

MEETING OF SEPTEMBER 28, 2018

President Lee Bollinger called the Senate to order shortly after 1:15 p.m. in the 9th floor lecture hall in the Jerome L. Greene Science Center in Manhattanville. Seventy-nine of 91 current senators were present during the meeting.

Resolution to establish the Department of African-American and African Diaspora Studies (Education Committee). The president noted that more than three-fifths of all incumbent senators were already in the room—the “super-majority” required to establish a new academic department—and went directly to that agenda item.

Education Committee co-chair James Applegate (Ten., A&S/Pure Sciences) explained that the proposed department grew from the successful Institute for Research in African-American Studies, founded in 1993. The institute houses interdisciplinary research, as well as master’s and bachelor’s degree programs. It has outgrown its current administrative arrangements and needs to become a department. Sen. Applegate said he and his co-chair, Sen. Letty Moss-Salentijn (Ten., CDM), met with Prof. Farah Jasmine Griffin late last fall. Sen. Applegate, a member of the Arts and Sciences faculty, said followed the deliberations that led to the program’s approval at the last A&S faculty meeting last spring. Sen. Applegate said he and Sen. Moss-Salentijn essentially became the Education Committee subcommittee that reviewed the proposal over the summer, and presented it in early September to Education, which unanimously approved it.

Prof. Griffin said Columbia has a long history in her field dating back to the 1920s, with such scholars as Franz Boas, Carter G. Woodson, Elsie Clews Parsons, and others who pioneered a new study of the African diaspora. However, unlike some of its peer institutions, Columbia did not establish a department in the field. Starting in the 1960s. It met student demand for courses by creating a program of study taught by people from inside and outside the University, while Harvard, Cornell, and the University of California at Berkeley established departments in African-American studies, and Yale and others created dynamic programs that were staffed fully by standing faculty. In the 1990s, while peer institutions reinvested in their departments and programs, Columbia recruited Manning Marable, the historian, to create the Institute for Research in African-American Studies. Since its modest beginnings in 1993, IRAAS has stood out for its cutting-edge interpretations of the black world, with a stellar group of faculty members. But to realize its full potential, this enterprise must proceed as a department with the full support of the University. Without hiring autonomy or dedicated lines, appointments in African-American Studies have been dictated entirely by other departments’ willingness to make joint hires. The institute’s success has rested on a very small number of devoted faculty, all of whom serve at least one other department. Despite this challenge, the institute has built an internationally known program, widely recognized as a leader in the field. In order to continue to compete with Columbia’s strongest peers, however, the discipline must have a robust department. Prof. Griffin said a new department would be prepared to work closely with Interim

A&S EVP Maya Tolstoy and the deans, as well as departments and faculties across the University.

Prof. Griffin said the new department would propose that all current faculty who are jointly appointed in IRAAS and a home department shift the 50% of their lines coming from the institute, to the new department, which would also request a number of other appointments. The first hires would be two senior professors to anchor the program. For the first time in the program's history, Prof. Griffin said, she was confident that there is future departmental leadership in the current faculty group. The department would also submit a proposal for a Ph.D. program in the field.

Prof. Griffin appealed for the Senate's support, a step she said would help to assure success at the final stage of the approval process—the Trustees. She said IRAAS will be celebrating its 25th anniversary with a series of public programs, symposia, and conferences, which she invited senators to attend. She said that at the present stage in the University's and the nation's history a strong African-American and African Diaspora Studies Department has a vital role to play.

Sen. Robert Pollack (Ten., A&S/Pure Sciences) stressed that the proposed department is a good and necessary idea, on its own merits and not as a favor to anyone. He said the department would be an essential component of the university.

EVP for University Life Suzanne Goldberg, President Bollinger, and EVP for Arts and Sciences Maya Tolstoy all declared their support for the proposal.

By show of hands, the Senate then approved the proposal by a vote of 68-0, a fraction of the current full Senate membership of 91 larger than the required three-fifths majority.

For this resolution the Senate also conducted a test of an electronic voting arrangement relying on i-Clicker technology. The result of the electronic vote was 60-0 in favor of the resolution, a total that also exceeded three fifths of the total number of senators.

President's remarks. President Bollinger said the present meeting was taking place in the building in which many of Columbia's distinguished research efforts across the campuses have converged. He said the Mind Brain Behavior Institute is not only the greatest center of neuroscience in the world but also an opportunity for scholars from every discipline to close the gap between apparently disparate perspectives on the mind and brain—between the molecular or genetic or cellular perspectives of scientists and those of every other kind of scholar, including social scientists and humanists. The president said the intellectual venture is stunning, but the building in which it is being pursued is also very beautiful.

In addition to the Mind Brain Behavior Institute and the Lenfest School of the Arts building, Columbia opened a third new building in Manhattanville last week—the Forum, with a 430-seat auditorium, meeting and breakout rooms, and a café on the ground floor. The new buildings are matched with Studebaker, Nash and Prentis—three historically significant buildings that Columbia will keep and maintain. The president stressed that Columbia's Manhattanville property is an 18-acre campus (78 million square feet of space) that will remain for many

decades. He said the Manhattanville development, begun 16 years ago, will be the Morningside Heights for this century that Morningside Heights was for the last. Foundations have been laid for two new Business School buildings, Kravis and Perelman, with plans for completion in 2022. Pointing out the window to an area closer to the Hudson, the president described a possible 400,000-square-foot facility that he had tentatively designated as a “global” building. He said the funding was not yet in hand for this project. He also mentioned the McDonald’s site on the south side of 125th Street just west of Broadway, sometimes called Site Zero. Columbia hoped to construct a building there that would provide residences for guests, faculty, and graduate students. If that building could be connected to a reconfigured Prentis Hall and to the Columbia apartment building 560 Riverside, then Columbia could have residential and other facilities all along 125th Street west of Broadway.

The president said Renzo Piano is the architect for all three of the newest Manhattanville buildings and the master planner for the Manhattanville campus, and Elizabeth Diller of Diller Scofidio is the architect for the Business School buildings.

Returning to the Forum, the president noted two significant conferences currently under way there, marking the tenth anniversary of the Center for the Study of Social Difference, and the fifth anniversary of Women Creating Change. Another initiative based in the Forum, Columbia World Projects, is designed to bring together research conducted at Columbia and elsewhere and to provide it to governments and other organizations to help enact solutions to serious problems around the world. The goal is to develop ambitious programs that can make a difference within three to five years. Nicholas Lemann, former dean of the Journalism School, directs CWP, while Avril Haines, a former Obama administration official, is in charge of formulating projects, and Prof. Ira Katznelson is laying the intellectual foundations, and making sure that program recommendations rest securely on them.

Another new program based in the Forum is the Obama Scholars, a dozen young leaders from around the world who come to Columbia for a year, and take a curriculum designed especially for them. The first cohort is here now, embedded in Columbia World Projects. Everyone who has met these scholars is highly impressed with them. The program will grow over time.

The president said that with new space in Manhattanville, CUMC, and Morningside, Columbia has an historic chance to dream a future—an opportunity that is critical to a world-class institution. When the first phase of the Manhattanville campus is complete in four years, about one third of the space will be in use, and between 4,000 and 6,000 people will be there. Columbia’s future in Manhattanville will be played out over the next several decades.

The president said an important part of this future is to integrate all the parts of the university. He expressed satisfaction that the Senate had now met in the Lenfest and Jerome Greene Manhattanville buildings, and welcomed the idea of a meeting at the Forum this year. He said major Columbia units—Arts and Sciences, the Medical Center, Engineering—have to think through how to integrate with Manhattanville. The other critical issue is Columbia’s relationship with communities surrounding Manhattanville and with New York City. It had taken Columbia more than a decade to reduce Columbia’s longstanding strains with Harlem and Washington Heights, and to find connections that will really enhance those relationships. Columbia must

continue working unceasingly to identify and cultivate those benefits. He gave the example of the decision to provide significant setbacks from the street for Columbia buildings, sacrificing a fair amount of square footage to assure that the buildings had welcoming sidewalks. Columbia has also made a commitment to provide space on the Manhattanville campus for people from the community to use—the rock-climbing center, an education center, cafes. There is one gathering space that Renzo Piano likes to call the *piazzetta*, which is a small version of the future piazza between the new Business School buildings. These are some of the commons of the new campus, which has no gates and no guards looking at people as they come in and out. There will be outdoor films and concerts, and a water feature on the main plaza. The president said the transparency of the buildings that Mr. Piano keeps talking about, including the uses of light, is also intended to make Columbia and the outside world visible to each other. So all of the aesthetic elements in the design are intended to provide a campus as beautiful as the Morningside Heights campus, but for more modern sensibilities. The president said he stressed these points because of the importance to the institution of getting all of this right.

The president was enthusiastic about the degree to which the Global Centers—whose directors were on campus during the past week—have been integrated into the life of the institution.

He mentioned three new appointments: Shailagh Murray, a former Washington Post journalist and senior aide in the Obama administration, is the new EVP for Public Affairs, succeeding David Stone and also taking over the Office of Government Affairs and Community Relations; Simon Tavaré, took charge of the cancer initiative on the Morningside Heights campus over the summer after running a similar center at the University of Cambridge; and Alex Halliday, a distinguished Oxford professor, has taken the helm of the Earth Institute.

Executive Committee chair's updates.

New parliamentarian. Sen. Sharyn O'Halloran (Ten., A&S/Social Sciences) began by introducing Linda Eisner, Director of Special Projects in the president's office, who was succeeding Howard Jacobson as Senate parliamentarian. Ms. Eisner graduated from Columbia College and Yale Law School, served as a clerk for Judge Raymond Dearie of the U.S. District Court in the Eastern District of New York and practiced tax law at Davis Polk & Wardwell. She was valedictorian of Columbia College's first coeducational class in 1987.

Senate conference room upgrade. Sen. O'Halloran called attention to the renovations of the Senate conference room that had been completed over the summer. She thanked Facilities and CUIT for their work on the upgrade. She said the Senate now has state-of-the-art facilities.

Summer powers. Sen. O'Halloran noted two occasions on which the Executive Committee had used its summer powers to act on behalf of the Senate:

1. Creation of the Herbert and Florence Irving Institute of Cancer Dynamics. The proposal to create this institute came up at a late stage of the recruitment of Prof. Simon Tavaré, which the president had just mentioned. The Senate is responsible for establishing institutes, but it wasn't in session during the summer, so the Executive Committee acted in its name. Sen. O'Halloran said the Education Committee will also review this decision.

2. Modifications of the policy approved by the Senate on April 27 to prohibit romantic and sexual relationships between undergraduate students and faculty (or staff). The modifications, to account for some of the concerns raised about the policy at the April 27 plenary, were made by the Office of General Counsel. Those revisions were reviewed by the three committees that brought the original Senate resolution: Student Affairs, Faculty Affairs, and the Commission on the Status of Women. Sen. O'Halloran said Senate committees may develop additional language to cover the situation of graduate students. She said discussion about this issue would continue.

Nominations to University Senate committees. Without dissent, the Senate approved current rosters for all Senate committees.

Welcome to new senators. Miranda Rehaut (Nonsen., Stu., Law), the new chair of the Senate Elections Commission, read aloud a list of 19 incoming senators. Two new senators not on the list also introduced themselves. There was applause for the new senators.

Additional president's remarks. The president called attention to the current capital campaign, whose goal was to raise \$5 billion in five years. Now in its second year, the campaign has already raised \$3 billion. He also noted that last year Columbia raised over \$1 billion in cash (not just pledges)—a feat that only Harvard and Stanford have accomplished before.

2017-18 committee annual reports.

Research Officers. Committee chair Daniel Savin presented the [report](#), which reviewed the accomplishments of the Research Officers Committee since its founding in the fall of 2002.

President Bollinger thanked Sen. Savin for his report, and recognized his persistent advocacy in the Senate for more than a decade on behalf of his constituency.

External Relations and Research Policy. Committee co-chairs Howard Worman (Ten., P&S) and Megan Mroczkowski (NT, P&S) presented the [report](#), which had been distributed.

Sen. Julia Hirschberg (Ten., SEAS) offered an update to the report's comments on problems that PIs and departmental administrators are having tracking grant finances under the University's current system, Accounting and Reporting at Columbia (ARC). She said the IT Committee, which she co-chairs, had just received an update from Rudi Odeh-Ramadan, VP for Research Administration, on MyGrants, a new web dashboard for Principal Investigators that had been tested at the Medical Center last year and was now being rolled on Morningside, to very positive early reviews. Her committee had also heard from Associate Provost Heather Parlier on some long-overdue recent upgrades to the Recruitment of Academic Personnel System (RAPS), the program for tracking academic job applications and searches.

Alumni Relations. Committee co-chair Sharon Liebowitz presented the [report](#), which she had prepared jointly with co-chair Michelle Estilo Kaiser.

Housing Policy. Committee chair Andreas Hielscher (Ten., SEAS) presented the [report](#), which had been distributed.

Adjournment. Sen. O'Halloran adjourned the meeting at around 2:45 p.m.

Respectfully submitted,

Tom Mathewson, Senate staff