

University Senate Plenary

September 29, 2023



University Senate

Proposed: September 29, 2023

Adopted: September 29, 2023

PROPOSED AGENDA

University Senate

Friday, September 29, 2023 at 1:15 p.m. via Zoom

Registration required

After registering you will receive a confirmation email with meeting details.

1. Adoption of the agenda
2. Adoption of the minutes of April 28, 2023
3. President's report
4. Executive Committee Chair's report:
 - a. Remarks
 - b. Summer powers
 - c. Nominations to committees
 - d. Welcoming new senators
5. New business:
 - a. Committee annual reports:
 - i. Research Officers Committee
 - b. Other committee reports and updates:
 - i. Student Affairs Committee

MEETING OF APRIL 28, 2023

Executive Committee Chair Jeanine D’Armiento (Ten., VP&S) called the Senate to order at 1:15 pm on Zoom. Eighty-five of 104 senators were present during the meeting.

Sen. D’Armiento said there were several resolutions on the Senate agenda. She also reminded senators that there would be an end-of-year reception in the Senate Office, 406 Low, after the plenary at 3:30 pm.

She announced that with the consent of President Bollinger, she would handle the details of running the present meeting. He consented. She briefly reviewed the usual ground rules for plenary meetings.

Adoption of the agenda. The [agenda](#) was adopted as proposed.

Adoption of the minutes. The [minutes](#) of March 31, 2023 were adopted as proposed.

Questions for the president. There were none.

Executive Committee chair’s report.

Update on the Executive Committee chair election. Sen. Roger Tejada (Stu., Law), chair of the Senate Elections Commission, reported that Sen. D’Armiento had received more than the required support from faculty and non-faculty senators to be nominated for reelection to the Executive Committee chairmanship. Voting had opened on April 26 and would continue until May 3. He appealed to senators to take a few minutes to find the election email, go to the link, and cast their votes. The choices were to vote for Sen. D’Armiento or to abstain. From his point of view, the goal was a good voter turnout.

Update on a survey of senators to identify key challenges now facing the University. Sen. D’Armiento shared her screen to show a summary of the responses to the survey, which was launched in December. Ninety-two senators were contacted, with a 75 percent response rate. The responses included 207 data points, and were collected into groups. A number of senators mentioned issues the Senate was working on this year, particularly the lack of space—for classrooms, performances, social interaction, housing, dining, and fitness. Another important issue was a sense of disconnection among Columbia’s campuses. How can this be overcome? How do we break down siloed administrative structures, and work together on a shared vision, including collaborations in teaching and research? The lack of a sense of community, along with the internal competition that results, is a problem that must be addressed.

The other major finding was a sense of the need, particularly under current financial and political pressures, to focus anew on the University’s core academic mission, to maintain the institution’s high reputation along with the scholarship the University has produced. Many senators from

across the University, notably including the medical faculty, stressed the importance of maintaining the Columbia's academic mission and upholding academic freedom. This priority will require ensuring some independence from external financial pressures. Some said the University has been overburdening Columbia bureaucracies. Other senators said Columbia should balance current efforts to expand the student population, which risks undermining the quality of education by leaving too few faculty to support growing teaching needs, and by putting additional strain on other essential student services. Sen. D'Armiento said there's also great concern about the pending Supreme Court decision on affirmative action in higher education. Senators worry about losing the diverse community that the University has worked hard to achieve. Others mention the importance of Columbia's connections with the surrounding neighborhood. Some other items mentioned less prominently include affordability of education (including mental health care), the very high cost of living in New York City, the development of the Climate School, and threats that Artificial Intelligence poses to higher education. Many senators commented on the difficulty of recruiting and retaining faculty, because of concerns about compensation, faculty attrition, and a general faculty sense of being overburdened. Others worried about similar challenges for staff.

Finally, Sen. D'Armiento mentioned the Columbia culture—the need to address the recommendations of the Anti-Bullying Working Group, to examine one's own conduct and integrity, and to make sure the excellence of the institution is maintained. She said her summary did not address the question of what actions to take to address these challenges. That issue was for a later plenary. Senators would receive the present summary in their post-plenary packets. She invited questions.

Sen. Benjamin Orlove (Ten., SIPA) said he was involved in deliberations of the Campus Planning and Physical Development Committee underlying some of the survey responses about space. He said the Senate is a valuable nexus for the various current discussions, which touch not only on physical space but also on broader questions about community and culture. He said the survey responses sounded to him like a mandate for the CPPD Committee to continue its current work.

Sen. D'Armiento said the Senate had been addressing some of these issues for some time.

Sen. Henning Schulzrinne (Ten., SEAS) praised the survey's participation rate as an additional measure of the importance of the issues covered. He asked whether anonymized versions of some of the comments could be shared.

Sen. D'Armiento said she would prefer not to include any of the individual comments in the summary of the results that she would be distributing to senators after the present plenary. She thought it would be more helpful in discussions with the next administration to focus on categories of issues. She said there were no surprises in the comments; senators had been discussing these issues for some time.

Sen. Schulzrinne said he understood this decision.

Sen. D'Armiento recalled saying to President Bollinger recently that Columbia had now been provided space to build on in Manhattanville, and it was exciting to consider future possibilities for that space. She admitted to being an optimist in her outlook, but said she thought Columbia's

space problems were solvable. She also thanked senators for their 75 percent response rate, but said she hoped to see 100 percent next time.

Old business.

Resolutions.

Resolution to Include Caste as a Protected Category (Student Affairs Committee and Commission on Diversity). Sen. Huaqing Ma (Stu., Journalism) summarized a [revised version of a proposal and resolution](#) that he had first presented to the Senate on March 31. He said that in the month since his first presentation, a lot more work had been done on the proposal. He said a Senate endorsement of the revised proposal would help to make Columbia a more inclusive home for South Asian students.

Sen. Elias Tzoc-Pacheco (Stu., SEAS/Undergrad and SAC co-chair) said a lot of valuable work had been done on this issue, which was first raised earlier in the semester by students in the Journalism School and SIPA. He said Sen. Ma had presented these issues to undergraduate students in Columbia College and SEAS as well. So there was now broad awareness of the issue among students across the University. He thought the latest version of the resolution was strong, and offered Columbia a chance to set a precedent among universities.

Sen. Valeria Contreras (Stu., School of the Arts, and SAC co-chair) added that the revised resolution had the strong support of SAC.

Sen. Orlove thanked student senators for their work on the resolution. He said he is one of three co-chairs of a SIPA committee on diversity, equity and inclusion, where the issue of caste discrimination had been raised in a powerful way. He said it was important to address this issue, and to know that it had come up in several Columbia schools.

Sen. Sophia Adeghe (Stu., CC, and student co-chair of the Senate Diversity Commission, which had co-sponsored the resolution) said it was important to acknowledge that Columbia is a global community, prepared to address global issues, not only those specific to the U.S.

Sen. D'Armiento directed senators' attention to an additional comment that had been placed in the Chat. She asked for a motion on the resolution. It was moved and seconded. The Senate then adopted the resolution by a vote of 71-0, with no abstentions.

Resolution to Approve the Establishment of the Institute of Global Politics (SIPA) (Education). Education Committee co-chair James Applegate (Ten., A&S/Natural Sciences) summarized the [proposal and resolution](#), a version of which had been presented at the March 31 plenary.

He said it would establish an interdisciplinary institute, based in SIPA, that would bring policy practitioners to the University for periods of up to a year, and provide an opportunity for people in academia who think about problems deeply to talk with the people who try to solve them in the world. This encounter would enable each group to learn from the other. The process seemed to Sen. Applegate roughly analogous in one sense to his own discipline, with theoretical work taking place in academic settings and experimental and observational work going on elsewhere.

Sen. Applegate said the proposal identified five main topics of study for the new institute: climate and sustainable development; geopolitical stability; inclusive prosperity and macroeconomic stability; democratic resilience; and technology and innovation. He said the governance model for the institute had also been used successfully elsewhere. The first chair of the institute's faculty governing board would be Hillary Rodham Clinton. The idea was to bring in very high-level, senior people from public service and government. Secretary Clinton had spent time at Columbia and had recently been appointed to the SIPA faculty. Sen. Applegate said the Education Committee had reviewed and enthusiastically supported the proposal.

President Bollinger said this was a wonderful proposal, and the University should be proud of the energy and commitment of SIPA Dean Keren Yarhi-Milo, as well as Secretary Clinton. The president recounted a story he had heard from Nicholas Lemann, former Journalism School dean, about an experience he had in 2002 shortly before the invasion of Iraq, when he was a practicing journalist, and not yet a Columbia Journalism faculty member. At the time, the consensus in the journalistic and political community was that invading Iraq would be an easy and great thing to do. Prof. Lemann came to Columbia to hear a scholarly panel on the devastating impact of the breakup of Yugoslavia, which included parallels to a possible future breakup of Iraq. It felt important to Prof. Lemann to be in an academic environment, and to consider the kinds of evidence and analogies discussed there. He said that if this kind of discussion had been available to the broader journalistic community, it would have made the discussion of an invasion of Iraq much richer. For President Bollinger, the point was that the more the academic and policy worlds can be integrated, the better off everyone will be. He said Dean Yarhi-Milo's readiness to take on this challenge early in her deanship could have a tremendous outcome not only for SIPA, but for the whole University. The president declared himself a huge fan of the proposal.

Sen. Fouad Habib (Stu., Public Health), a member of the Education Committee subcommittee that reviewed the IGP proposal, said his group had done a lot of work behind the scenes, interviewing people with political expertise as well as faculty members with experience of institutes of this type. These interviews helped the group understand what was needed for the proposed institute to succeed. Dean Yarhi-Milo and her colleagues were very responsive to the subcommittee's inquiries. Sen. Habib said he was enthusiastic about the opportunities the new institute would provide for students across Columbia.

Sen. Alan Yang (TTOT, SIPA), a member of the Education Committee and one of two SIPA faculty senators, said the unanimous support of both the review subcommittee and the full Education Committee was further evidence of the Senate group's confidence in its work. Sen. Yang could also offer the perspective of a longtime lecturer at SIPA. He had taught quantitative courses to many SIPA students, who come here partly to learn how to rigorously evaluate public policies and formulate new ones that can better serve the global public interest. He said the proposed Institute for Global Politics would help SIPA students a great deal, exposing them to a range of public programs and events, and providing them with opportunities to serve as program and research assistants to the IGP's distinguished policy fellows. He urged fellow senators to join him in supporting the proposal.

Sen. Gadha Raj N (Stu., SIPA) said the IGP would not only expose students to real-world policy practitioners, but also enable them to apply the skills they learn at SIPA through hands-on internships and policy labs.

Sen. D'Armiento, realizing that she had not introduced SIPA Dean Keren Yarhi-Milo, the Adlai E. Stevenson Professor of International Relations and Professor of International and Public Affairs, introduced her to the Senate.

Sen. Orlove, the third of the three SIPA senators to speak at the meeting, emphasized the enthusiasm of the SIPA faculty about the IGP, and the importance of the five global challenges it would address. He said the campus sojourns of the distinguished policy fellows and the public events and collaborative policy reports they would participate in would embody the president's idea of the University's "fourth purpose"—to commit its scholarship and expertise to address world problems, particularly the IGP's five global challenges. He said this entire initiative would be a highly visible and significant contribution, which deserved the Senate's support.

Sen. Valeria Contreras (Ten., Arts, and SAC co-chair) added her support for the IGP proposal, as an important step in elevating Columbia's engagement with politics, both domestically and globally, and to put Columbia on a par with institutions such as Harvard and the University of Chicago, which have institutes of this type.

Sen. D'Armiento responded to a question in the Chat from Sen. Susan Bernofsky (Ten., Arts)—as she had at the previous plenary—about what role incoming president Minouche Shafik should play in the review of the IGP proposal. Sen. D'Armiento had said then that she didn't know whether President-elect Shafik was aware of the proposal, but that she would not be Columbia's president until July. Columbia has a president on duty now, and the Senate would work with him on this issue, as on any other, until he steps down. Sen. D'Armiento said the Senate would not want to wait till fall for this decision.

Sen. Howard Worman (Ten., VP&S), chair of the External Relations and Research Policy Committee, recalled that discussion of this proposal at the last plenary had drifted from the IGP itself to the inaugural chair of the IGP's Faculty Council, Hillary Rodham Clinton. Sen. Worman said he supported the IGP proposal, but he wanted confirmation that the Senate would not be voting on who would be the faculty leader of the IGP, but on the institute itself.

Sen. D'Armiento affirmed that the Senate approves the establishment of schools and institutes; schools decide by themselves about faculty leaders; the Senate had already heard at the present meeting from SIPA's two faculty senators and its student senator.

Sen. Amy Hungerford (Admin.), EVP for Arts and Sciences, said that what's important about the proposed IGP is not any one person, but a structure that will connect extraordinary people in the policy world with Columbia students and faculty. She has two freshmen in Literature Humanities who are begging her to help them get into the big class that Dean Yarhi-Milo and Secretary Clinton will be teaching together. This is just one opportunity, but the IGP will bring in other leaders and policymakers. This would also be an opportunity for the A&S Political Science Dept. to engage in valuable dialogue with these practitioners. She was delighted to see the proposal on the floor for action.

Sen. Lisa Rosen-Metsch (Admin.), dean of the School of General Studies, elaborated on Sen. Hungerford's comments. Sen. Rosen-Metsch said she had heard tremendous excitement from

undergraduate students not only about getting into classes taught in the proposed institute, but also about the importance of the speakers coming to campus.

Sen. Josef Sorett, dean of Columbia College, followed Sen. Rosen-Metsch. He said Columbia undergraduates stand to benefit tremendously from the range of opportunities that the proposed IGP could offer.

Sen. Henning Schulzrinne (Ten., SEAS) said SEAS is not a policy school, but most disciplines that have been traditionally technical—including his own—have recently become implicated in policy. He had found that engineering students, at both the undergraduate and graduate levels, are keenly interested in the policy implications of their work, whether it's in energy, the internet, AI, or other topics.

Sen. D'Armiento elaborated on her previous comments on Sen. Bernofsky's question in the Chat. She said there was now extensive interaction between the current and incoming administrations. She was confident, based on information she had received, that President-elect Shafik was aware of the IGP proposal. The understanding was that it was not appropriate at the present moment to seek her support. President Bollinger had just said that he was supportive of the proposal. So the Senate could proceed accordingly. She invited Sen. Bernofsky to ask her question.

Sen. Bernofsky said she too supported the IGP proposal, and said it was an amazing opportunity for students. Her only worry was that finalizing a proposal like this shortly before the arrival of the new president, whose area of expertise overlaps with the mandate of the IGP, might not be the best approach. Was there a pressing reason why the decision had to be finalized right now, and not after President-elect Shafik's arrival, at the September plenary?

Sen. D'Armiento said the plan in place was to complete all current work and not wait four months for the incoming president. Senators could be sure that President-elect Shafik was aware of the Senate agenda, and that she had been informed about this item. President Bollinger had affirmed his support at the present meeting, and Senate approval would be sought during his term.

President Bollinger said he was prepared to go out on a limb on this question. His first point was that he was the president that the University now had. But the next point was that he had had many conversations with President-elect Shafik. He was very excited that she was coming to lead the institution. He said she is fantastic. The two of them had not discussed the IGP proposal directly. He had not asked her about it. But he expressed complete confidence that President-elect Shafik would be strongly supportive, and would not want the institution to wait, given all the plans that are underway, and to postpone this action until the fall. So to that extent he would represent President-elect Shafik.

Sen. D'Armiento saw no more questions, and asked for a motion on the IGP resolution. It was moved and seconded. The Senate then adopted the resolution by a vote of 73-0, with two abstentions.

New business:

Resolutions:

Resolution to Honor the Columbia Presidency of Lee C. Bollinger (Executive).

In response to a request from Sen. D'Armiento, Student Affairs Committee co-chair Valeria Contreras read the [resolution](#) aloud.

At the end President Bollinger thanked Sen. Contreras and the Senate. He said the resolution called to mind past Senate deliberations on vital issues, including ROTC, freedom of speech and related University policies, and other complex and difficult issues that have sometimes stirred strong feelings. In all of these cases, the Senate had conducted itself as an admirable deliberative organization, and reached a conclusion. From his perspective, the outcomes had been consistently good ones. He said the key points were the quality of Senate discussion and the earnestness of the Senate's efforts to do right by the University. He expressed gratitude to current senators and all their predecessors, going back many years. He thanked the Senate again for a lovely statement, which he said had really touched him.

Sen. D'Armiento called for adopting the resolution by acclamation. She regretted that senators could not be together in a single room to applaud. She asked them to be imaginative while using their applause icons. The Senate adopted the resolution by acclamation.

Resolution to Recognize Juneteenth as a University Holiday (Education Committee, Diversity Commission, Student Affairs Committee, Commission on the Status of Women) Education co-chairs James Applegate and Letty Moss-Salentijn (Ten., CDM) introduced the [resolution](#). Sen. Applegate reminded senators that Juneteenth became a federal holiday in 2021. It marks an announcement of the end of slavery at the end of the Civil War in 1865. He said there are not many purely good things in life, but the ending of slavery in the United States is certainly one of them. He said this resolution might be the least controversial one the Education Committee had ever addressed. It called for making June 19 a University holiday from now on, unless that day falls on a weekend, in which case the holiday will be observed on the previous Friday or following Monday. Sen. Applegate said the language of the resolution had been discussed, and was quite good.

Sen. Moss-Salentijn seconded Sen. Applegate's sentiments. She said the Education Committee works with the Registrar to adopt academic calendars 10 years out. The committee had not previously been part of the establishment of a University holiday. She saw the adoption of this resolution as, frankly, a no brainer, and hoped senators agreed.

SAC co-chair Elias Tzoc-Pacheco (SEAS/Undergrad) said many students stay on campus over the summer and do research, internships, and classes. He said a holiday like Juneteenth during the summer provides an opportunity to reflect on the historical legacies of racism both in the United States and at Columbia, and also to prompt initiatives to work past those legacies and to be anti-racist. He was happy to see the Senate and the University taking this step.

Sen. Linda Chalker-Doku (Stu., Bus.) said it was important to remind classmates of the need for uncomfortable conversations about the significance of Juneteenth. It was also important for Columbia to acknowledge the importance of this day. Sen Chalker-Doku said Columbia also has a huge population of international students, who would benefit from learning about this holiday. Diversity Commission co-chair Sophia Adeghe (Stu., Columbia College) appreciated the work that had gone into the resolution. She recalled her first years at Columbia, when Juneteenth was declared a holiday in ad hoc fashion, and expressed satisfaction that the holiday was now being

made permanent. She said an important part of the acknowledgment of this day was the need to center the experience of black Americans, including Columbia's black American affiliates, as well as Columbia's position in Harlem, and to reflect on additional steps that Columbia can take as an institution.

Hearing no more comments, Sen. D'Armiento called for a motion on the resolution. It was moved and seconded. The Senate then adopted the resolution by a vote of 67-0, without abstentions.

Resolution Concerning Summer Powers (Executive). Sen. D'Armiento said this [resolution](#), which the Senate adopts every year, empowers the Executive Committee to act in the name of the Senate on urgent business during the summer, when the Senate is not in session. She said the Executive Committee had not needed to use its summer powers during the last two summers, and she hoped there would be no need to use them in the coming summer. But if the committee does have to use them, it will report on this use at the first plenary meeting in the fall.

Sen. William Honeycutt (Research Officers) said he understood that historically, summer powers have rarely been used. In view of recent by-laws changes that allow the Senate to hold votes in a virtual meeting, he asked whether it was still necessary to transfer Senate authority to the Executive Committee. If Senate action is required during the summer, the issue is presumably important enough that senators will want to provide input on it. Granting exclusive powers to the Executive Committee dilutes the representation of Senate constituencies, which could lead to Senate action that does not align with the views of many senators and their constituents. Sen. Hunnicutt stressed that he was not criticizing any specific senator or Executive Committee member, but a Senate structure that allows nearly unilateral action to be taken without consultation with the full Senate. Prior to the by-laws change allowing Senate votes at virtual meetings, it was understood that that senators' schedules, travel, and childcare needs are different enough during the summer to make it impractical to try to achieve a quorum then. However, since Senate action can now take place via zoom, it is much easier to achieve the required simple majority quorum. For this reason, Sen. Hunnicutt said, he would vote against the present resolution. He said that under Section 1 (g) of the Senate by-laws, the president, the Executive Committee, or one-third of the Senate members have the authority to call a meeting. He proposed that the Senate follow this procedure in cases where urgent action is needed during the summer.

Sen. Habib (Stu., Public Health) asked how the Senate could meet on Zoom over the summer. How would senators who have just graduated retain their seats? Under such circumstances, student opinions might be underrepresented. His sense was that the traditional route of assigning summer powers to the Executive Committee would make more sense than leaving it up to the opinion of just those who remain affiliated with Columbia after the end of the academic year.

Sen. Contreras (Stu., Arts) said the Executive Committee currently had three student representatives: herself and Sens. Gong (SEAS/Grad) and Tzoc-Pacheco (SEAS/Undergrad). She said that even if there were turnover in student seats on the Senate, there would always be student representation on the Executive Committee, even in the summer.

Sen. Contreras also noted that though it may be possible nowadays to meet on Zoom at all hours, that doesn't mean that everyone should overexert themselves and be "on" all the time. Summer is a time of rest. She appreciated all the thoughts that had been shared on this subject, but asked the

group whether people should be asked to convene during the summer, when they have a chance to rest after a demanding academic year.

Sen. Brendan O’Flaherty (Ten., A&S/SS) said he thought Sen. Hunnicutt had presented an interesting idea. He said student senators also had raised good objections to it. An additional problem is that Senate terms end two weeks before Commencement, according to the University Statutes, a provision that would be difficult to change. He said a large number of senators every summer have never been in a Senate meeting. If something happens then that necessitates a plenary, it’s likely an emergency that must be dealt with quickly. And it would be disastrous if the Senate could not muster a quorum for a plenary under these conditions. He suggested to the Executive Committee that if there is an issue during the coming summer that they want to consult the full Senate about, they could voluntarily call a consultation meeting to see how well that process works and what the attendance might be. This matter could then be discussed in the Structure and Operations Committee in the fall, and dealt with in the normal ways of the Senate. Sen. O’Flaherty thought this was preferable to the risk of failing to achieve a plenary quorum over the summer.

Sen. D’Armiento expressed interest in a practice run of that kind. She also noted that the Executive Committee had used summer powers in 2020 during the emergency conditions of the pandemic. The committee held multiple, sudden meetings, and later sought the support of the full Senate for the actions it had taken during the summer. She repeated that summer powers are only to be used in a real emergency. She agreed that it would be a terrible experience to fail to get quorum for a summer plenary during an emergency.

She also noted an important provision that has been included in the annual summer powers resolution for at least a decade now: matters pertaining to constituencies that don’t have representation on the Executive Committee, such as Research Officers, will require consultation with senators representing those constituencies before the Executive Committee acts under summer powers. Sen. D’Armiento said the committee would always comply with that provision.

Sen. Greg Freyer supported Sen. O’Flaherty’s remarks about emergencies. He also underscored Sen. D’Armiento’s point about how rarely summer powers are used. In the summer of 2020, the Executive Committee had to get a new academic calendar established in the midst of the pandemic. He said that this is precisely the kind of situation that the summer powers resolution is designed for, and that addressing emergencies in this way is not an abuse of power.

Sen. D’Armiento thanked senators for this discussion, which she said had raised issues that deserved more thought. She agreed with the idea of bringing this matter to Structure and Operations.

She called for a motion on the resolution. It was moved and seconded. The Senate then adopted the resolution by a vote of 60-2, with 5 abstentions.

Committee reports.

Student Affairs Committee Annual Report: 2022-23. SAC co-chairs Valeria Contreras (Arts) and Elias Tzoc-Pacheco (SEAS/Undergrad) summarized the [report](#) along with vice chair Cheng Gong (SEAS/Grad).

Other reports.

Status of the Naval Reserve Officer Training program at Columbia: Update from Prof. Jeffrey Kysar, Faculty Advisor to NROTC. Prof. Kysar had reported regularly on this subject after the University Senate voted in April 2011 to invite ROTC back to campus after a 42-year absence. In 2012 the Columbia NROTC program began enrolling students. Prof. Kysar, who had also served as a senator, said he was glad to be back, and to have worked with ROTC over the past decade.

Prof. Kysar explained that the term Naval ROTC encompasses both the Navy and the Marines.

He identified four pathways to the Columbia program:

1. The College Program, in which a senior in high school successfully applies for admission to the Columbia ROTC program with a scholarship.
2. Some students who don't get the scholarship from the start participate in the program and earn that scholarship in their first or second year in ROTC.
3. The STA21 program, which stands for Seaman to Admiral in the 21st Century, admits active-duty sailors to Columbia's NROTC program. Most of these students enroll in the School of General Studies in a three-year undergraduate degree program. A variant program is STA21—N (Nuclear), for seamen who have experience in working with nuclear reactors and who are highly academically qualified to enroll in the Engineering School.
4. The Marine Corps Enlisted Commissioning Education Program enables active-duty Marines to apply to Columbia.

Prof. Kysar said there are currently 15-20 Columbia students participating in NROTC. They go to SUNY Maritime in the Bronx every Friday, and get physical and leadership training. Since his last Senate update in 2019 (before the pandemic), 13 Columbia students had been commissioned as ensigns in the Navy or the Marines through the NROTC program. Three commissionings were expected in 2023, along with 5 five in each of the next two years. Three students were expected to enroll in the coming fall in the NROTC program.

Prof. Kysar said, in conclusion, that Columbia's NROTC program was running smoothly, and students who want to pursue careers in the Navy or Marines are able to do so.

Sen. D'Armiento invited questions; there were none. She thanked Prof. Kysar for his report.

Steps to Retirement: Columbia University Human Resources Information Session. Gisele Monroe, Executive Director of Retirement Benefits, CUHR, presented the [report](#). Also present were HR administrators Michael Bloom, Assistant Vice President for Benefits and Compensation, and Sara Leupp, Executive Director of Benefits.

At the end of the report, Sen. Shelley Saltzman (TTOT, SPS) asked for clarification on the HR website of any cases in which the benefits of lecturers and other off-track faculty diverge from those of tenured faculty. Ms. Monroe said she would take care of that.

There being no further questions, Sen. D'Armiento thanked the HR guests. She thanked senators for their service in 2022-23. She thanked Linda Mischel Eisner, who would be stepping down after

several years of service as Senate parliamentarian. She also thanked director Geraldine McAllister and the Senate staff for their work during the Senate session just completed.

Sen. Greg Freyer (TTOT, Public Health) thanked Sen. D'Armiento for her leadership through what he called another excellent Senate year.

Sen. D'Armiento adjourned the meeting at about 2:45 pm.

Respectfully submitted,

Tom Mathewson, Senate staff

Columbia | University Senate

Key Challenges for the Future

1. Lack of space

- Classroom & research
- Performance & practice
- Social
- Dining & fitness
- Housing

2. Physical & functional disconnect

- Bridge campuses
- Break down siloed structures
- Integrate technology
- Create shared vision
- Build collaborations in teaching & research

Lack of community
Internal competition

3. Continue to pursue our core academic mission in the face of financial and political pressures

- Reputation
- Scholarship
- Ranking
- Maintain & fulfill the academic mission
- Uphold academic freedom
- Ensure financial independence

4. Overburdening bureaucracy

5. Balancing expansion

- Maintain high-quality education
 - Ensure faculty numbers & support for teaching
- Maintain essential resources for students
 - Dining, Counseling & Psychological Services, fitness

6. Diversity

- Concerns over pending Supreme Court decision
- Maintain a diverse community
- Ensure an inclusive environment internally & externally

And

- Affordability
 - Healthcare
 - Mental health services
 - Cost of living
- Challenges into the future
 - Arts & Sciences success
 - Climate School development
 - Threat of AI
- Recruitment & retention
 - Inadequate faculty compensation
 - Overburdened faculty
 - Faculty attrition
 - Diminishing appeal of the Columbia workplace
- Culture
 - Anti-bullying
 - Conduct
 - Integrity

A survey of 92 University Senators in January 2023, asking them what they consider to be the top challenges facing the University.

senate.columbia.edu

**UNIVERSITY SENATE
COMMITTEE ROSTERS 2023-24**

Committee Structure	Delegation	Full name	Chair	Constituency	Senator / Nonsenator	Contact
Executive Committee (13)	Executive Committee (13)					
Ten.	Ten.	James Applegate		A&S/NS	Sen.	jha@astro.columbia.edu, jha127@icloud.com
Ten.	Ten.	Jeanine D'Armiento	Chair	P&S	Sen.	jmd12@cumc.columbia.edu
Ten.	Ten.	Andrew R. Marks		P&S	Sen.	arm42@cumc.columbia.edu, ii2405@cumc.columbia.edu
Ten.	Ten.	Letty Moss-Salentijn		CDM	Sen.	lm23@cumc.columbia.edu
Ten.	Ten.	Henning G. Schulzrinne		SEAS	Sen.	hgs@cs.columbia.edu
Ten.	Ten.	Open		.	.	.
Nonten.	TTOT	Greg Freyer		SPH	Sen.	gaf1@cumc.columbia.edu
Nonten.	TTOT	Shelley Saltzman		SPS	Sen.	sas5@columbia.edu
Stu.	Stu. (Graduate)	Cheng Gong		SEAS	Sen.	cg3224@columbia.edu
Stu.	Stu.	Bruce Goumain		GS	Sen.	bjg2171@columbia.edu
Stu.	Stu.	Minhas Wasaya		BUS	Sen.	MWasaya24@gsb.columbia.edu
Ex officio	Admin.	Minouche Shafik		Adm.	Sen.	officeofthepresident@columbia.edu
Ex officio	Admin.	Dennis A. Mitchell		Adm.	Sen.	dmitchell@columbia.edu
Alumni Relations Committee (7)	Alumni Relations Committee (7)					
Ten.	Ten.	Open		.	.	.
Nonten.	TTOT	Jonathan Susman		P&S	Nonsen.	js1138@cumc.columbia.edu
Stu.	Stu.	Zeji (Alan) Wang		SPS	Sen.	zw2835@columbia.edu
Research Officer	Research Officers	Roheeni Saxena		Research Officers - Postdoctoral	Sen.	rs3098@cumc.columbia.edu lm2892@columbia.edu, me2002@columbia.edu
Admin.	Admin.	Lisa Rosen-Metsch		Adm.	Sen.	daniel.billings@me.com
Alum.	Alum.	Daniel D. Billings		Alum.	Sen.	daniel.billings@me.com
Alum.	Alum.	Tiffany Bryant		Alum.	Sen.	tnb2102@columbia.edu
Budget Review Committee (12)	Budget Review Committee (12)					
Ten.	Ten.	Niall Bolger		A&S/NS	Sen.	bolger@psych.columbia.edu
Ten.	Ten.	Holger Klein		A&S/HUM	Sen.	hak56@columbia.edu
Ten.	Ten.	Elisa Konofagou		SEAS	Sen.	ek2191@columbia.edu
Ten.	Ten.	Maria Uriarte		A&S/NS	Sen.	mu2126@columbia.edu
Ten.	Ten.	Howard Worman		P&S	Sen.	hfw14@cumc.columbia.edu
Nonten.	TTOT	Greg Freyer		SPH	Sen.	gaf1@cumc.columbia.edu
Nonten.	TTOT	Open		.	.	.
Stu.	Stu.	Minhas Wasaya		BUS	Sen.	MWasaya24@gsb.columbia.edu
Stu.	Stu.	Open		.	.	.
Research Officers	Research Officers	Daniel Wolf Savin		Research Officers - Professional	Sen.	savin@astro.columbia.edu
Alum.	Alum.	Daniel D. Billings		Alum.	Sen.	daniel.billings@me.com
Executive Chair / Designee	Ten.	Jeanine D'Armiento		P&S	Sen.	jmd12@cumc.columbia.edu

**UNIVERSITY SENATE
COMMITTEE ROSTERS 2023-24**

Campus Planning and Physical Development (16 Campus Planning and Physical Development Committee (16))					
Ten.	Ten.	John B. Donaldson	BUS	Sen.	jd34@gsb.columbia.edu
Ten.	Ten.	Andrew Einstein	P&S	Nonsen.	ae2214@cumc.columbia.edu
Ten.	Ten.	Benjamin Orlove	SIPA	Sen.	bso5@columbia.edu
Ten.	Ten.	Open	.	.	.
Ten.	Ten.	Open	.	.	.
Nonten.	TTOT	Steven Chaikelson	ARTS	Sen.	sec11@columbia.edu
Nonten.	TTOT	Patrice Derrington	GSAPP	Nonsen.	pad2160@columbia.edu
Stu.	Stu.	Camille McGriff	GSAPP	Sen.	cem2263@columbia.edu
Stu.	Stu.	Jaxon Williams-Bellamy	LAW	Sen.	jnw2128@columbia.edu
Stu.	Stu.	Open	.	.	.
Libraries	Libraries	Katherine Brooks	Libraries	Sen.	kcb2145@columbia.edu
Admin. Staff	Admin. Staff	Whitney Green	Admin. Staff: Morningside-Lamont	Nonsen.	wrg2103@columbia.edu
Research Officers	Research Officers	Adrian Brügger	Research Officers - Professional	Sen.	brugger@civil.columbia.edu
Admin.	Admin.	Peter Michaelides	Adm.	Nonsen.	pem3@columbia.edu, nl5@columbia.edu, sjw91@columbia.edu, sramirez@columbia.edu
Admin.	Admin.	Scott Wright	Adm.	Nonsen.	
Alum.	Alum.	Laurie Magid	Alum.	Nonsen.	laurie.magid@yahoo.com
Education Committee (19)					
Ten.	Ten.	James Applegate	A&S/NS	Sen.	jha@astro.columbia.edu, jha127@icloud.com
Ten.	Ten.	Sonya Dyhrman	A&S/NS	Sen.	sdyhrman@ideo.columbia.edu
Ten.	Ten.	Carol Ewing Garber	TC	Sen.	ceg2140@tc.columbia.edu
Ten.	Ten.	Frank Lichtenberg	BUS	Sen.	fr1@gsb.columbia.edu
Ten.	Ten.	Letty Moss-Salentijn	CDM	Sen.	lm23@cumc.columbia.edu
Ten.	Ten.	Daichi Shimbo	P&S	Sen.	ds2231@cumc.columbia.edu
Ten.	Ten.	Charles Zukowski	SEAS	TBC	caz@columbia.edu
Ten.	Ten.	Open	.	.	.
Nonten.	TTOT	Shelley Saltzman	SPS	Sen.	sas5@columbia.edu
Nonten.	TTOT	Adam Cannon	SEAS	Sen.	cannon@cs.columbia.edu
Nonten.	TTOT	Alan Yang	SIPA	Sen.	asy2@columbia.edu
Stu.	Stu.	Jonathon Katz	CDM	Sen.	jjk2126@cumc.columbia.edu
Stu.	Stu.	Erick Zent	CC	Sen.	ekz2103@columbia.edu
Stu.	Stu.	Wena Teng	CC	Sen.	wt2333@columbia.edu
Stu.	Stu.	Open	.	.	.
Libraries	Libraries	Candice Kail	Libraries	Nonsen.	candicekail@columbia.edu
Admin.	Admin.	Weiping Wu	Adm.	Nonsen.	weiping.wu@columbia.edu
Admin.	Admin.	Catherine E. Ross	Adm.	Nonsen.	cr2979@columbia.edu
Alum.	Alum.	Tao Tan	Alum.	Nonsen.	tt2124@caa.columbia.edu

**UNIVERSITY SENATE
COMMITTEE ROSTERS 2023-24**

External Relations and Research Policy Committee (18)					
Ten.	Ten.	Jeanine D'Armiendo	P&S	Sen.	jmd12@cumc.columbia.edu
Ten.	Ten.	Seth Kimmel	A&S/HUM	Sen.	srk29@columbia.edu
Ten.	Ten.	Jennifer J. Manly	P&S	Sen.	jjm71@cumc.columbia.edu, cce2132@cumc.columbia.edu
Ten.	Ten.	Henning G. Schulzrinne	SEAS	Sen.	hgs@cs.columbia.edu
Ten.	Ten.	Lalitha M. Vasudevan	TC	Sen.	vasudevan@tc.columbia.edu
Ten.	Ten.	Howard Worman	Co-Chair P&S	Sen.	hjlw14@cumc.columbia.edu
Ten.	Ten.	Open	.	.	.
Nonten.	TTOT	William Duggan	BUS	Nonsen.	wrd3@columbia.edu
Nonten.	TTOT	Eduardo Moncada	BAR	Sen.	emoncada@barnard.edu
Stu.	Stu. (Graduate)	Cheng Gong	SEAS	Sen.	cg3224@columbia.edu
Stu.	Stu.	Open	.	.	.
Stu.	Stu.	Open	.	.	.
Libraries	Libraries	William Vanti	Libraries	Nonsen.	wbv2101@columbia.edu
Research Officers	Research Officers	Marco Tedesco	Research Officers - Professional	Sen.	mt3102@columbia.edu
Research Officers	Research Officers	Savannah J. Thais	Research Officers - Professional	Sen.	st3565@columbia.edu
Admin.	Admin.	Naomi Schrag	Adm.	Nonsen.	ns2333@columbia.edu, jt3127@columbia.edu
Admin.	Admin.	Loftin Flowers	Adm.	Nonsen.	lfl2105@columbia.edu, ar2635@columbia.edu
Admin.	Alum.	Tiffany Bryant	Alum.	Sen.	tnb2102@columbia.edu
Faculty Affairs, Academic Freedom and Tenure (17)					
Ten.	Ten.	Muhsin al-Musawi	A&S/HUM	Sen.	ma2188@columbia.edu
Ten.	Ten.	James Applegate	A&S/NS	Sen.	jha@astro.columbia.edu, jha127@cloud.com
Ten.	Ten.	Raimondo Betti	SEAS	Sen.	betti@civil.columbia.edu, rb68@columbia.edu
Ten.	Ten.	Elizabeth Corwin	NURS	Sen.	ejc2202@cumc.columbia.edu
Ten.	Ten.	Jeanine D'Armiendo	P&S	Sen.	jmd12@cumc.columbia.edu
Ten.	Ten.	Andrew R. Marks	P&S	Sen.	arm42@cumc.columbia.edu, il2405@cumc.columbia.edu
Ten.	Ten.	Letty Moss-Salentijn	Co-Chair CDM	Sen.	lm23@cumc.columbia.edu
Ten.	Ten.	Richard Smiley	P&S	Sen.	rms7@cumc.columbia.edu
Ten.	Ten.	Howard Worman	P&S	Sen.	hjlw14@cumc.columbia.edu
Ten.	Ten.	Clarisa Long	LAW	Sen.	clong@law.columbia.edu
Ten.	Ten.	Open	.	.	.
Ten.	Ten.	Open	.	.	.
Ten.	Ten.	Open	.	.	.
Nonten.	TTOT	Greg Freyer	Co-Chair SPH	Sen.	gaf1@cumc.columbia.edu
Nonten.	TTOT	Lisa Dale	CS	Sen.	lad2189@columbia.edu
Nonten.	TTOT	Jonathan Susman	P&S	Nonsen.	js1138@cumc.columbia.edu
Nonten.	TTOT	Ellen Marakowitz	A&S/SS	Sen.	em8@columbia.edu
Honors and Prizes Committee (15)					
Honors and Prizes Committee (15) (2023-24 roster to be announced)					
Housing Policy Committee (11)					
Ten.	Ten.	Michael Bell	GSAPP	TBC	mjb92@columbia.edu
Ten.	Ten.	Jeffrey N. Gordon	LAW	Sen.	jgordon@law.columbia.edu
Ten.	Ten.	Nachum Sicherman	BUS	Sen.	nachum.sicherman@columbia.edu
Ten.	Ten.	Open	.	.	.
Nonten.	TTOT	Open	.	.	.
Nonten.	TTOT	Open	.	.	.
Stu.	Stu.	Madiyar Nurakhmetov	SIPA	Sen.	mn3093@columbia.edu
Stu.	Stu.	Open	.	.	.
Research Officers	Research Officers	William Hunnicutt	Research Officers - Staff	Sen.	hunnicut@civil.columbia.edu
Admin	Admin.	Carrie Marlin	Adm.	Nonsen.	cm3509@columbia.edu
Admin	Admin.	Diego Rivera	Adm.	Nonsen.	jdr2171@columbia.edu

**UNIVERSITY SENATE
COMMITTEE ROSTERS 2023-24**

Information and Communications Technology C Information and Communications Technology Committee (13)					
Ten.	TTOT	Adam Cannon		SEAS	Sen. cannon@cs.columbia.edu
Ten.	TTOT	Jeremy Dodd		A&S/NS	Sen. jrd4@columbia.edu
Ten.	TTOT	Maria Luisa Gozzi		A&S/HUM	Sen. mlg30@columbia.edu
Nonten.	Ten.	Julia Hirschberg	Chair	SEAS	TBC julia@cs.columbia.edu
Nonten.	Ten.	Itsik Pe'er		SEAS	Nonsen. itsik@cs.columbia.edu
Stu.	Stu.	Bruce Goumain		GS	Sen. bjg2171@columbia.edu
Stu.	Stu.	Mariam Lobjanidze		JOURN	Sen. ml4998@columbia.edu
Libraries	Libraries	Katherine Brooks		Libraries	Sen. kcb2145@columbia.edu
Admin. Staff	Admin. Staff	Joel Rosenblatt		Admin. Staff: Morningside-Lamont	Nonsen. jlr9@columbia.edu
Research Officers	Research Officers	Nancy J. Lolocono		Research Officers - Professional	Nonsen. njl2@cumc.columbia.edu
Admin.	Admin.	Maneesha Aggarwal		Adm.	Nonsen. maneesha@columbia.edu
Admin.	Admin.	Gaspare S. LoDuca		Adm.	Nonsen. gl2393@columbia.edu
Alum	Alum.	Stephen Negron		Alum.	Nonsen. stephen@negron.org
Libraries and Digital Resources Committee (17)					
Ten.	Ten.	John B. Donaldson		BUS	Sen. jd34@gsb.columbia.edu
Ten.	Ten.	Andrew Gelman		A&S/SS	Sen. gelman@stat.columbia.edu
Ten.	Ten.	Abosede George		BAR	Sen. ageorge@barnard.edu
Ten.	Ten.	Serena Ng		A&S/SS	Sen. serena.ng@columbia.edu
Ten.	Ten.	Open		.	.
Ten.	Ten.	Open		.	.
Nonten.	TTOT	Open		.	.
Nonten.	TTOT	Open		.	.
Stu.	Stu.	Open		.	.
Stu.	Stu.	Open		.	.
Stu.	Stu.	Open		.	.
Libraries	Libraries	Ian Beilin		Libraries	Sen. igb4@columbia.edu
Libraries	Libraries	Katherine Brooks		Libraries	Sen. kcb2145@columbia.edu
Research Officers	Research Officers	Nancy J. Lolocono		Research Officers - Professional	Nonsen. njl2@cumc.columbia.edu
Admin.	Admin.	Ann D. Thornton		Adm.	Sen. adt2138@columbia.edu
Admin.	Admin.	Open		Adm.	.
Alum	Alum.	Kyle Jacobs		SPS	Nonsen. kjj2130@columbia.edu
Research Officers Committee (9)					
Research Officers: Senator	Research Officers	Adrian Brügger		Research Officers - Professional	Sen. brugger@civil.columbia.edu
Research Officers: Senator	Research Officers	William Hunnicutt		Research Officers - Staff	Sen. hunnicutt@civil.columbia.edu
Research Officers: Senator	Research Officers	Daniel Wolf Savin	Chair	Research Officers - Professional	Sen. savin@astro.columbia.edu
Research Officers: Senator	Research Officers	Roheeni Saxena		Research Officers - Postdoctoral	Sen. rs3098@cumc.columbia.edu
Research Officers: Senator	Research Officers	Marco Tedesco		Research Officers - Professional	Sen. mt3102@columbia.edu
Research Officers: Senator	Research Officers	Savannah J. Thais		Research Officers - Professional	Sen. st3565@columbia.edu
Research Officers: Senator	Research Officers	Anderson Chu		Research Officers - Postdoctoral	Nonsen. sc5237@columbia.edu
Research Officers: Senator	Research Officers	Christopher Damoci		Research Officers - Staff	Nonsen. cd2758@cumc.columbia.edu
Research Officers: Senator	Research Officers	Nancy J. Lolocono	Vice Chair	Research Officers - Professional	Nonsen. njl2@cumc.columbia.edu

**UNIVERSITY SENATE
COMMITTEE ROSTERS 2023-24**

Rules Committee (16)		Rules Committee (16)			
Ten.	Ten.	Susan Bernofsky	ARTS	Sen.	sb3270@columbia.edu
Ten.	Ten.	Carol Ewing Garber	TC	Sen.	ceg2140@tc.columbia.edu
Ten.	Ten.	Benjamin Orlove	SIPA	Sen.	bso5@columbia.edu
Ten.	Ten.	Open	.	.	.
Nonten.	TTOT	Michael Gerrard	LAW	Sen.	michael.gerrard@law.columbia.edu
Nonten.	TTOT	Angela D. Nelson	P&S	Nonsen.	adn2006@columbia.edu
Stu.	Stu.	Margaret Corn	GSAS/HUM	Sen.	mlc2250@columbia.edu
Stu.	Stu.	Jaxon Williams-Bellamy	LAW	Sen.	jnw2128@columbia.edu
Stu.	Stu.	Open	.	.	.
Stu.	Stu.	Open	.	.	.
Stu.	Stu.	Open	.	.	.
Libraries	Libraries	Candice Kail	Libraries	Nonsen.	candicekail@columbia.edu
Admin. Staff	Admin. Staff	Janie Weiss	Admin. Staff: CUIMC	Nonsen.	janie@columbia.edu
Research Officers	Research Officers	Savannah J. Thais	Research Officers - Professional	Sen.	st3565@columbia.edu
Admin.	Admin.	Open	Adm.	.	.
Admin	Admin.	Open	#REF! Adm.	.	.
Structure and Operations Committee (13)		Structure and Operations Committee (13)			
Ten.	Ten.	Brendan O'Flaherty	A&S/SS	Sen.	bo2@columbia.edu
Ten.	Ten.	Henning G. Schulzrinne	SEAS	Sen.	hgs@cs.columbia.edu
Ten.	Ten.	Susan Witte	SSW	Sen.	ssw12@columbia.edu
Ten.	Ten.	Open	.	.	.
Ten.	Ten.	Open	.	.	.
Ten.	Ten.	Open	.	.	.
Nonten.	TTOT	Michael Gerrard	LAW	Sen.	michael.gerrard@law.columbia.edu
Stu.	Stu.	Jonathon Katz	CDM	Sen.	jjk2126@cumc.columbia.edu
Stu.	Stu.	Open	.	.	.
Admin. Staff	Admin. Staff	Janie Weiss	Admin. Staff: CUIMC	Nonsen.	janie@columbia.edu
Research Officers	Research Officers	Daniel Wolf Savin	Research Officers - Professional	Sen.	savin@astro.columbia.edu
Admin.	Admin.	Open	Adm.	.	.
Admin.	Admin.	Zeid Sitnica	Adm.	Nonsen.	zs2152@columbia.edu

**UNIVERSITY SENATE
COMMITTEE ROSTERS 2023-24**

Student Affairs Committee (25)		Student Affairs Committee (25+1 Student Observer)				
Stu.		Stu.	Margaret Corn	GSAS/HUM	Sen.	mlc2250@columbia.edu
Stu.		Stu. (Graduate)	Cheng Gong	Co-Chair SEAS	Sen.	cg3224@columbia.edu
Stu.		Stu.	Bruce Goumain	Co-Chair GS	Sen.	bjg2171@columbia.edu
Stu.		Stu.	Jonathon Katz	CDM	Sen.	jjk2126@cumc.columbia.edu
Stu.		Stu.	Mariam Lobjanidze	JOURN	Sen.	ml4998@columbia.edu
Stu.		Stu.	Maria Martinez	CC	Sen.	mim2159@columbia.edu
Stu.		Stu.	Camille McGriff	GSAPP	Sen.	cem2263@columbia.edu
Stu.		Stu.	Leonard Mushunje	GSAS/NS	Sen.	lm3748@columbia.edu
Stu.		Stu.	Madiyar Nurakhmetov	SIPA	Sen.	mn3093@columbia.edu
Stu.		Stu.	Open	ARTS	Sen.	.
Stu.		Stu.	Open	BUS	Sen.	.
Stu.		Stu.	Open	GSAS/SS	Sen.	.
Stu.		Stu.	Open	NURS	Sen.	.
Stu.		Stu. (Undergraduate)	Open	SEAS	Sen.	.
Stu.		Stu.	Open	SPH	Sen.	.
Stu.		Stu.	Rosalba Savage	SSW	Sen.	rms2276@columbia.edu
Stu.		Stu.	Shruthi Shivkumar	P&S	Sen.	sns2194@cumc.columbia.edu
Stu.		Stu.	Alexandra Simon	TC	Sen.	als2396@tc.columbia.edu
Stu.		Stu.	Wena Teng	CC	Sen.	wt2333@columbia.edu
Stu.		Stu.	Zeji (Alan) Wang	SPS	Sen.	zw2835@columbia.edu
Stu.		Stu.	Minhas Wasaya	Vice Chair BUS	Sen.	MWasaya24@gsb.columbia.edu
Stu.		Stu.	Jaxon Williams-Bellamy	LAW	Sen.	jnw2128@columbia.edu
Stu.		Stu.	Avalon Zborovsky-Fenster	BAR	Sen.	atz2106@barnard.edu
Stu.		Stu.	Erick Zent	CC	Sen.	ekz2103@columbia.edu
Stu. Observer		Stu. Observer (UTS)	Open	UTS	Stu. Observer	.

**UNIVERSITY SENATE
COMMITTEE ROSTERS 2023-24**

Commission on the Status of Women (15)		Commission on the Status of Women (15 as of 10/15/2021)				
Ten.	Ten.	Jeanine D'Armiendo	P&S	Sen.	jmd12@cumc.columbia.edu	
Ten.	Ten.	Henry Ginsberg	P&S	Sen.	hng1@cumc.columbia.edu	
Ten.	Ten.	Marni Sommer	SPH	TBC	ms2778@columbia.edu	
Faculty	Ten.	Susan Witte	SSW	Sen.	ssw12@columbia.edu	
TTOT	TTOT	Monica P. Goldklang	P&S	Nonsen.	mpg2124@cumc.columbia.edu	
TTOT	TTOT	Paola Valenti	BUS	Nonsen.	pv2194@columbia.edu	
Faculty	TTOT	Open	.	.	.	
Stu.	Stu.	Avalon Zborovsky-Fenster	BAR	Sen.	atz2106@barnard.edu	
Stu.	Stu.	Open	.	.	.	
Stu.	Stu.	Open	.	.	.	
Stu.	Stu.	Open	.	.	.	
Librarians / Admin. Staff / Research Officers	Research Officers	Christopher Damoci	Research Officers - Staff	Nonsen.	cd2758@cumc.columbia.edu	
Librarians / Admin. Staff / Research Officers	Admin. Staff	Janie Weiss	Admin. Staff: CUIMC	Observer	janie@columbia.edu	
Librarians / Admin. Staff / Research Officers	Libraries	Sarah Witte	Libraries	Nonsen.	shs4@columbia.edu	
Librarians / Admin. Staff / Research Officers	Libraries/Admin. Staff/Research Officers	Open	.	.	.	
Commission on Diversity (12 +1)		Commission on Diversity (12 and 1 student observer)				
Stu.	Stu.	Shruthi Shivkumar	P&S	Sen.	sns2194@cumc.columbia.edu	
Stu.	Stu.	Emily Chmiel	CC	Nonsen.	emily.chmiel@columbia.edu	
Stu.	Stu.	Maria Martinez	CC	Sen.	mim2159@columbia.edu	
Stu.	Stu.	Rosalba Savage	SSW	Sen.	rms2276@columbia.edu	
Stu.	Stu.	Open	.	.	.	
Faculty	TTOT	William Turner	P&S	Sen.	wt62@cumc.columbia.edu	
Faculty	TTOT	Natalie Voigt	NURS	Sen.	nv2276@cumc.columbia.edu	
Faculty	Ten.	Andrea White	UTS	Nonsen.	awhite@uts.columbia.edu	
Faculty	TTOT	Ovita Williams	SSW	Sen.	ofw1@columbia.edu	
Librarians / Admin. Staff / Research Officers	Admin. Staff	Henry Danner	Admin. Staff: Morningside-Lamont	Nonsen.	hd2401@columbia.edu	
Admin	Admin.	Adina Berrios Brooks	Adm.	Nonsen.	adina@columbia.edu	
Admin	Admin.	Open	Adm.	.	.	
Admin	Stu. Obs.	Open	Stu. Obs.	Observer	.	
Elections Commission (5)		Elections Commission (5)				
Ten.	Ten.	Brendan O'Flaherty	Chair	A&S/SS	Sen.	bo2@columbia.edu
Nonten.	TTOT	William Duggan		BUS	Nonsen.	wrd3@columbia.edu
Stu.	Stu.	Open		.	.	.
Librarians / Admin. Staff / Research Officers	Admin. Staff	Whitney Green		Admin. Staff: Morningside-Lamont	Nonsen.	wrg2103@columbia.edu
Admin.	Admin.	Ann D. Thornton		Adm.	Sen.	adt2138@columbia.edu

SENATE RESEARCH OFFICERS COMMITTEE (ROC)

2022-2023 ACADEMIC YEAR FINAL REPORT

We briefly summarize a few of the highest-priority issues that ROC addressed this past year.

Presidential Search Staff Advisory Committee. The Chair of ROC was invited to serve on this committee as its sole Research Officer (RO) member. To aid in this, we surveyed the ROC members and the ~2,500 ROs about the opportunities and primary challenges facing Columbia in the coming years. We summarize the responses below.

Opportunities. For the University to excel in its four purposes (scholarship/research, teaching, public service, and improving the human condition), Columbia will need to attract and retain the best and the brightest ROs at all career levels. For Professional Research Officers (PROs), whose accomplishments parallel those of their faculty peers, this will require providing academic privileges, benefits packages, and titles (i.e., Research Professors) comparable to the Officer of Instruction faculty. For Staff Research Officers and Postdoctoral Researchers this will require significant improvements to the quality of the workplace environment. This includes improved career development resources, salaries that are competitive to those outside of academia, and a workplace free of power-based bullying and harassment by tenured faculty members.

Primary challenges. A partial list of these challenges includes: aging facilities at Columbia; climate change; Columbia's relationship with the surrounding communities; diversity, equity, and inclusion; freedom of expression; improved workplace conditions at Columbia; integrating the various Columbia campuses to better align and maximize the strengths and resources of the University in its mission; renewable energy; rising authoritarianism in the World; new technologies and methodologies for academia; power-based bullying and harassment; urban living; and war.

Meetings with university administrators and others:

- Michelle Avallone, Director, Export Controls, Office of Research Compliance and Training (19 Jul 2022).
- Michelle Avallone, Director, Export Controls, and Naomi Schrag, Vice President, Research Compliance, Training, and Policy (13 Sep 2022).
- Prof. Eugenia Lean, Vice Provost for Faculty Affairs, and Prof. Jeannette Wing, Executive Vice President for Research (11 Oct 2022).
- Mark Hawkins, Vice President (VP) for Finance and Controller; Fabrizio Carucci, Associate VP, Research Policy and Indirect Cost; Naomi Schrag, VP for Research Compliance, Training, and Policy; Dan Driscoll, VP, Human Resources (HR), and HR administrators Michael Bloom, AVP, Benefits and Compensation, and Hana Bloch, Director of Leave Management; Sen. Howard Worman, Co-Chair, Committee on

External Relations and Research Policy (ERRP); Sen. Henning Schulzrinne, Member, ERRP (15 Nov 2022).

- Prof. Eugenia Lean, Vice Provost for Faculty Affairs, and Prof. Jeannette Wing, Executive Vice President for Research (14 Feb 2023).
- Dr. Ericka Peterson, Director, Office of Postdoctoral Affairs; and Samantha Samel, Assistant Director (21 Mar 2023).
- Gerald Lewis, Vice President (VP), Public Safety; Richard Medina, Interim Executive Director for Public Safety at CUIMC, Diana Mejia, VP for Student and Campus Services, CUIMC, and Sen. Jeanine D'Armiento, Senate Executive Committee, Chair (18 Apr 2023).
- Amanda Irvin, Senior Director of Faculty Programs and Services, Center for Teaching and Learning (23 May 2023).

Some issues for the coming year

- Health care premiums (annual rate of increase).
- Research professor titles.
- Power-based bullying and harassment.
- Timely reappointments (assessment of success of new policy).
- Staff research officer salary equity study.
- Principal Investigator policy for associate research scientists/scholars.
- Childcare.
- Research software made available for free for Columbia employees.
- Annual reviews of ROs.
- Parental leave funding from non-sponsored source.
- Improved onboarding for new ROs.
- Training ROs on how to mentor.
- Teaching opportunities for ROs.
- Housing.
- Policy on science, security, and collaborations with foreign institutions.
- Reliable Wi-Fi at CUIMC.
- Eateries with reduced rates for Columbia employees.
- Meeting space at CUIMC.

Respectfully,

University Senate Research Officers Committee 2022-2023

DANIEL WOLF SAVIN, Chair, *Senior Research Scientist*, Astrophysics Laboratory

ADRIAN BRÜGGER, *Associate Research Scientist*, Civil Engineering and Engineering Mechanics

ANDERSON S.H. CHU, *Postdoctoral Research Scientist*, Civil Engineering and Engineering Mech.

WILLIAM J. D'ANDREA, *Lamont Assoc. Research Professor*, Lamont-Doherty Earth Observatory

CHRISTOPHER B. DAMOCI, *Senior Staff Assoc. II*, Herbert Irving Comprehensive Cancer Center

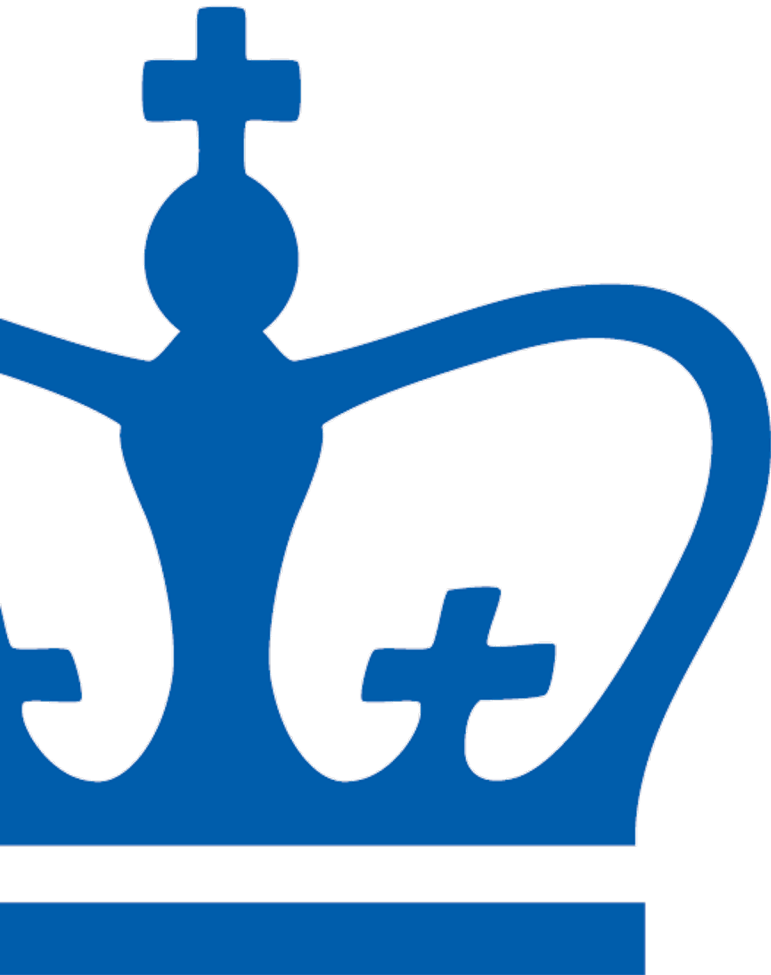
WILLIAM HUNNICUTT, *Senior Staff Associate I*, Civil Engineering and Engineering Mechanics

NANCY LOIACONO, *Research Scientist*, Environmental Health Sciences

ROHEENI SAXENA, *Postdoctoral Research Fellow*, Environmental Health Sciences

MARCO TEDESCO, *Lamont Research Professor*, Lamont-Doherty Earth Observatory

Research Officers Committee (ROC) Annual Report 2022-2023



Adrian Brügger, Member
Nancy LoIacono, Vice Chair
Daniel Wolf Savin, Chair

September 29, 2023



Overview

- University Senate
- Research Officers Committee (ROC)
- Activities in 2022-2023
- Plans for 2023-2024

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The University Senate

Policy body addressing issues affecting more than one school. Established by Trustees in 1969. Consists of

- Officers of Instruction: 63 senators
- Students: 24 senators
- Senior Administration: 9 senators
- **Research Officers (ROs): 6 senators**
- Officers of the Libraries: 2 senators
- Administrative Staff: 2 senators
- Alumni: 2 senators

Overview

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The Research Officers Committee (ROC)

Consists of all 6 senators plus 3 non-senators, selected to achieve balance among RO ranks and across campuses.

Trustee Approved Mandate

Considers all RO matters relating to terms and conditions of academic employment, including, but not limited to, promotion, leaves, retirement, academic freedom, academic advancement, benefits, housing, conduct and discipline, and other perquisites.

Research Officer Population (as of 9/2023)

Professional ROs (847)

- Qualifications and contributions to fields are equivalent to parallel faculty rank, includes:
 - Lamont Research Professors of various ranks (37/18/5)
 - Senior Research Scientist/Scholar (54)
 - Research Scientist/Scholar (59)
 - Associate Research Scientist/Scholar (674)

Postdoctoral Research Scientists/Scholars (889)

Postdoctoral Research Fellows (187)

Staff Research Officers (532)

- Recently reclassified as:
 - Senior Staff Associate I, II, III (212)
 - Staff Associate I, II, III (320)

Overview

- University Senate
- Research Officers Committee (ROC)
- **Activities in 2022-2023**
- Plans for 2023-2024

ROC Activities: 2022-2023

Presidential Search Staff Advisory Committee

- ROC chair was invited to serve as the sole RO member.
- We surveyed the ~2,500 ROs about opportunities and challenges facing Columbia in the coming years.
- Survey results provided to the Presidential Search Staff Advisory Committee.

ROC Activities: 2022-2023

Opportunities facing Columbia

- To excel in its four purposes, CU will need to attract and retain the best and brightest ROs at all career levels.
- For PROs, this will require providing academic privileges, benefits, and titles comparable to Officers of Instruction.
- For SROs and PdRs, this will require significant improvements to the quality of the workplace environment.
- These include: improved career development resources, competitive salaries, workplace free of power-based bullying and harrassment.

ROC Activities: 2022-2023

Challenges facing Columbia

- Workplace free of power-based bullying and harassment.
- Aging facilities.
- Incorporating new technologies and methodologies.
- Better integration between campuses.
- Freedom of expression.
- Diversity, equity, and inclusion.
- Climate change.
- Relationship with surrounding community.

ROC Activities: 2022-2023

Research Professor Titles for PRO PIs

- Principal Investigator (PI) Professional Research Officers (PROs) bring in ~10% of all external support to Columbia.
- Funding rate per capita comparable to Faculty.
- Titles already exist at Lamont-Doherty Earth Observatory.
- Some of the benefits for Columbia:
 - Recruitment of more soft-money researchers;
 - Retention of those already at Columbia.

ROC Activities: 2022-2023

Meetings with Administrators and Others

- Vice Provost for Faculty Affairs and Executive Vice President for Research.
- Vice President for Research Compliance and Director for Export Controls.
- Director, Office of Postdoctoral Affairs.
- Senior Director of Faculty Programs and Services, Center for Teaching and Learning.
- University-wide leadership about public safety.
- University-wide leadership about maternity leave.

Overview

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- Activities 2022-2023
- Plans for 2023-2024

ROC plans for 2023-2024

- Health care premiums (annual rate of increase).
- Research professor titles.
- Power-based harassment and bullying.
- Timely reappointments.
- SRO salary equity study.
- Principal investigator policy for ARSs.
- Childcare.
- Research software availability.

2022-2023 ROC membership

Senators (6)

Adrian Brügger, *Assoc. Res. Sci.*, Civil Engineering (ab1247)

William D'Andrea, *Lamont Assoc. Res. Prof.*, Lamont (wjd2111)

William Albert Hunnicutt, *Senior Staff Assoc. I*, Civil Engineering (wah2125)

Daniel Wolf Savin, *Senior Res. Sci.*, Astrophysics Lab (dws26)

Roheeni Saxena, *Postdoc. Res. Fellow*, Environmental Health Sciences (rs3098)

Marco Tedesco, *Lamont Res. Prof.*, Lamont (mt3102)

Non-senators (3)

Anderson S.H. Chu, *Postdoc. Res. Sci.*, Civil Engineering (sc5237)

Christopher B. Damoci, *Senior Staff Assoc. II*, Irving Cancer Center (cd2758)

Nancy LoIacono, *Res. Sci.*, Environmental Health Sciences (njl2)

Staff

Tom Mathewson, *Program Officer*, University Senate (tmm2)