

# University Senate Plenary

October 27, 2023



University Senate

Proposed: October 27, 2023

Adopted: October 27, 2023

## PROPOSED AGENDA

University Senate

Friday, October 27, 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 September 29, 2023
3. President's report
4. Executive Committee Chair's report
5. New business:
  - a. Resolutions:
    - i. Resolution to Address Institutional Failings Relating to the Case of R. Hadden (External Relations and Research Policy, Commission on the Status of Women, Faculty Affairs, Academic Freedom and Tenure, Research Officers, Student Affairs)
    - ii. Resolution to Approve an Academic Program Leading to the Master of Science in Health Economics and Policy (Mailman School of Public Health) (Education)
  - b. Committee reports and updates:
    - i. Education Committee Annual Report 2021-2023
    - ii. Strategic Priorities: A Report from the Campus Planning and Physical Development Committee
  - c. Other reports and updates:
    - i. Annual Officers' benefits update 2024

### **MEETING OF SEPTEMBER 29, 2023**

Executive Committee chair Jeanine D’Armiento called the Senate to order shortly after 1:15 pm on Zoom. Sixty-five of 84 senators were present during the meeting.

Sen. D’Armiento said she had hoped to have an in-person post-plenary reception in the Senate office after the present meeting, but the heavy rain had ruined that prospect. That reception would now follow the November 17 plenary.

Sen. D’Armiento reminded the group that only senators can speak and vote in plenaries.

**Adoption of the agenda.** The [agenda](#) was adopted as proposed (see Plenary Binder, p. 2).

**Adoption of the minutes.** The [minutes](#) of April 28, 2023 were adopted as proposed (Binder, 3-13).

**Executive Committee chair’s report.** Sen D’Armiento said she had learned that President Shafik would be delayed by the weather. Sen. D’Armiento proceeded with her report.

She listed several some priority agenda items for Senate committees, noting that these issues were also included in the report on Senate [priorities](#) (Binder, 14) that she had presented at the April 28 plenary and in the packet for the present plenary.

She urged senators to start pursuing issues now because the path to the plenary can be long, with committee deliberation, a committee report, and Executive Committee deliberation typically required along the way.

Sen. D’Armiento offered the following list of issues to be carried over from last year:

--The Faculty Affairs Committee was working on new titles for off-track faculty—a recurrent theme in FAC deliberations over many years. The goal was to recognize, in collaboration with the Senate’s Tenured Track and Off Track (TTOT) caucus and the Provost’s office, the contributions that these faculty make to the University’s academic mission. This was a critical issue for the Senate. She encouraged senators with questions about this work to contact Sens. Greg Freyer (TTOT, Public Health) and Letty Moss-Salentijn (Ten., CDM), the FAC co-chairs.

--The Joint Benefits Subcommittee and the Budget Committee were meeting with the administration to consider officers’ health and retirement benefits. They are trying to understand the drivers of growth in healthcare costs and looking for ways to restrain those trends. She added that the Senate would be hearing about officers’ 2024 benefits at the October 27 plenary.

--The faculty quality-of-life survey was already in the field, and the Senate would send another reminder about it shortly. She appealed to faculty senators to urge their colleagues to fill out the survey, which she stressed came from the Senate, not the administration. Without a robust survey response, how could the Senate make the case for faculty? She reminded senators not to forward their survey to other senators.

--The Campus Planning and Physical Development Committee had worked last year and through the summer on making the campus more accessible and on building community through space planning.

*Question about the minutes.* Sen. D'Armiento paused in this review to respond to a question in the Chat from Sen. Susan Bernofsky (Ten., Arts), who had asked whether or not President Bollinger had said at the April 28 meeting that he had spoken to then President-elect Shafik about the proposed Institute for Global Politics. Sen. D'Armiento said the minutes were accurate on this point. Her recollection was that President Bollinger had said at the April 28 plenary that he and President-elect Shafik had discussed the new Institute, but he had not asked for her approval because he was still president at the time, and responsible for the decision about the Institute. Sen. D'Armiento said this was a past issue, and the minutes had represented the president's statement accurately.

Sen. Bernofsky asked if someone could check the transcript or the Zoom recording of the meeting on this point.

Sen. D'Armiento said the minutes are based on the transcript and the recording, with some editing for clarity.

Sen. Bernofsky said this was a very large point, and she had a different recollection of the president's statement from the one recorded in the minutes.

Sen. D'Armiento said the staff would check this point, adding that President Bollinger was not thinking mainly about President-elect Shafik's approval at the time because he saw this decision as his.

*Summer powers.* Sen. D'Armiento reported that the Senate Executive Committee had not used summer powers this year.

*Nominations to committees.* Sen. D'Armiento then asked the Senate to approve the Standing Committee [Roster](#) (Binder, 15-21), with all the assignments that had been made so far this year. The Senate voted to approve the roster without dissent, but with one abstention.

*Welcome to new senators.* Prompted by Sen. D'Armiento, staff member Tom Mathewson read the names of 24 new senators, including a few who were now returning after a period away. He asked the senators to say something so people could see them briefly on camera on Zoom. At the end of the list he welcomed them all.

Sen. D'Armiento thanked all senators for their service, not just the new ones. She urged the new senators to get a quick start in their new roles, or else the Senate year could be over before they realize it. She urged them again to look over the priority statement.

**Introduction of President Minouche Shafik.** Sen. D'Armiento then welcomed President Shafik to her first plenary meeting as chair of the Senate. She reminded senators to register for President Shafik's inauguration as Columbia 20<sup>th</sup> president on October 4. Sen. D'Armiento briefly reviewed the president's bio. She is professor of international and public affairs at SIPA, an economist, policymaker and higher education leader with three decades in leadership roles across a range of prominent international and academic institutions.

From 2017 to 2023, President Shafik was president and vice chancellor of the London School of Economics and Political Science, a world-leading center for research and teaching in the social sciences. Before her tenure at LSE, she was a deputy governor of the Bank of England, where she led the fight against misconduct in financial markets and managed a balance sheet of about \$600 billion.

Before that she was deputy manager and a director of the International Monetary Fund, navigating the European debt crisis and the Arab Spring. She has been permanent secretary of the United Kingdom's Department for International Development, where she has helped secure the UK's commitment of .7 percent of GDP to the fight against poverty in the world's poorest countries. She was the youngest-ever vice president of the World Bank, helping to produce its very first report on the environment. She is a trustee of the Bill and Melinda Gates Fund. She received her B.A. from the University of Massachusetts/Amherst, her M.S. from LSE, and her D. Phil from St. Anthony's College, Oxford. She holds a life peerage and membership in the House of Lords, an honorary fellowship from the British Academy, and several honorary degrees.

President Shafik, visible in the back seat of a car making very slow progress through a traffic jam caused by the heavy rains, thanked Sen. D'Armiento for the introduction and apologized for her delayed arrival.

She said that in all of the jobs that Sen. D'Armiento had listed, President Shafik had never had a warmer welcome than at Columbia. She hoped to meet senators at her inauguration, and was looking forward to working constructively with the Senate in the years to come.

She was pleased to share with the Senate the goal of making Columbia the most wonderful university on the planet. She said she was open to questions and suggestions. She had spent her first three months meeting with Columbia people of all kinds, functioning largely in listening mode. She was happy to do more of that on this day or in another setting. She hoped during her inauguration to identify some broad directions that she wants to follow.

She expected to work with the Senate on many of the initiatives that have emerged in the course of her current induction period.

Sen. D'Armiento invited questions.

President Shafik ended with a story. When she first presented her plans for the future of the LSE to a group like the Senate, she panicked when the reaction was absolute silence. A veteran colleague nearby assured her that this was a positive response—no one had any objections. It's early days for her at Columbia, and she was sure there would be disagreements and arguments with the Senate, but she was also sure they would also agree on many things. She was eager to get to know all the senators, and to do her best to serve Columbia.

While thanking President Shafik, Sen. D'Armiento noticed a question, from Sen. Jeffrey Gordon (Ten., Law): What was the most surprising fact President Shafik learned about Columbia in the early going?

President Shafik said nobody told her about the tunnels under the Columbia campus. Aside from that, her orientation was a robust process. But she was amazed at the range of things that Columbia does. And that amazement was still occurring, she said. Columbia is a truly universal place.

**Research Officers Committee annual report for 2022-23.** Sen. D'Armiento introduced Sen. Adrian Brugger, an associate research scientist and director of the Robert A. W. Carleton Strengths and Materials Laboratory in the Department of Civil Engineering and Engineering Mechanics at SEAS. Sen. Brugger, substituting for committee chair Daniel Savin, presented PowerPoint [slides](#) (Binder, 25-31) and a written [report](#) that Sen. Savin had prepared.

At one point during the report. Sen. D'Armiento reminded Sen. Brugger that there was one more report on the agenda.

Sen. Brugger abbreviated his last remarks. When he was finished, Sen. Henning Schulzrinne (Ten., SEAS) asked him how Columbia compares to peer institutions in its treatment of its Research Officer population.

Sen. Brugger mentioned one facet of this issue. He said that a number of peer institutions have implemented research professor titles, and it was now time for Columbia to address this question for the University as a whole. He said the lower ranks of the professional research officer group, which include postdocs and associate research scientists and scholars, are now unionized, and Columbia is now quite competitive at these levels. He added here that he did not want to speak for or against the union, which now has jurisdiction over key features of the professional lives of its members.

Sen. Brugger said that one of Columbia's biggest challenges across all research tracks is the quality and quantity and scale of its research facilities. Columbia is struggling to match offers from other universities with greater space capacity and lower construction costs, and runs at a structural deficit in this competition.

Sen. D'Armiento thanked Sen. Brugger for the report. She offered a general reminder to committee chairs to consider issues that they can pursue in concert with other committees.

**Update from the Student Affairs Committee on its priorities for 2023-24.** SAC co-chairs Cheng Gong (Engineering grad students) and Bruce Goumain (GS) spoke. Vice chair Minhas Wasaya (Business) was unable to attend.

Sen. Gong said SAC's main mission was to strengthen a sense of community at Columbia. He said SAC collects information in two main ways: a survey of the Columbia student population, which would be going out this year, and a survey of the 24 student senators about their schools, whose findings would be studied in a SAC subcommittee.

The surveys would address two main subject areas. One is space on campus, with a focus on its availability and accessibility for students. The goal is to use this limited resource as efficiently as possible. Students believe that a university-wide reservation system could help toward this end.

Another priority is to make sure that all non-residential buildings are accessible to students from all the schools. Currently there are restrictions on access to some schools' buildings. Students object to this state of affairs, believing that Columbia must be a single community. It is apparent that some buildings have extra space for studying and meetings, while others have no such space.

The second main category is housing. Students complain that the housing system is seriously out of date. They want to see more transparency in each school's allocation process. Students, especially international students who are in New York for the first time, say they want to see more information in the listings about the units they are considering. They are completely dependent on the University for this support. If possible, students should also have an opportunity to meet their prospective roommates online in advance. It also happens that space opens up in apartments which one of two incompatible roommates has left, and then goes unfilled.

Sen. Goumain said SAC's second priority is diversity, equity and inclusion, as well as mental health. SAC shared the focus articulated by President Shafik earlier in the meeting: build a community.

Toward this goal, Sen. Goumain said, the focus will be on communication and engagement across schools. SAC wants to ensure that there is a general awareness of health services at Columbia that may not be easily accessible to all. Information needs to be shared throughout Columbia, whether it's good or tragic news of the kind that students were receiving currently.

On the academic side, SAC wants to be able to share knowledge about the creation of new programs across schools and encourage mentorship between undergraduate and graduate students. The committee also wants to focus on a current student initiative called the Bulletin, which allows access to all student clubs and events on a single platform.

Sen. Goumain said the second main focus would be on leadership and student engagement, ensuring that there's more interaction among administrators, faculty and students through coffee chats, town halls, dinners with the deans, conversations with the president, and so on.

Sen. Goumain said student leaders should have their own spaces to share with each other, where

they can meet and coordinate collaborations among students in different schools. Too often students are working in school silos.

Finally, Sen. Goumain said, SAC wants to focus on spreading awareness of opportunities across schools, to ensure, for example, that departments are sending monthly newsletters to their professors and students with opportunities such as internships and research and assistant positions.

SAC wants to support students better in their post-Columbia experience, addressing questions like where to apply, and how to be a competitive applicant to graduate school. Currently, many students don't have a roadmap for this process, and don't know whom to contact for help.

SAC wants to create links with peer institutions, connecting with possible collaborators in research and entrepreneurial partnerships.

Sen. Goumain hoped that all of these SAC efforts would help to create a bigger, stronger student community at Columbia.

Sen. D'Armiento thanked Sens. Cheng and Goumain for their report. She noted that the Senate itself, with its numerous constituencies, is one embodiment of the idea of a Columbia community. Sen. D'Armiento said the Senate wanted to work with students on their goals. She urged them to reach out again when their plans have solidified. Faculty may also be able to supply vital support.

**Adjourn.** Sen. D'Armiento expressed appreciation for Zoom, without which there might not have been a plenary on this day. She adjourned the meeting shortly after 2:15 pm.

Respectfully submitted,

Tom Mathewson, Senate staff



## **University Senate Plenary | October 27, 2023**

### Resolution to Address Institutional Failings Relating to the Case of R. Hadden

Introduction: Sen. Jennifer Manly

First, a brief background to this resolution, which addresses institutional failings relating to the case of Robert Hadden. Hadden practiced medicine in the Department of Obstetrics and Gynecology at CUIMC from 1987 to 2012. He lost his license in 2016, after pleading guilty to two State charges of criminal sex acts. Between 2018 and 2021, Columbia settled with more than two hundred of his patients for \$236.5 million. As more women went public, federal investigators took up the case in 2020 and he was convicted and jailed in July 2023. Earlier this month, another 301 patients sued the Medical School, alleging the doctor sexually abused them during physical examinations, which more than doubles the number of victims who have come forward. The media reports tell us that according to the lawsuit, hospital employees, university colleagues, and managers in the department knew as early as 1994 that Hadden was assaulting patients, when at that time, a report was forwarded to the acting chairman of the department of OBGYN. The lawsuit also claims that doctors, nurses, and other caregivers were frequently present in the examination room while the assaults occurred and did nothing to stop the harassment.

Learning of the details of the situation through extensive media coverage, several committees came forward to express grave concerns:

- concerns over the case itself
- concerns that senators (and of course the entire Columbia Community) were learning of the case for the first time through the media
- and concerns that the case indicated a huge failing of oversight and accountability and that, without a full understanding of how this happened, the Community could not be reassured that it could not happen again in the future.

The Committee on External Relations and Research Policy took the lead in discussing and drafting the resolution, with the support of five other committees:

- Commission on the Status of Women
- Faculty Affairs, Academic Freedom and Tenure Committee
- Research Officers Committee
- Student Affairs Committee
- Commission on Diversity

**RESOLUTION TO ADDRESS INSTITUTIONAL FAILINGS  
RELATING TO THE CASE OF R. HADDEN**

BE IT RESOLVED that the University Senate adopt this statement on the Hadden case.

The actions of Robert Hadden are heinous and reprehensible and the more we learn, the more troubled we become. Recent revelations have profoundly shocked us all. As members of the University Senate, we are morally bound to make this statement.

We are distressed by the actions of CUIMC and its leadership in response to these events. The abject failure of CUIMC to respond in an appropriate and timely manner is beyond troubling. What we are now learning of these events —to the extent that press reports are accurate— has shaken our community to the core and has done real damage to Columbia’s reputation and to our trust and faith in our own institution.

We demand that the University:

1. Assume responsibility for these terrible events and take action to hold to account those in positions of authority when the Hadden events took place.
2. Hire an external law firm to independently review these events and: (i) report in detail how this failure of oversight and accountability happened; and (ii) recommend systems and protections to prevent any like recurrence. A written report should be provided by the external law firm to President Shafik and the full Board of Trustees. The Board of Trustees will share a report summary and its recommendations with the University Senate, to be presented in the plenary and made public. We must understand how the University’s policies and systems failed so completely over an extended period of time, and never let it happen again.
3. It is essential that the University establish and maintain oversight of the faculty and the staff at CUIMC and, upon completion of the above investigation, we want to make certain that the proper processes and mechanisms exist to ensure this oversight. If the report reveals that other current University personnel had any responsibility for the failure of oversight in the Hadden events, the University must hold them to account.

Proponents: External Relations and Research Policy Committee  
Commission on the Status of Women  
Faculty Affairs, Academic Freedom and Tenure Committee  
Research Officers Committee  
Student Affairs Committee  
Commission on Diversity

## University Senate Plenary | October 27, 2023

### Resolution to Address Institutional Failings Relating to the Case of R. Hadden

Remarks: Sen. Susan Witte

Thank you for the opportunity to address the Senate on the importance of this matter.

I'm speaking on behalf of the Commission on the Status of Women, whose mission is to inquire into the status, equity, and opportunities available to women who are officers of instruction, research, libraries, administration, students, and supporting staff. I also believe that I speak for thousands of us affiliated with Columbia, some for decades, others only weeks, all who wish to see our institution held accountable for the abuses that occurred by Hadden while employed here.

On the macro level, we are in the midst of a national maternal mortality crisis, and accountability for high-quality OB/GYN care is at the nexus of reproductive justice and the health of women and people who give birth. We are also amidst a Me Too movement spotlighting the prevalence of sexual misconduct, especially in the workplace, holding perpetrators accountable, listening to survivors, and updating policies to hopefully, and finally, coalesce around what for centuries was silence on sexual harassment and abuse of women.

This resolution addresses a matter of tremendous significance and moral weight in public health nationwide, historically, and at our institution. For many of us, it is deeply, deeply personal.

My research intersects with issues of violence against women, so I think about this issue often. But more so, I have been a patient with the Columbia OB/GYN department for 35 years. While I was not a patient of Hadden's, given the statistics, I cannot help but wonder how many of us, even on this call, know survivors or may be one. I understand that some of you have been engaged in organizing in support of what this resolution calls for - accountability by the University - for months, some going so far as to propose processes to follow and offering their personal and professional expertise and support.

Why is immediate action essential? Under the Adult Survivors Act in New York, any patients who have not yet come forward against Hadden or would like to hold others accountable in this case need to do so by November 23<sup>rd</sup>. Today is October 27<sup>th</sup>.

Justice and accountability require the University to IMMEDIATELY notify all former Hadden patients about Hadden's abuses and hold accountable all individuals who may have allowed this.

As new leaders, President Shafik and Dr. Armstrong sincerely apologized to his victims and their loved ones, pledging to do everything possible to ensure the safety and welfare of all community members, including patients.

However, we know that structural and institutional oppressions carry on through generations if not addressed with both the intention and the impact of rooting out processes and individuals that ALLOW for lack of accountability and instead emphasize protecting the institution at all costs.

This resolution suggests that apologies and promises for better future practices are not enough. We demand that the University hold to account those in positions of authority when the Hadden events took place and immediately contact Hadden's patients to allow them full diligence of the law under Adult Survivor's Act in New York.

To be clear, this did not happen under the watch of either Dr. Armstrong or President Shafik, and they are prepared to look forward. But there must be a process whereby the institution takes accountability for its role in the sexual assaults of what are now known to be thousands, not hundreds, of patients. This is the only way for the institution to ensure credibility and trust moving forward.

Immediate action begins to repair the harm created by Hadden and the University. This would be a first and significant step for the University to take, showing that we ARE taking a different approach to this matter than that brought in the past, one that charts a course for REPAIR of HARM and one that GENUINELY honors our shared values.

University Senate

Proposed: October 27, 2023

Adopted: October 27, 2023

64-0-0: In favor-opposed-abstained

**RESOLUTION TO APPROVE AN ACADEMIC PROGRAM LEADING TO  
THE MASTER OF SCIENCE IN HEALTH ECONOMICS AND POLICY  
IN THE MAILMAN SCHOOL OF PUBLIC HEALTH**

**WHEREAS** a constantly evolving healthcare environment has revealed a need for a workforce trained specifically in the economics and politics of healthcare with strong data and quantitative analysis skills, and

**WHEREAS** the Mailman School of Public Health's Department of Health Policy and Management has proposed a new master's program to meet this need, and

**WHEREAS** the proposed 43-point, four-semester program will rely on current faculty and on existing courses in the school's Master of Public Health and Master of Health Administration programs and its Department of Biostatistics, focusing on health policy, economics, quantitative methods and data science, with heightened emphasis on the last two subjects, and will include a thesis and research apprenticeship in the second year, and

**WHEREAS** the program proposes to admit three to five students in each of its first three years, and to reach a level 10 students per year at steady state within five years, and

**WHEREAS** prospects for employment in related fields are bright, with abundant research fellow/data analyst positions in health policy schools, the Federal Reserve Bank, and federal, state, and city agencies and legislative bodies, and with several members of a national board advising the Department of Health Policy and Management offering hiring guarantees to the proposed program's first cohort of graduates,

**THEREFORE, BE IT RESOLVED** that the University Senate approve the proposed Master of Science in Health Economics and Policy, and forward it to the Trustees for appropriate action.

**BE IT FURTHER RESOLVED** that the Education Committee will review the program five years after its launch.

Proponent: Education Committee



**PROPOSAL FOR A NEW DEGREE, NEW DEGREE FROM AN EXISTING TRACK,  
NEW CERTIFICATE, OR NEW CERTIFICATION OF PROFESSIONAL  
ACHIEVEMENT (CPA) PROGRAM**

*Please insert the requested information in the table below:*

<b>Degree:</b>	<b>Master of Science</b>
<b>Program Name:</b>	<b>Master of Science in Health Economics &amp; Policy</b>
<b>If this program is currently a track in an existing program but has evolved as a stand-alone program, please indicate the program it's based on:</b>	
<b>Sponsoring School(s):</b>	<b>Mailman School of Public Health</b>
<b>Proposed Start Date:</b>	<b>Fall 2025</b>
<b>Name and Email Address of the Primary Contact Person for this Proposal:</b>	<b>Matthew Neidell, <a href="mailto:mn2191@columbia.edu">mn2191@columbia.edu</a> Elena Elkin &lt;<a href="mailto:ebe2115@cumc.columbia.edu">ebe2115@cumc.columbia.edu</a>&gt; Miriam Laugesen &lt;<a href="mailto:ml3111@cumc.columbia.edu">ml3111@cumc.columbia.edu</a>&gt;</b>
<b>Date of Proposal Submission:</b>	<b>3/15/2023 (T.H.)</b>

## DESCRIPTION OF THE PROGRAM

Please complete the questions below and submit this document and the external reviewer list (if applicable) through the APAS system (<https://apas.provost.columbia.edu/>) to begin the review process. *Please note: Firefox is the recommended browser for APAS; functionality may be less optimal when using Internet Explorer or Chrome.*

### 1) Purpose

- A) Describe in 1-2 paragraphs the purpose of the proposed program, its target audience, its content, and its format/pedagogical approaches.

Healthcare is increasingly under political and economic pressure, with constantly evolving implications for the healthcare workforce and population health. Addressing the ever-changing healthcare system requires a workforce trained specifically in the economics and politics of the healthcare system, with strong data and quantitative analysis skills. To fill this gap, the Department of Health Policy and Management (HPM) proposes to offer a new Master of Science (MS) degree in Health Economics & Policy. It will prepare students with a more in-depth focus on health policy and economics within an interdisciplinary curriculum grounded within the School of Public Health. The degree would address the needs of students seeking specialized training in health policy, including students interested in working in health policy and health economics research or considering doctoral study in these subjects.

The interdisciplinary curriculum will comprise courses from four subjects: health policy, economics, quantitative methods, and data science, with a seminar that weaves the concepts from these subjects together. The curriculum will primarily utilize the same courses currently offered to students at Mailman, but will differ substantially from other HPM degrees since it will require a) a more comprehensive foundation in theory and methods; and b) a thesis and research apprenticeship supervised by one of the HPM faculty. The thesis and research apprenticeship would involve an independent analysis that gives students a focused exploration of a health policy issue.

- B) How does the new program relate to ongoing programs? Will it replace any existing program(s)? Does the proposed program completely or partially duplicate (an) existing program(s) in any other unit of the University?

The Department currently offers a Master of Public Health (MPH) and the Master of Health Administration (MHA), with full-time (2-year), accelerated, and executive versions. Both degrees prepare students for a wide range of careers and serve students with broader career goals. The new, highly specialized program extends and deepens the expertise in health policy, economics and methodology. This degree program does not replace these programs, but offers students a more extensive foundation in health economics and policy, and more

comprehensive training in data science and quantitative analysis. The focus on health economics and policy is unique within the university.

## 2) Need

### A) Why is the proposed program needed locally, statewide or nationally?

The healthcare sector is constantly evolving as new policies and technologies are adopted while the economic and political challenges require training in the policy debates nationally and globally. Adapting to these changes requires a workforce with specialized knowledge and skills in health economics and policy. Moreover, given the more widespread availability of data, it is essential to have a workforce skilled in quantitative methods and data analysis to address these new changes, using the content knowledge from economics and policy to guide quantitative analysis. This proposed program will prepare students along these fronts to aid the healthcare sector in responding to these challenges with specific expertise.

### B) Have students at the University or elsewhere requested this program? How many?

Student requests of two kinds initially drove our development of the program. First, some prospective students have specifically reached out to the HPM department because they were interested in whether they would receive more advanced courses in health economics and policy. A second group of students currently studying in our department have told us they would have benefitted from more specialized programming in health policy and advanced methodology classes.

### C) If the program is career or professionally oriented, have people in the profession or career asked for such a program? Have the employment needs of professionals in the field been taken into account?

The program is professionally oriented, though it also has academic applications and potential. First, Bureau of Labor Statistics data show the average salary for a health economist is \$105,630, but also note that the position requires a master's degree. The projected growth rate through 2031 for this group is 6 percent, though this is likely an understatement of the true demand for the graduates of an MS program such as this one, given that job opportunities are not necessarily restricted to this title. Second, through our professional associations HPM faculty understand that there is an increasing need for the analytical and research side of health economics to meet the administration and business side of health. The big data and economic impacts of health policy loom ever larger as priorities for industry and academia. The needs of employers are evident through the listings and opportunities for members of the American Society of Health Economists, which offers examples of many professional spheres in which health economists are urgently needed.



HPM presented the proposed program to the National Advisory Board for our department, many of whom hold leadership positions in the healthcare sector. It was met with strong enthusiasm, and several Board members offered a hiring guarantee to students in the first cohort.

There is abundant evidence that higher education programs in public health are effective, and that the employment needs of public health professionals encompass specific content-area knowledge such as health economics:

1. The international public health workforce is increasingly specialized.
2. A recent UK study “revealed the relevance of higher education in public health in developing the career prospects and skills of graduates” (Buunaaisie, et al., 2018). “International graduates have confidence in the skills they gained from a UK masters in a public health programme. Critical appraisal, project management and research skills were highly valued. Most graduates reported career advancement after successful completion of the masters programme.”

Furthermore, What other institutions in the metropolitan area and in the Northeast offer similar programs?

Several institutions in the Northeast and in the New York metropolitan area offer similar programs, indicating general disciplinary interest in Health Economics and Policy. While this focus does overlap with these programs, our deeper dive into research tools, along with the focus on data science, makes our program unique.

- Master of Health Science in Health Economics & Outcomes Research, Department of Health Policy & Management, Johns Hopkins Bloomberg School of Public Health
- Master of Science in Applied Health Economics & Outcomes Research, Jefferson College of Population Health, Thomas Jefferson University and Medical Center
  - Offered online only
  - Intended for pre-qualified pharma/biotech/device/clinical professionals
- Master of Science in Health Policy & Economics, Weill Cornell Medical Center
- Master of Science in Global Health Policy & Management – STEM Concentration in Health Economics and Analytics, Brandeis University
- Canada:
- Master of Science in Health Research Methodology, McMaster University (Canada)

### 3) Curriculum

- A) Provide a brief summary of the program, in the form of a one-paragraph catalogue or website description.

The interdisciplinary curriculum will comprise four subjects: health policy, economics, quantitative methods, and data science. The degree will also require both a thesis and a research apprenticeship supervised by one of the HPM faculty, which involves an independent and thorough analysis of a health policy issue. Students will also enroll in a one-credit bi-monthly seminar in both years, which serves to strengthen connections between faculty and MS students, and to weave the four subjects together by introducing students to cutting-edge research and techniques, and a chance to present their research.

- B) Indicate the **minimum total number of credits** (or clock hours, as appropriate) required for completion of the program, as well as any other program requirements (e.g., final paper, field placement, capstone project). For Bachelor's programs, please indicate both the total number of points required for graduation (e.g., 124 or 128), as well as the minimum number of points within the major or concentration. Also note that the minimum number of points is 30 for Master's programs, 20-24 for Certificate programs, and 12 for Certification of Professional Achievement (CPA) programs.

For this Master's program, the minimum total number of credits required for completion will be 43, with an additional required Master's thesis.

Any incoming students without a bachelor's or master's degree in public health from a CEPH-accredited school or program will be required to complete the Introduction to Public Health requirement. This non-credit and asynchronous requirement provides instruction in foundational public health knowledge.

- C) Please use the table below to list the required, elective, and selective coursework. "Selective" coursework consists of a list of courses from which a student must select a minimum number of credits (but need not take all courses on the list).

D)

<b>REQUIRED COURSES</b>		<b>Course Number (indicate if course is NEW)</b>	<b>Course Title &amp; Instructor</b>	<b>Indicate whether course is fully, partially, or not at all online</b>	<b># of Credits</b>
<b>Minimum number of required credits = <u>40</u></b>	<b>School</b>				
3	Mailman	P6530	Issues and approaches in HPM	Not at all online	3
3	Mailman	P6503	Introduction to health economics	Not at all online	3
3	Mailman	P6104	Introduction to biostatistical methods	Not at all online	3
3	Mailman	P8508	Analysis of large scale data	Not at all online	3
3	Mailman	P8105	Data Science I	Not at all online	3
3	Mailman	P8575	Cross national health policy	Not at all online	3
3	Mailman	NEW	Advanced health economics	Not at all online	3
3	Mailman	P8502	Empirical analysis for health policy	Not at all online	3
3	Mailman	P8568	Decision analysis	Not at all online	3
3	Mailman	NEW	Advanced research methods	Not at all online	3
3	Mailman	P8531	Health policy and political analysis	Not at all online	3
3	Mailman	P8106	Data Science II	Not at all online	3
4	Mailman	NEW	Seminar	Not at all online	4

<b>SELECTIVE COURSES</b>					
<b>Minimum number of selective credits = 3</b>	<b>School</b>	<b>Course Number (indicate if course is NEW)</b>	<b>Course Title &amp; Instructor</b>	<b>Indicate whether course is fully, partially, or not at all online</b>	<b># of Credits</b>
Economics selective	Mailman	P8544	Environmental Health Economics	Not at all online	1.5
Economics selective	Mailman	P8541	Medical Technology	Not at all online	1.5
Economics selective	Mailman	P8200	Behavioral Insights	Not at all online	1.5
<b>ELECTIVE COURSES</b>					
<b>Minimum number of elective credits = _____</b>	<b>School</b>	<b>Course Number (indicate if course is NEW)</b>	<b>Course Title &amp; Instructor</b>	<b>Indicate whether course is fully, partially, or not at all online</b>	<b># of Credits</b>

*(Please add new rows above as needed.)*

E) Provide a sample schedule showing the courses the students will take during each term of the program. For elective or selective courses, simply enter “elective” or “selective.”

<b>Semester 1 (fall)</b>			
<b>Course Number &amp; Title</b>	<b>Credits</b>	<b>New?</b>	<b>Prerequisites</b>
Issues and approaches in HPM (P6530)	3	No	No
Introduction to health economics (P6503)	3	No	No

Data Science I (P8105)	3	No	Experience in R programming (or another language) and data analysis is recommended but not required
Analysis of large scale data (P8508)	3	No	No
Introduction to biostatistical methods (P6104)	3	No	No
Seminar	1	Yes	No
<b>TOTAL CREDITS FOR SEMESTER:</b>	16		
<b>Semester 2 (spring)</b>			
<b>Course Number &amp; Title</b>	<b>Credits</b>	<b>New?</b>	<b>Prerequisites</b>
Cross national health policy (P8575)	3	No	P6530
Advanced health economics (new course)	3	Yes	P6503
Empirical analysis for health policy (P8502)	3	No	P6104
Decision analysis (P8568)	3	No	P6104
Data Science II (P8106)	3	No	P8105
Seminar	1	Yes	No
<b>TOTAL CREDITS FOR SEMESTER:</b>	16		
<b>Semester 3 (fall)</b>			
<b>Course Number &amp; Title</b>	<b>Credits</b>	<b>New?</b>	<b>Prerequisites</b>
Health policy and political analysis (P8531)	3	No	P6503
Economics elective (Choose 2 - Environmental Health Economics (P8544), Medical Technology (P8541), Behavioral Insights (P8200))	3	No	N/A
Advanced research methods (new course)	3	Yes	P8502
Seminar	1	Yes	No
Thesis and research apprenticeship	0	Yes	No
<b>TOTAL CREDITS FOR SEMESTER:</b>	10		
<b>Semester 4 (spring)</b>			
<b>Course Number &amp; Title</b>	<b>Credits</b>	<b>New?</b>	<b>Prerequisites</b>
Thesis and research apprenticeship	0	Yes	No
Seminar	1	Yes	No
<b>TOTAL CREDITS FOR SEMESTER:</b>	1		

*(Repeat or extend table as needed for additional semesters.)*

- F) Please provide the typical number of weeks in the Academic Year for this program, counting Fall and Spring semesters. Note that regulations define a “week” as any 7-day period in which ANY instructional activity occurs; this includes classes, discussion sections, labs, exam periods, and study periods. A single activity in a given week counts as a week of school. Virtually the only weeks not to be counted are orientation week and vacation weeks.

Per the Columbia University Mailman School of Public Health’s academic calendar, the typical number of weeks in the Academic Year is 14 in both the fall and spring for a total of 28 weeks.

- G) Please also indicate the number of weeks IN TOTAL that it would take a typical full-time student to complete the program. For example, for a one-year MS program, which can typically be completed in Fall and Spring terms, you would likely provide the same answer you gave immediately above (for weeks in the academic year). If a program requires 2 years of study, then you would multiply the number of weeks in the academic year by 2. If summer terms are included, please include 6-10 weeks, as appropriate, for each summer term

The number of total weeks it would take for a full-time student to complete the program under normal circumstances would be  $28 * 2 = 56$  weeks.

- H) Does the proposed program rely to a significant extent on courses that are offered by other parts of the University? If so, identify those courses and confirm that you have discussed course availability and capacity with the unit in which those courses are housed.

Yes, the proposed program relies heavily on several existing courses in the Department and School. The majority of these classes are from within the Department and enrollment has already been discussed. This includes:

- Introduction to health economics (P6503)
- Issues and approaches in HPM (P6530)
- Analysis of large scale data (P8508)
- Cross national health policy (P8575)
- Empirical analysis for health policy (P8502)
- Decision analysis (P8568)
- Health policy and political analysis (P8531)
- *If selected:* Economics elective (Environmental Health Economics (P8544), Medical Technology (P8541), or Behavioral Insights (P8200))

Three courses in this program are offered by another department, Biostatistics. Enrollment for the MS students has been discussed with the appropriate faculty representatives from that department. The courses include:

- Data Science I (P8105)
- Data Science II (P8106)
- Introduction to biostatistical methods (P6104)

- I) For any new courses to be developed for this program, provide a draft syllabus and include information on when the courses have been or will be approved by the appropriate Committee(s) on Instruction.

Two new courses will be developed (syllabi to come). Courses will require approval by the Curriculum Committee at the Mailman School of Public Health, which meets on a monthly basis. The 1-credit seminar will also be new.

- J) Indicate whether course credits earned in the proposed program can also be counted toward another degree or certificate.

Courses earned in the proposed program cannot be counted toward another degree at this time unless a student opts to switch partway into the MPH in the Health Policy & Management department.

## **EDUCATION COMMITTEE ANNUAL REPORT: 2021-22 AND 2022-23**

### **Highlights of 2021-22**

The Committee met nine times, including the annual joint meeting with the IT Committee. Its review of the proposal to found the Climate School was its biggest project, beginning in the spring of 2021, continuing through the summer, and culminating in the October 22 plenary meeting, where the Senate unanimously approved the Climate School resolution. (See the 2020-21 annual report for more about this effort.)

Other significant deliberations included a report on student teaching evaluations prepared by a subcommittee led by Catherine Ross, Executive Director of the Center for Teaching and Learning, who presented the results at the plenary on September 24, 2021.

Having updated its 2006 guidelines for online versions of existing and proposed academic programs in the spring of 2021, the committee joined forces with the Center for Teaching and Learning in 2021-22 to produce a joint document on the subject. Sen. Shelley Saltzman coordinated the committee's contributions to this effort

#### *University Senate resolutions*

Resolution to Amend the University Statutes to Establish the Faculty of Climate (October 22, 2021)

Resolution to Amend the University Statutes to Rename the Department of French and Romance Philology (November 29, 2021)

Resolution to Approve an Academic Program Leading to the Master of Science in Quantum Science and Technology (SEAS) (March 4, 2022)

Resolution to Approve an Academic Program Leading to the Master of Science in Political Analytics (SPS) (April 29, 2022)

#### *Committee actions not requiring Senate approval.*

Certification of Professional Achievement in Palliative Care (Nursing) (September 17, 2021)

Advanced Online Master of Public Health (February 11, 2022)

Online version of the Executive M.S. in Engineering (December 3, 2021)

*Guests:* Soulaymane Kachani, Vice Provost for Teaching and Learning, on a plan to consolidate a recent set of Education Committee guidelines for online versions of academic programs with recent work by the Center for Teaching and Learning (October 29, 2021).



## Highlights of 2022-23

The committee met nine times in 2022-23, including two joint meetings with the IT Committee.

The key piece of legislation this year was a resolution to establish the Institute for Global Politics, an ambitious enterprise designed to bring practitioners in the political world (some of them prominent) into direct contact with Columbia professors and students on vital public and global issues. The committee's resolution encountered confusion and some resistance at the March 31 plenary, but a concerted effort to answer all questions and line up support led to near-unanimous support for the measure at the end-of-year plenary—President Bollinger's last—on April 28.

### *University Senate resolutions*

Dual Degree Linking the Ph. D. in Biomedical Engineering (SEAS) and the Doctor of Dental Science (CDM) (September 23, 2022).

Resolution to Approve the Establishment of the INCITE Institute (October 21, 2022).

Resolution to Approve an Academic Program Leading to the Doctor of Philosophy in African American and African Diaspora Studies (February 24, 2023)

Resolution to Establish the Institute of Global Politics (April 28, 2023)

Resolution to Recognize Juneteenth as a University Holiday (April 28, 2023)

### *Committee actions not requiring Senate approval*

Online version of Master of Science in Advanced Clinical Management and Leadership (Nursing).

During the 2022-23 session the committee discontinued its previous practice of actively reviewing online versions of proposed or existing in-person academic programs. With the assurance that a proposed online version is essentially the same as an existing program, the Provost's Office now notifies the committee of online versions as a courtesy.

### *Guests:*

SIPA Dean Keren Yarhi-Milo to discuss her proposal for an Institute of Global Politics (March 10, 2023)

Colleen Miller, Executive Director, Office of Disability Services, to discuss the growth of the ODS in recent years, and some of the challenges it faces (April 14, 2023).

Jim Glover, Senior Associate Dean for Academic Administration in the Climate School, along with four colleagues in the CS administration, to discuss current academic planning for the Climate School. (April 14, 2023).

*Other deliberations.* The committee discussed AI and Chat/GPT in several sessions, including the May 1 joint meeting with the IT Committee, called "Some Educational Implications of Chat/GPT," which included five presentations from experts and other stakeholders.

For the Education Committee

Letty Moss-Salentijn (Ten., CDM), James Applegate (Ten., A&S/Natural Sciences), Co-chairs  
(see full committee roster below)

Education Committee 2022-23					
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Ten.	Letty Moss-Salentijn	Co-Chair	CDM	Sen.	lm23@cumc.columbia.edu
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Alum.	Tao Tan		Alum.	Nonsen.	tt2124@caa.columbia.edu

**Campus Planning and Physical Development Committee**  
**Report on Strategic Priorities**  
**October 16, 2023**

At the highest level, our strategic priorities are:

1. To create an open and welcoming campus, with a focus on effective and collaborative space use, that enhances the connections among the multi-faceted Columbia community and the wider community. (CPDD sub-committee chair: Sen. Katherine Brooks)
2. Integrating our campuses into the urban environment. (CPDD sub-committee chair: Sen. Katherine Brooks)
3. To ensure that sustainability and environmental considerations are included in all decision-making (CPPD sub-committee chair: Sen. Adrian Brügger).
4. To be more engaged with the strategic planning process at the level of the University so that we may better fulfill our mission to “review and comment upon the processes for planning, reviewing, assigning priorities and implementing the University’s physical development.” (CPDD sub-committee chair: Sen. Ben Orlove).

Below, we explain each strategic priority and provide a selection of short- and long-term action items.

**1. Create a More Welcoming and Open Campus**

To successfully reimagine the physical university, we must have avid participation and support from the entire Columbia community. Currently, however, the Columbia community, including students, faculty, staff, researchers, librarians, alumni and retirees, are unable to access many of our campus spaces. Schools **restrict access** to only their constituents, **common spaces** that were already in short supply have atrophied, and our community members cannot freely enjoy their campuses. We envision an open, accessible campus without restrictive access policies for any of our affiliates. Expanding communal and collaborative spaces for research, learning, and working will only serve to strengthen our community.

Proposed action items:

- Implement **universal swipe access** for all Columbia University affiliates to all classroom buildings.
- Open all of the Morningside Campus gates to the public. The creation of defensive bastions against, among others, 120<sup>th</sup> Street and Morningside Drive, goes against our ideal of an open and welcoming campus.
- Prioritize **collaborative workspace, classrooms and common meeting, rehearsal, performance, and recreational space use** in future campus developments.
- Shared scientific facilities should be promoted, as they efficiently leverage scarce space and communalize scarce scientific equipment and resources. Presently, newly created spaces are exclusively controlled by the schools or entities that financed them, without regard to possible positive externalities that these new spaces might provide to the entire University community.

## 2. Integrating our campuses into the urban environment

The **interaction** between the University and its immediate environs must become more organic, and the **transit between campuses** must be enhanced by infrastructure that **promotes sustainable behavior**. We are of the strong belief that the University should **forego** the creation of **parallel structures** that compete with existing urban fabric. Instead, the University should act as a citizen of the city in which it resides and support existing systems, where practicable.

Proposed action items:

- Enable **more sustainable commuting patterns** among Columbia affiliates via green corridors connecting campuses to each other and to surrounding green spaces such as Riverside, Morningside, and Sakura Parks.
- **Partner with New York City Parks** to support **under-resourced Morningside Park** financially, which lacks a robust conservancy. The University's support would strengthen community ties, enable student participation in the broader New York public domain, and also improve safety, cleanliness, and service quality throughout the park. This cooperative initiative might also include the extensive planting and care of neighborhood street trees and the creation of additional common open space by closing off specific streets.
- Examine the growing Columbia University **shuttle network** against university goals. While shuttles to the outer boroughs and Lamont Doherty Earth Observatory provide services to areas that are transit-starved, the duplication of a bus network between the Morningside, Manhattanville, and Medical campuses is ultimately a **redundant** and **isolationist** solution. Walking between the Morningside and Manhattanville campuses, in particular, must be encouraged and made more congenial.

## 3. Financing a greener campus infrastructure

The University must modernize its built environment in response to rising energy operating costs and **impending punitive charges** for non-compliance with **Local Law 97**. Without engaging in an aggressive renewal program, the University risks failing to meet said law's requirement that all NYC buildings reduce their carbon footprint by 40 percent. To preserve the University's research and teaching missions, the University must create a **financial incentive structure** that stimulates campus renewal. Financial incentives will both guide the University's many decentralized units in the renewal effort and enable us to more quickly reach future energy consumption goals.

Proposed action items:

- Significantly expand an existing pilot program that centrally funds University construction projects that improve structural energy efficiency. Increasing the Green infrastructure Fund to **~\$500M** would revolutionize the built environment at Columbia. As mandated, this fund would replenish itself through returns generated from energy efficiency gains.
- Create **building-scale swing space** in Manhattanville to allow Morningside's McKim, Mead & White buildings to be vacated for gut renovation. Performing work in unoccupied buildings will drastically **accelerate project timelines**, improve design efficiency and greatly **reduce construction costs**.
- Engage University Development to create a **sponsorship/naming program** for **LEED-certified** energy efficiency rebuilds of **aging buildings**.

- Engage our campus community in these goals by outfitting campus buildings with smart **lighting, HVAC, shading systems, and windows** as well as **active meters** to inspire energy saving competitions.

#### **4. Participation in the Space Usage and Planning Process**

The University Senate is one of the few structures that looks across the 17 Columbia schools and three affiliated schools, and brings together faculty, students, researchers, librarians, administrative staff and the administration in considering matters that affect more than one school, if not the entire University. This affords the committee a unique view of the University.

Proposed action items:

- Be granted observer status on the University's Space Planning Committee, chaired by the Provost.
- Participation in the Capital Projects Approval Process for large initiatives that will have a substantial impact on campus life
- Given a well-defined procedure by which the Committee is able to suggest additions and modifications to Columbia's physical campus.
- Encourage the creation of a long-term plan for the construction of new and the adaptation of existing spaces, consistent with anticipated growth in the student University's population, future research needs, and sustainability goals.

The Committee wishes to emphasize that we do not propose to involve ourselves in any way with the execution of any capital projects. We are mindful that the Committee's mandate is limited to the review of and comment on plans for new projects. In fact, as we find that all recent projects, from the Low Library steps refurbishment to the very creation of the Manhattanville Campus have been excellently managed and executed by the office the Executive Vice President for Facilities and Operations.

**Acknowledgements:** In undertaking this work, the committee has been assisted by a large number of individuals who have been extremely generous with their time and expertise. In particular, we would like to thank David Greenberg, Gerald Lewis, Jr., Barry Kane.

Committee Members:

Campus Planning and Physical Development Committee					
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Strategic Priorities:  
A Report from the Campus Planning and Physical  
Development Committee

Patrice Derrington & John Donaldson, Co-Chairs

With special acknowledgements to:

Katherine Brooks, Adrian Brugger, & Benjamin Orlove

October 27, 2023



# Committee Mandate

- To review and comment upon the processes for planning, reviewing, assigning priorities and implementing the University's physical development and assess how they impact the University's academic mission;
- (Special emphasis on) plans and projects to change space availability for specific schools and departments as well as the well being of the entire University community;
- To review, with respect to the University's academic goals, its long-term physical development plans;
- To serve as a forum for reviewing reports of exceptional difficulties experienced with the academic physical plant, buildings, grounds and maintenance.



# Strategic Priorities

1. **To be more fully engaged with the strategic planning process at the level of the University**
  - Granted observer status on the University Space Planning Committee
  - Participation in the Capital Approval Process for large initiatives
  - Granted a well-defined procedure by which the Committee may suggest additions and modifications to Columbia's physical campus

# Strategic Priorities (continued)

## 2. To encourage a more open and welcoming campus:

- Prioritize the creation of collaborative workspace, classrooms and common meeting, rehearsal, performance, and recreational spaces in future campus developments.
- Shared scientific facilities should be promoted, as they efficiently leverage scarce space and communalize scarce scientific equipment and resources.
- To the extent possible promote universal swipe access for all Columbia affiliates to all classroom buildings.

## 3. To integrate our campus more fully into its urban environment:

- Enable more sustainable commuting patterns among Columbia affiliates via green corridors connecting campuses to each other and to surrounding green spaces such as Riverside, Morningside, and Sakura Parks.
- Partner with New York City Parks to support under-resourced Morningside Park financially and promote a cooperative initiative to include the extensive planting and care of neighborhood street trees and the creation of additional common open space by closing off specific streets.

# Strategic Priorities (continued)

## 4. **Encourage a greener campus infrastructure:**

- Significantly expand an existing pilot program that centrally funds University construction projects that improve structural energy efficiency. Increasing the Green infrastructure Fund to ~\$500M would revolutionize the built environment at Columbia. As mandated, this fund would replenish itself through returns generated from energy efficiency gains.
- Create building-scale swing space in Manhattanville to allow Morningside's McKim, Mead & White buildings to be vacated for thorough renovation and "greenification." Performing work in unoccupied buildings will drastically accelerate project timelines, improve design efficiency and greatly reduce construction costs.

## 5. **Concluding comments:**

- What the Committee can offer
- What the Committee does not claim as part of its mandate

# Strategic Priorities (continued)

## 1. Encourage a greener campus infrastructure:



McGiffert Hall, 97-101 Claremont Ave., Morningside Heights

# Committee Members & Contributors

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# 2024 Open Enrollment

When to enroll:  
October 30 – November 17, 2023



# Open Enrollment Key Information

**Monday, October 30, to Friday, November 17, 2023**

- In mid-October:
  - Open Enrollment materials mailed to home address.
  - Benefits information, including brochures, posted to HR website: [humanresources.columbia.edu/oe](https://humanresources.columbia.edu/oe).
- Enroll through CUBES, the Columbia University Benefits Enrollment System.
- The choices you make during Open Enrollment will stay in effect all year—unless you experience a Qualified Life Status Change.



**212-851-7000**

[hrbenefits@columbia.edu](mailto:hrbenefits@columbia.edu)

[humanresources.columbia.edu/benefits](https://humanresources.columbia.edu/benefits)



# What Happens if You Don't Enroll?

## ✗ You will no longer have coverage for:

- Healthcare Flexible Spending Account
- Dependent Care Flexible Spending Account
- Child Care Benefit
- Health Savings Account

## ✗ You will also be ineligible to newly enroll in the following benefits:

- Accident Insurance
- Critical Illness Insurance
- Hospital Indemnity Insurance
- Identity Theft Protection
- Universal Life with long-term care insurance
- MetLife Legal Plan

## ✓ You will be automatically re-enrolled in your current 2023:

- Medical
- Dental
- Optional Vision
- Transit/Parking Reimbursement Program (T/PRP)
- Life Insurance (Optional, Spouse and Child)
- Accidental Death and Dismemberment Insurance
- Optional Long-Term Disability
- Voluntary Benefits





# Upcoming Events & Resources



# Benefits Expos & Health Screenings

## Join us for free, in-person events:

- Check your blood pressure, cholesterol, glucose levels and more. For accurate screenings results, fasting is recommended but not required.
- Speak with representatives from Columbia Human Resources, ColumbiaDoctors and select benefits vendor partners.
- Free walk-in flu vaccines available at Morningside and Manhattanville events.
- Ergonomic assessments to evaluate how you interact with your work environment.

Location	Date	Time
Lerner Hall (Morningside campus)	Wednesday, November 1, 2023	8 a.m. – 2 p.m.
LenFest (Manhattanville campus)	Thursday, November 2, 2023	8 a.m. – 2 p.m.
Columbia University Irving Medical Center (50 Haven Ave, Lower Level)	Thursday, November 9, 2023	8 a.m. – 2 p.m.

Register at [humanresources.columbia.edu/oe](https://humanresources.columbia.edu/oe)

# 2024 Changes

What's New



# What's New for 2024

- **Increases to HDHP deductible and out-of-pocket maximums.** The HDHP deductible and out-of-pocket maximums are changing due to IRS regulations to \$1,600/\$3,200 and \$3,650/\$7,300. HDHP members also will receive new UHC ID cards. Those who elected paperless will receive only a digital ID card.
- **New maximums for Health Savings Accounts.** Annual maximums will increase from \$3,850 to \$4,150 for individuals and \$7,750 to \$8,300 for families.
- **Aetna Dental PPO new maximum.** Annual maximums will increase from \$1,500 to \$1,750 for dental services in the Columbia Preferred Dental Network and annual maximums will increase from \$1,250 to \$1,500 in the Aetna Dental Network.
- **Orthodontic Services.** New lifetime maximum per person for orthodontic services. The lifetime maximum has increased from \$1,500 to \$1,750 in the Columbia Preferred Dental Network and from \$1,250 to \$1,500 in the Aetna Dental Network.
- **One Pass.** New Fitness Option for faculty and staff offering a variety of membership options for different gyms, fitness classes, virtual classes and grocery and home essential delivery.



# What's New for 2024

- **Child Care Benefit.** Eligible employees can elect to receive up to a \$5,000 contribution from Columbia to a Dependent Care FSA.
- **New legal services with MetLife.** Access to expert legal help so you can navigate life's big moments confidently. To learn more, attend the virtual information session or benefits expos.
- **Voluntary benefits with MetLife.** Obtain critical illness, accident and hospital indemnity insurance with MetLife. Current policyholders will automatically be enrolled with MetLife January 1, 2024.
- **Maven Milk.** A reliable solution that makes it possible for new parents to continue breastfeeding while they travel for University business.
- **Medical and Dental Plan Contributions.** Medical plans and the Aetna Columbia Dental Plan contributions will increase.



# Medical Plan Contribution Increases 2022 – 2024

- 2023 contributions increased 10% on average, and 2024 contributions increased 7.8% on average
- The contribution increase applied to the CP 100 plan is lower than that applied to the three other plans (CP 90, CP 80 and HDHP)
- Increases for salary bands between \$60,000 - \$225,000 were increased at a slightly higher rate (additional 0.5%)
- For 2024, the lowest two salary bands were slightly modified:
  - From: \$0 - \$44,999 to \$0 - \$49,999
  - From: \$45,000 - \$59,999 to \$50,000 - \$59,999

Salary Band	Plan	Coverage Tier	Monthly Contribution Amounts			Annual Contribution Increase	
			2022	2023	2024	2023 Increase (vs. 2022)	2024 Increase (vs. 2023)
\$60,000 - \$79,999	CP 80	Employee Only	\$94.00	\$104.00	\$113.00	\$120.00	\$108.00
		Family	\$355.00	\$391.00	\$424.00	\$432.00	\$396.00
	CP 90	Employee Only	\$141.00	\$156.00	\$169.00	\$180.00	\$156.00
		Family	\$498.00	\$548.00	\$594.00	\$600.00	\$552.00
\$80,000 - \$134,999	CP 80	Employee Only	\$122.00	\$136.00	\$148.00	\$168.00	\$144.00
		Family	\$435.00	\$483.00	\$524.00	\$576.00	\$492.00
	CP 90	Employee Only	\$168.00	\$187.00	\$203.00	\$228.00	\$192.00
		Family	\$576.00	\$639.00	\$693.00	\$756.00	\$648.00



## Questions?

Contact the Columbia Benefits Service Center

- Phone: **212-851-7000**
- Email: [hrbenefits@columbia.edu](mailto:hrbenefits@columbia.edu)
- Website: [humanresources.columbia.edu/benefits](https://humanresources.columbia.edu/benefits)