduct—a term that includes sexual assault, sexual harassment, and a range of other experiences. There are new resources for addressing this problem, with a new disciplinary process and a strengthened gender-based misconduct office, now in its second year of operation, with new case managers and professional investigators.

Prevention efforts have also been stepped up in two main ways. One is training at orientation, which has been expanded for both undergraduate and graduate students. Sen. Goldberg's office, in collaboration with colleagues at many schools, has put together a simple tutorial, to put all the new initiatives in the context of membership in a university community. That includes academic integrity, along with our expectations of each other for fair treatment and sexual respect. Membership in the community also involves resources related to mental health and wellness, fitness, the arts, and so forth.

Sen. Goldberg said the purpose of this introduction was partly to provide a context—what Columbia is already doing and planning to do—for the summary of the AAU Climate Survey she was about to provide.

The survey was administered by a professional survey company called Westat. They collected anonymous information from more than 150,000 students across the country in 27 schools.

Columbia ran its portion in April. It was the fourth survey that students received during the spring, and the roughly 25 percent participation rate should be understood in that context.

Sen. Goldberg said a wealth of data about the AAU survey was available on the Sexual Respect website. She urged senators to read the readable and clear executive summary of the findings prepared by two Columbia Public Health professors, Debra Kalmuss and Andrew Davidson (who is also a vice provost).

Sen. Goldberg listed four important findings from the study.

1. In an overwhelming majority of incidents, students were voluntarily drinking before they experienced whatever gender-based misconduct they identified. The survey focused on sexual assault, which was divided into two types--non-consensual penetration and non-consensual contact. Non-consensual contact ranges from aggressive under-the-clothing contact to over-the-clothing contact that is more in passing.
2. A strong majority of students reported observing a student go off apparently to engage in some kind of sexual encounter when the observer thought the student was drunk.
3. Freshmen and sophomore women report the highest rates of sexual assault, which, again, is non-consensual sexual contact or sexual penetration. After sophomore year the rates drop, and they are lower still for graduate students, but they are not zero or approaching zero. Many students experience non-consensual contact while they're here, in a majority of cases from other students.

Sen. Goldberg said men significantly under-report incidents of this kind. Students who identify as not heterosexual, however else they identify themselves, report higher rates. Students who identify as transgender, gender queer, or gender non-conforming reported higher rates of sexual assault. She said rates of assault did not vary significantly along racial or ethnic lines.

4. Most students don't formally report incidents of sexual assault. A majority of students, asked why they didn't report an incident, said the experience wasn't serious enough to report. Sen. Goldberg added that of the students who said they didn't formally report, one in five said they told no one. This is a significant finding, because one expects people, even if they don't formally report, to at least tell someone who can steer them to appropriate help.

Turning to the updated gender misconduct policy, Sen. Goldberg said it reflected a great deal of input last year from many students, as well as lawyers and other advisors of accusers and accused who went through the process last year.

Sen. Goldberg said she was also convening, at President Bollinger's request, a task force to continue to address these issues—a more formal version of a working group she had last year.

Finally, Sen. Goldberg mentioned the initiative on sexual respect and community citizenship that she had launched last spring. The program has two main goals. One is to talk in a more affirmative way about the idea of sexual respect, so that it's not only raised in the context of what *not* to do. The second was to link the concept of sexual respect to membership in the university community. Last year this initiative was required for all students; this year it's required for all new students, and strongly encouraged for all others. She appealed to senators to encourage students to participate in the workshops and film screenings. This will help to achieve the kind of climate change the university community is aiming for. All of the new options offered this year for this curriculum reflect a great deal of review and input from last spring.

Sen. Sean Ryan (Stu., CC) said that 82% of undergraduate women in the AAU survey didn't think it was very or extremely likely that campus officials would conduct a fair investigation of their sexual assault reports, and also that about 70% of undergraduate women did not think it was very or extremely likely that the report would be taken seriously by university officials. He asked what plans were being made to make this process more comfortable for Columbia students.

Sen. Goldberg welcomed the questions, and offered three responses.

1. Only students who were new last year had experienced the new and improved policy that had just been put in place. As time goes by, more and more students will be acquainted with the new programs, and will have better opinions of the responsiveness of the office.
2. Last year the policy and the office were brand-new, and were not accounted for in the bulk of the student responses.
3. There was more of an opportunity this year during orientation for staff of the new office—as well as the Sexual Violence Response office—to talk to students about what is available now. There's also now an online form to provide feedback to the office. These changes should improve communication.

In response to another question, Sen. Goldberg said she doubted that the AAU survey would become an annual event. Last spring's survey was a major undertaking. She added that there's a lot of useful data still to be mined from that survey, a project she hoped to pursue.

Student Affairs on the 2015 student quality-of-life survey. Sen. Heinrich said the second edition of this biennial survey went out to all Columbia students last spring, and some 9,500 responded—perhaps the biggest student response ever.

Sen. Heinrich presented an executive summary of the findings, which had been distributed.

--Across the board students were slightly more satisfied than they were two years ago. On a scale of a 1 to 7, with 7 being the most satisfied, the overall satisfaction score was 4.94, about two-tenths better than in 2013. Ph.D. and undergraduate students were slightly more satisfied than other non-PhD. graduate students. Some categories of student life had higher satisfaction rates, including safety and academics. Others, particularly fitness, funding and space, had lower satisfaction rates. And though overall satisfaction rose from 2013 levels, a number of categories experienced a slight decline in satisfaction. After some further analysis, it became evident that

the categories that mattered most to students—academics, career preparation—were the ones that improved.

One of the main sources of dissatisfaction was a perceived lack of access to administrators. There was also extreme dissatisfaction among three important demographics: low-income, disabled, and transgender students. Low-income students were particularly dissatisfied with two components of their life at Columbia: they felt their social lives were negatively affected by their low-income status, and they also thought they struggled academically more than their high-income peers, and as a result performed worse in their classes.

Sen. Heinrich said disabled students said their disabilities negatively affected their lives as students. The basic problem seems obvious, he said: Columbia has higher and lower campuses separated by a big staircase. This is a problem SAC will be addressing.

Sen. Heinrich said SAC will form subcommittees to address flaws in student life that it had identified: one on financial security and one on disabilities. SAC will work with the Office of University Life to ensure that students, faculty and administrators are all represented in these deliberations, and with the Facilities Office on ways to make campus facilities more accessible.

To address the problem of lack of access to administrators, SAC will plan a speaker series with the participation of high-level administrators and renowned faculty. The committee will release a list of prospective speakers in the coming weeks.

On the fitness program issues revealed by the survey, SAC was working with Athletics Director Peter Pilling on how to make best use of student feedback for the upcoming renovation of the Dodge Physical Fitness Center.

Sen. Heinrich said SAC had already addressed a number of concerns that transgender students had raised in the 2013 survey. But the dissatisfaction has persisted. SAC was responsible for the introduction of the university's first gender-neutral bathroom in Lerner (though there was one already at Barnard), and will be working with specific groups to try to address other concerns.

Sen. Heinrich said the full results of the quality-of-life survey will be released sometime in November. He thanked Sen. O'Halloran and the Senate office for their help with the survey, as well as the provost's office, which provided critical funding.

Sen. Mary Sormanti (NT, SW) suggested that instead of speaking of students as disabled, it might make sense to speak of the physical campus here as disabled.

The 2016 fringe benefits package for Columbia officers--Michael Bloom, Executive Director for Benefits, Human Resources. Mr. Bloom gave a presentation closely based on a [PowerPoint presentation](#) that had been distributed.

Sen. Daniel Savin (Research Officers) asked about the structure of salary tiers for determining benefits costs. Right now, if an officer's salary is raised from the top of one tier to the bottom of

the next one, the increase in the insurance premium he or she has to pay may be significantly larger than his or her salary increase. Why not have a simple, progressive formula for benefits costs as a percentage of salary?

Diane Kenney, VP for Human Resources, responded to this question. She said this issue had come up in the Senate Benefits Subcommittee last June. Her office is studying the history to understand how Columbia set up its current arrangement. She will talk to the subcommittee again in the spring about whether there is an opportunity to change the algorithm.

Sen. Raimondo Betti (Ten., SEAS), co-chair of the Faculty Affairs Committee, said his group had advocated strongly for insurance coverage for Applied Behavioral Analysis, a therapeutic approach to autism spectrum disorders that is expensive but has been recognized as effective. Sen. Betti thanked Mr. Bloom and the office of the provost for deciding to add ABA coverage to the benefits package.

Sen. Betti also acknowledged the contribution of Sinisa Vukelic, a lecturer in discipline in the Dept. of Mechanical Engineering who provided important data on ABA and helped to make a strong case for the coverage.

Sen. O'Halloran said ABA is indeed an extraordinary benefit and one that has had a huge impact on Columbia families. She saw this result as a case of successful collaboration between Senate groups and administrative leadership.

There being no further business, Sen. O'Halloran adjourned the meeting shortly after 2:30 pm.

Respectfully submitted,

Tom Mathewson, Senate staff