

# University Senate Plenary

November 17, 2023



University Senate

Proposed: November 17, 2023

Adopted: November 17, 2023

## PROPOSED AGENDA

University Senate

Friday, November 17, 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 October 27, 2023
3. President's report
4. Executive Committee Chair's report:
  - a. Overview of the Rules of University Conduct
  - b. Overview of the University Event Policy
5. New business:
  - a. Resolutions:
    - i. Resolution to Approve the Establishment of the Tamer Institute for Social Enterprise and Climate Change (Education)
    - ii. Resolution to Establish the Professorial Title of Professor-in-Residence (Faculty Affairs, Student Affairs)
    - iii. Resolution to Establish the Professorial Title of Teaching Professor (Faculty Affairs, Student Affairs)

### MEETING OF OCTOBER 27, 2023

Executive Committee chair Jeanine D'Armiento (Ten., VP&S) called the Senate to order at 1:15 pm on Zoom. Sixty-nine of 94 senators were present during the meeting.

Sen. D'Armiento welcomed senators. She said people on campus were now facing disturbing and complex issues that have affected the entire community. She stressed the importance of the practice in an academic community of listening to each other and respecting each other.

Sen. D'Armiento reminded all present that only senators can normally speak or vote. She said senators who wanted to speak could display the hand icon in their Reactions tab.

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

**Adoption of the minutes.** Sen. Bernofsky wanted the record to show her dissatisfaction that Senate minutes arrive at the last minute. She said it's difficult to read them before the plenary.

Sen. D'Armiento said the Senate had made a commitment to send them out on Monday, October 23.

Sen. Bernofsky said she was trying to read the minutes on the morning of the plenary, but they were not there.

The Senate then approved the [minutes](#) of September 29 as proposed (Binder, 3-8)

**Chair's remarks.** Sen. D'Armiento noted an October 18 email from President Shafik that called attention to the experience of some students who had expressed views critical of Israel, and had later been "doxed," with their personal information posted online and highlighted on large trucks on the edge of campus. The trucks identified these students as anti-Semites

Sen. D'Armiento said many students are disturbed by this harassment. She asked Joseph Defraigne Greenwell, senior vice president for student affairs, to say more on this subject.

Mr. Greenwell said a number of Columbia students had been doxed. Most of them are in one or two Columbia schools, but a number of schools have students in this group. Mr. Greenwell had met with several students and would be meeting on October 30 with a group of 19 students from one of the schools.

He said he could share with the Senate that the University is working with experts on doxing and is collecting information that he expected to share with the students soon.

Mr. Greenwell said his office had been working closely with Public Safety and making sure that students know what they can do if they have been directly doxed, including informing the New York Police Department. Students have expressed reservations about dealing with the NYPD, but he still recommended taking that step, particularly for students who have seen their own faces on the truck.

Mr. Greenwell said students have asked whether there is a particular person that they can work with. The liaison for them is Daniel Ayala, associate director for investigations in the Office of Public Safety. Mr. Greenwell said he would be sharing this information with students and deans of students.

Mr. Greenwell said he himself had also been doxed at another institution, and though he was not an expert, he was getting there. He would also offer to meet with students to share his own experience.

Mr. Greenwell said his office would also be learning what steps Harvard and other institutions had taken under similar circumstances.

Sen. D'Armiento thanked Mr. Greenwell.

Mr. Greenwell said he would put his email address in the Chat and make himself available to talk to anyone.

Mr. Greenwell added that his office would also be on the lookout for other acts of bias and discrimination in this difficult moment. He said there are several mechanisms in place for this purpose. Aside from Public Safety, there are a number of relevant policies. He urged students to report violations of these policies.

He said he works with the Office of Student Conduct, as well as with bias response programs for students, and he partners closely with the EOAA office. He said any report would get reviewed. He said the more detailed the information received—though he understood that that could be difficult—the more Columbia administrators could do to help.

Sen. D'Armiento thanked Mr. Greenwell again. She apologized for skipping 'President's Remarks' on the agenda. Though President Shafik could not be at today's plenary, Sen. D'Armiento offered to relay any questions from senators to the president.

### **New business.**

*Resolution to Address Institutional Failings Relating to the Case of R. Hadden* (External Relations and Research Policy; Commission on the Status of Women; Commission on Diversity; Faculty Affairs, Academic Freedom and Tenure; Research Officers, and Student Affairs).

Sen. D'Armiento said three senators would present this [resolution](#) (Binder, 10), which concerned a very serious matter that many people in the Columbia community were aware of. She said the resolution had been endorsed by six Senate committees.

Sen. Jennifer Manly (Ten., VP&S), a professor of neuropsychology and a member of the External Relations Committee, made an opening [statement](#) on the history of the case.

Sen. Minhas Wasaya (Stu., Bus.), vice chair of the Student Affairs Committee, then read the [resolution](#) aloud.

Sen. Susan Witte (Ten. Social Work), a member of the Commission on the Status of Women, then [spoke](#) to the importance of the resolution (Binder, 11-12).

Sen. D'Armiento invited discussion.

Sen. Shruthi Shivkumar (Stu., VP&S) said medical students were thankful that the Senate had put this resolution together. They had been frustrated as students with a sense that CUIMC was not hearing their concerns, that they had no place to talk about it, and that they were sometimes actively discouraged from bringing it up—even when classes are discussing medical ethics, and when this topic is highly relevant to their medical educations.

Sen. Shivkumar said a group more than 30 New York State Assemblymembers had sent a letter to President Shafik. Sen. Shivkumar asked if she could read part of that letter to the Senate.

Sen. D'Armiento agreed. She said the main part of the statement was in the opening.

Sen. Shivkumar said another main concern of medical students was that Columbia, at this point, still had not notified any of the former patients through official channels that Dr. Hadden was a convicted sexual predator. People have only found out through the media. So that was one of the main demands of medical students.

Sen. Shivkumar read from the start of the letter from the NYS Assemblymembers: “As New York State elected officials, we are writing to urge Columbia University to notify all the former patients of convicted sex offender Robert Hadden, and conduct an independent investigation into the institutional failures that allowed Hadden to perpetrate his crimes for decades.”

Sen. Shivkumar read one more passage: “We are aware that, according to the New York State Department of Health directive dated February 16, 2016, the responsibility to inform Hadden's patients about the loss of his medical license was left to Hadden himself. This, of course, never happened, and is now an absurd and contradictory situation, because not only is Hadden currently imprisoned for his heinous crimes

against his former patients, making it a logistical impossibility for him to contact them. but Columbia is the entity in possession of patient records. This predicament is made even more dire by the fact that many of Hadden's former patients currently may not know they were abused by him because they were under medical care, pregnant, minors, or otherwise vulnerable at the time of care. In addition, time is of the essence. The deadline for his victims to seek justice in court by acting on retrospective civil claims for sexual abuse through New York's Adult Survivors Act is on November 23, 2023.”

Sen. Shivkumar said she wanted to explain this situation, because that is why a lot of medical students have such a sense of urgency about this matter. This very time-sensitive demand has still not been met, and that distresses a lot of medical students.

Sen. Bernofsky (Ten., Arts) thanked the people who had put this resolution together. She said that, as a fellow survivor of sexual violence, she was sickened by this story, but also, as a university senator and a steward of the well-being of the University, she was appalled that this was allowed to happen. She said the University’s failure to follow the trail back to understand how this happened is simply unacceptable. She said the figure of \$200 million dollars that was given as the amount to settle claims would be enough to endow the School of the Arts.

She said similar cases are costing Columbia so much money that for financial reasons—leaving moral ones aside for the moment—it seems crucial that the University figure out what happened here, and make certain there are no current cases.

Sen. Henning Schulzrinne (Ten., SEAS) said that if Columbia were to follow up on the recommendations in the resolution now before the Senate, how long would it take? And would the Senate have influence on which findings should be made public, and which must remain confidential?

Sen. D’Armiento said the Senate’s most crucial concern would be to follow the governance structure of the University and ask for an outside law firm to report to the Trustees and the President. She said the Senate was asking the administration to report a summary of the investigation’s findings that the Senate can then make public. The Senate was not asking the administration to provide the full report to the Senate. It was asking the administration to fix this problem by having an independent firm investigate, and inform the administration of what it finds.

Sen. D’Armiento said the Senate would then receive a report, and it can certainly issue further requests and monitor the results.

Sen. D’Armiento said she was using the term “we” in discussing actions the Senate could take, because this was the most nearly unanimous resolution in her experience of the Senate. Addressing Sen. Schulzrinne again, she said this resolution was a first step, and the Senate was hoping it would be heard. This was what the Senate could accomplish from its position in university governance.

Sen. D'Armiento said she understood that this was a difficult moment for senators to be dealing with this issue. A resolution is not something the Senate wants to have to put forward. But resolutions like this are among the Senate's responsibilities.

Sen. Greg Freyer returned to the financial implications of the Hadden case. He asked who would be bearing the burden of the financial settlements that had already been made, and the ones to come? Will it be the Medical Center? Or would this impact the entire University?

Sen. D'Armiento thanked Sen. Freyer for the question. She said it would have to be addressed by the committee that examines this problem—perhaps the Senate Budget Committee. She was not certain that the Budget Committee would be able to play this role, but she said Budget does meet with the administration to discuss the budget and account for it.

Sen. Freyer said he was nervous about the impact of the scandal on the budget of his school—Public Health.

Sen. D'Armiento said she had heard many comments about the dimensions of the Hadden settlement, but the Senate does not have this information. People at the Medical Center know that there was a hiring freeze in January 2023, for reasons that remain clear. Was it related to the Hadden case?

Sen. Abosede George (Ten., Barnard) said she was glad to learn about this issue from this resolution, and about the scope of settlements already paid and to be paid.

Sen. D'Armiento said the scale of the problem was not conveyed to the University community. The full numbers are still unknown.

Sen. George said the spirit of the resolution seemed to be to center institutional accountability and oversight over bad actors. She said the reputational costs of this episode need to be assessed. She thanked senators who worked on this resolution.

Sen. Shivkumar recognized that financial implications of the Hadden case were emerging. She agreed strongly about the need to center institutional accountability and to support survivors. She added that the New York State Assemblymembers who signed that letter to President Shafik concluded that Columbia benefits generously from its position, with property tax exemptions and subsidies. It has an obligation to be transparent and accountable.

Sen. Shivkumar said the Senate now has the opportunity and the moral imperative to acknowledge through its actions that abuse flourishes when the institution looks away and to prevent this from happening again.

Sen. D'Armiento said the resolution is a matter of the Senate taking responsibility. She said the Senate also has responsibility for understanding the University budget, but that issue is separate from the matter now under consideration.

Sen. Henry Ginsberg (Ten., VP&S) noted that Robert Hadden was an attending physician at New-York Presbyterian Hospital. During those years nurses and other people in health care who worked with Columbia doctors were employees of NYP. Does NYP face some financial burden over the Hadden case?

Sen. D'Armiento said the Senate was now addressing its own moral responsibility to address institutional failings relating to the Hadden case. With the Budget Committee it would have an opportunity to address other financial questions. She had no answer to Sen. Ginsberg's question at this point.

Hearing no more discussion, Sen. D'Armiento called for a vote on the resolution.

The Senate then voted 63-0, without abstentions, to approve the resolution.

*Resolution to Approve an Academic Program Leading to the Master of Science in Health Economics and Policy (Mailman School of Public Health) (Education Committee).*

Sen. James Applegate (Ten., A&S/NS), Education Committee co-chair, introduced Joseph Ulichny, Senior Lecturer in Chemistry, to report for the subcommittee that had reviewed the proposal.

Dr. Ulichny said the proposed M.S. was a two-year, 43-point, fully-in-person program to be offered by the Department of Health Policy and Management. It would train students in health economics and policy with an emphasis on quantitative methods and data. The curriculum would be highly interdisciplinary, with a focus on four subjects: health policy, economics, quantitative methods, and data science. The main features distinguishing the new degree from two more familiar Mailman programs (the Master of Public Health and the Master of Health Administration) are its more comprehensive attention to theory and methods, and its requirements of a thesis and a research apprenticeship.

At the outset the new program would not require any new faculty or courses, relying almost entirely on existing offerings in the Departments of Health Policy and Management and Biostatistics.

The plan is to start with 3 to 5 students a year, with about 10 students in the program at steady state.

Dr. Ulichny said both current and prospective students have expressed interest in a degree program of this type, and the outlook for jobs is promising, with many positions at all levels of government. An advisory committee of prominent industry executives has offered job guarantees to the entire first cohort of program graduates.

Sen. Zhezhen Jin (Ten., Public Health) noted that there are three Biostatistics courses in the curriculum of the proposed program, and that instructors in those classes have had trouble accommodating students from other departments who are inadequately prepared in these subjects, particularly calculus. How to manage these situations?

Sen. Ulichny responded that the proposed program requires entering students to have at least two level-2 math courses of college math, microeconomics, or statistics.

Prof. Matthew Neidell of the Health Policy and Management Dept, the main designer of the proposed program, agreed about the requirements, but he added that students in the program would be quantitatively adept. In conversations with the chair of Biostatistics and others, there was an understanding that students in the new program would have the necessary quantitative background.

Sen. Freyer said his department—Environmental Health and Policy at Mailman—also has a program that includes classes taught by Biostatistics. Steps are taken to assure that students are prepared for the math classes. The program is brand new, but seems to be working fairly well.

Sen. D'Armiento asked for and received a motion to adopt the [resolution](#) (Binder, 13-23).

The Senate then approved the resolution by a vote of 64-0, with no abstentions.

## **Reports.**

*Education Committee Annual Reports: 2021-22 and 2022-23.* Education Committee co-chair Letty Moss-Salentijn (Ten., CDM) presented the [report](#) (Binder, 24-26). Afterwards Sen. D'Armiento invited questions. There were none.

*Campus Planning and Physical Development Committee: Report on Strategic Priorities.* Sen. D'Armiento introduced committee co-chair John Donaldson (Ten., Business). She also named the chairs of three subcommittees that contributed to the report: Sens. Katherine Brooks (Libraries), Adrian Brugger (Research Officers), and Benjamin Orlove (Ten., SIPA).

Sen. Donaldson presented the [report](#) (Binder, 27-37).

Sen. Schulzrinne, a former member of the committee, asked whether the committee had discussed changes in space usage in a post-Covid environment. He was particularly interested in possible new uses of common space, and whether other institutions could teach Columbia anything about that transition, particularly for a campus on which space is so scarce.

Sen. Donaldson said the new focus of CPPD is on the campus of the future, which must include precisely the issue Sen. Schulzrinne had raised. One of the committee's recent guests was an expert from a

distinguished architectural firm downtown who addressed some of these issues, and the committee planned to ask him back.

Sen. Orlove said Sen. Donaldson had focused on the deliberative and decision-making process as well as on specific issues. CPPD has not prepared its own plan for how to respond to a post-Covid world, But the committee brings unique strengths to planning discussions because of its contacts across units, and the range of roles among its members. He thought planning could proceed better with input from a group like CPPD.

*Annual Officers' Benefits Update 2024*

Sen. D'Armiento welcomed Sara Leupp, Executive Director for Benefits in HR, and Michael Bloom, Associate Vice President for Benefits and Compensation, to present the plan.

Ms. Leupp presented the [report](#) (Binder, 38-47)

At the end Sen. D'Armiento invited questions.

Sen. Bernofsky understood that the flexible healthcare saving account used to roll over from year to year, but not in the coming year. Was that a change?

Ms. Leupp said she might have misspoken about Health Saving Accounts. She said the unspent balance in the Health Saving Account (HSA) does roll forward from year to year. That's a tax-saving vehicle for people enrolled in the High Deductible Health Plan (HDHP). But the election for the HSA, like the election for healthcare and dependent-care flexible-spending accounts, must be made every year.

Mr. Bloom added that there would be no change in those procedures from 2023 to 2024. He repeated Ms. Leupp's point that any funds in the HSA can be rolled over from year to year.

Sen. Bernofsky asked about the decision to provide the highest-salaried Columbia officers (above \$225K a year) with a \$1000 exemption from an additional increase in health premiums of .5 percent. Was the University afraid that these high earners would leave Columbia, or get their health insurance elsewhere? Why wouldn't that group pay a higher premium?

Ms. Leupp said that during her six years at Columbia, the University has been imposing a heavier cost burden on health premiums for the highest earners. That decision was based on a decision that those who earned the most should pay the most. Over time this steeper rate of increase compounded the gap between the premium payments of this group and the rest of Columbia officers.

The University decided that these increases may have gone too far. When it benchmarked its plan design against those of peer institutions, it found that Columbia's costs for the highest earners were the highest.

The thought was not that these people would leave Columbia, but that Columbia should be more closely aligned with its peers. Columbia also needs to recruit faculty members and physicians in those salary brackets.

Sen. Schulzrinne noted that Columbia's proposed increase in health premiums of 7.8 percent was higher than inflation as measured in the Consumer Price Index. How does Columbia's increase compare to those of peers?

Ms. Leupp said the trend in medical cost increases that Columbia has used as a baseline in recent years has been 7 percent, a little less than the latest hike. She said it's difficult to charge an increase below trend. She said the trend has also ticked up to about 8 percent in the wake of the pandemic.

She added that the Columbia population is a very heavy user of medical services. She agreed that the 7.8 percent increase seemed large, but it was in line with the medical trend for the New York area.

Sen. Schulzrinne asked how Columbia's increase compared to those of peer institutions.

Ms. Leupp said comparisons are difficult to make. Some peers have higher increases, some have lower increases, and some are very close to Columbia.

She said partial comparisons can be made on the basis of the size of the institutions, or on whether they are self-insured, as Columbia, Princeton, Yale and NYU are.

Ms. Leupp said Columbia has to base its increases on its levels of utilization. Columbia's population is one of the largest among its peers, with about 30,000 members, including spouses and dependents. Columbia has to base its pricing decisions on its own data, which show that costs and utilization are rising.

Mr. Bloom added that it's not easy to find out what peer institutions are doing with medical costs, partly because it's difficult to do apples-to-apples comparisons of medical plans.

Sen. Applegate asked about the numbers for voluntary retirement contributions. Were they changing? What about the 50-plus catchup contributions?

Ms. Leupp said the IRS had not yet announced what the maximum allowable contributions would be. But the scuttlebutt from reputable sources was that this information would be available in early November, and her office did expect the maximum allowable tax-deferred contribution to go up.

On the catch-up amount, Ms. Leupp said there was discussion in Congress about modifying that, so that beyond a certain dollar amount the contributions would be treated as Roth and not pre-tax contributions. There was now a two-year stay on this issue. So Columbia does not need to take any new action. There would be no mandatory Roth contributions in 2024.

Sen. Bernofsky followed up on her earlier question. She asked who was responsible for the decision to lower health premium increases for the top earners. A key principle of taxation is that higher earners should pay more.

Ms. Leupp said Columbia's senior leadership was responsible for that decision. That group includes the provost's office, the finance office, and HR and benefits team, and sometimes members of the Senate's Joint Benefits Subcommittee. These groups hold ongoing discussions, and collectively they make the decisions, after receiving input from a number of people including some in the present meeting.

Sen. Bernofsky said many in the senior management group would be in that top income bracket.

Sen. D'Armiento added a word about the Senate's Joint Benefits Committee. She stressed that they are not decision makers. They do hear news of budgetary policies before it comes to the plenary, and they are spending time trying to understand the drivers of health cost increases, as well as why some peers have lower costs.

Ms. Leupp apologized for any confusion about the role of the Joint Senate Benefits Committee.

Sen. D'Armiento said she didn't think the last remarks on the role of senior management in setting premium increases accurately summarized the issue. In recent years Columbia has pursued what has been called a progressive approach to premium pricing, significantly lowering increases for the lower salary tiers, and increasing them for high earners. These decisions have led to large differences between what high earners were paying at Columbia and at peer institutions. Again, she said, the Benefits Committee is trying to understand these trends better. She invited senators, including Sen. Bernofsky, to send questions to this committee.

**Adjourn.** Hearing no further discussion, Sen. D'Armiento adjourned the meeting at about 2:45 pm.

Respectfully submitted,

Tom Mathewson, Senate staff

## Remarks to the University Senate Plenary | November 17, 2023: Sen. Minhas Wasaya

Thank you, Jeanine.

I would like to start by talking about the atmosphere on campus. Since the terrorist attacks on October 7<sup>th</sup>, and the response to it, our community has been feeling trauma, grief, and fear. There has been a rise in the ancient evil of antisemitism. There has also been a rise in the more modern evil of Islamophobia. With this backdrop of trauma, grief, and fear, we are here to talk about another emotion that has grown in our community – mistrust.

Shortly, I will hand it off to Senator Jaxon to talk about the details of a changed policy, of lack of consultation, of institutional miscommunication, and of lack of transparency. We have been investigating the facts, and we are continuing to investigate as new facts come out. Just today, the *Columbia Spectator* published an article about their investigation into this, and we are learning more, and becoming more troubled. What we know is that there is a gap between the process that the University administration *should have* taken, the process that *it did* take. And that has led to mistrust and frustration. While this is about a process that has impacted freedom of expression, it is important to talk about the content of that expression and the impact that the suspension is having and can have.

This should not be misconstrued to mean that the Student Affairs Committee or the University Senate aligns with any particular viewpoints of student groups – that is not our role. Our role is to represent our constituents and protect their right and ability to gather, interact, express themselves, and have freedom of speech.

Students, faculty, and groups who are hurt or otherwise negatively impacted by the speech at SJP or JVP events are concerned about hate speech and antisemitism, and rightfully so.

SJP, JVP, and those who agree with them say that they denounce antisemitism. They have done so publicly on their socials, and they have shamed it at their events. They say that valid criticisms of a government's human rights violations (as evidenced by human rights groups and other international bodies) *does not* constitute hate speech. And they say that policing the language that oppressed peoples use to demand freedom and justice is problematic. The goal posts of what they can and cannot say keep changing, making it more difficult to advocate for their cause. But what is also true is that there still is hurtful speech. And the discussion of antisemitic speech and its definition is important to have. And as a University, we should be able to fulfill our fourth purpose – to have dialogue across groups so that we can empathize with one another, and build community, and find ways to express without hurting. BUT, that cannot happen if we flout process, and fairness, and transparency to shut down one or two of those groups. This chills speech, it festers mistrust, and it prevents us from coming together. There is a reason that the ACLU is suing Columbia.

I will now hand it off to Senator Jaxon. But, I do want it to be known that there are differing opinions on this in the student body, represented by members on SAC, and we want to hear from them too. Thank you – Senator Jaxon.

We have concerns with the process through which this policy was implemented, the substance of the policy as written, and the lack of procedural protections embedded in this policy.

### **Process**

As we understand it, policy was modified on or about October 20 to include the Safe and Responsible Event section amongst other changes.

*Columbia Spectator* reported this morning that the policy was updated on or about Oct. 24.

To our knowledge, there was no consultation with SAC or any other Senate committee before these changes were made.

These changes were not clearly communicated to our community, making it difficult for students to know what precisely is being asked of them in this regulation.

### **Due Process**

Due process is an essential part of ensuring fundamental fairness in any disciplinary process.

It is unclear to us who wrote or who administers the University Event Policy. This makes it extremely difficult for students to know to whom they are responsible.

The potential severity of the sanctions authorized in the Student Group Event Policy & Procedure, as well as the assertion in that policy that all sanctions are given to the sole discretion of the University and are unappealable undermines the principle of fundamental fairness.

It is very difficult for students to do the cost-benefit analysis that is necessary to conform their behavior to what is being asked in regulation since the policy makes no distinction to be simple and serious violations and gives the University sole discretion to sanction any violation however it sees fit.

### **Substance**

To frame our concerns with the substance of the policy, I would like to start by exploring American law and the Supreme Court's 1A jurisprudence. Free speech is a fundamental value at any university, but especially at this University, and the Court's precedents give us a good guide of what it actually looks like to protect free speech.

First, SCOTUS requires regulation of speech to be content neutral, which requires not only that regulations be facially neutral, but also that they limit the regulator's discretion such that they cannot be applied in a discriminatory manner.

Second, regulations must also comply with strict scrutiny, which is to say that they must be **narrowly tailored** to achieve a **compelling interest** in the least restrictive means available.

This means that even a regulation that is facially neutral, neutral in application, and pursues a compelling interest can run afoul of free speech if it imposes an “undue burden” on speech.

This is the crux of our substantive concerns with the University Event Policy.

We fully understand and support the University’s obligation to provide for the safety and security of everyone on our campuses.

But, the narrowly tailored prong demands that we are able to hold space for two things at once: We must provide for the safety of our community in a way that creates space for our students to challenge each other and in turn be challenged so that we can create dialogue and build understanding.

The onerous requirements of the pre-approval process and the broad discretion afforded to the University to decide which events may proceed and which may not has had the effect of chilling speech in general across our campuses.

I speak from personal experience having worked closely with Jewish students groups at the Law School who have chosen to move events off campus to avoid inadvertently violating the University Event Policy or have had their events restricted under the University Event Policy.

Furthermore, the Columbia chapter of Students Supporting Israel posted a statement announcing cancellation of several events due to onerous requirements of the Event Policy.

This chilling effect creates isolation where there should be community and robs our students of the opportunity to understand each other.

But what makes a chilling effect so insidious is that, once it sets in, it doesn’t even require action on the part of the regulator to perpetuate itself. Members of the community will simply decide not to say anything rather than try to navigate the labyrinthine burdens of an overly broad regulation.

We are faced with a difficult moment for our community. But, to weather this storm, we must hold steadfast to the solid ground of our values and principles. And, in the six years that I have been privileged enough to call myself a member of this community, I have seen my peers and colleagues come together despite sharp divisions countless times to create dialogue and find understanding. So, let’s believe in who we are and, instead of fearing how we might fail, let’s imagine how we might grow and use this moment to teach our students to be the leaders of tomorrow that our world so desperately needs.

November 10th, 2023 Version compared to June 12th, 2023

Additions highlighted (pages 2, 3, 4)

Deletions (page 5)

# UNIVERSITY POLICIES

## A GROWING CATALOG OF COLUMBIA-WIDE POLICIES

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## University Event Policy

University departments, offices, groups, and student organizations and non-affiliates requesting to reserve campus facilities are expected to follow University Event Policies.

### ▼ Overview

#### Reason(s) for the Policy

- To establish that event advertising is the responsibility of the event host and to disclose what type of information must be communicated
- To clarify the definition and role of an event sponsor
- To establish how a non-affiliate can gain access to University facilities

- To ensure a safe and responsible event
- 

## ▼ Policy Text

### Advertising Policy

Event advertising, both on and off campus, may not be done before copy is approved by the host venue manager and, where relevant, the student activities adviser or appropriate dean. When an event requires admission by ticket, or if there is an attendance limit, all advertising must describe these requirements. If an event is sold out, the sponsoring organization must make a good faith effort to publicize that information. If admission requires an ID, copy must include which IDs will be accepted, stating "Valid ID card from (insert names of invited schools or organizations) or Columbia University required for admission to event." The sponsoring organization must be the sole source of event advertising and its name must appear on all advertising. Advertising indicating that a Columbia University school or department is sponsoring the event must receive written consent of the appropriate University dean or designated school officer. University policies and state laws covering the distribution or sale of alcohol at an event will apply to all advertising copy.

### Advanced Copy Of Event Promotional Material and Other Collateral

Non-affiliated organizations must include the following language on all promotional material and other collateral for events to be held at Columbia University: "This event is not affiliated with, endorsed by, or sponsored by Columbia University. " Such language must be in a font type and size no smaller than the font type and size used in the rest of the event promotional material or other collateral. All promotional material and other collateral must be submitted prior to being distributed in connection with the event. Further, in any event promotional materials, use of the COLUMBIA name must be secondary to the event name, building name and street address.

By way of example, for an event to be held in Lerner Hall, an acceptable subject line in an email promotion would be the following: "Writing Workshop, Lerner Hall, 2920 Broadway, Columbia University.

Failure to comply with these provisions will result in cancellation.

### Event Sponsorship

The sponsor of an event must be a recognized University group or organization, identified by a University chart string and, in the case of Student Events, an adviser. The sponsor is the primary planner and contact for the event and accepts full responsibility for all stages of planning and execution of the event. In addition, the sponsoring organization must have a strong presence at the event and, when necessary, have a valid University account number or have approved access to a valid University account number and take fiscal responsibility for event costs. The sponsoring organization or group must be the sole source of event advertising and must have its name on all such advertising.

For cosponsored events, both groups and organizations must qualify as described above. Co-sponsorship of an event with those not affiliated with the University will be considered under the non-affiliate policy. Event sponsors may not transfer a reservation to another organization, nor may space reserved for an approved program be used for another purpose.

## Non-Affiliates

Columbia-recognized University departments or offices may sponsor non-affiliates seeking to hold events at Columbia. Nonprofit community organizations, public and civic organizations, political organizations, and governmental organizations must use the University's Office of Government Relations and Community Affairs as their campus contact and sponsor in arranging for space.

A sponsor is the primary planner or contact for the event and accepts full responsibility for all stages of planning and execution of the event. In addition, the sponsoring organization must have a strong presence at the event and, when necessary, have a valid University chartstring and take fiscal responsibility for event costs. The sponsoring department or office is expected to approve all advertising for the event. Event sponsors may not transfer a reservation to another organization, nor may space reserved for an approved program be used for another purpose.

## University Interest

In order for a non-affiliate to gain access to University facilities, there should be a significant University interest in hosting the event. There should also be a strong nexus between the event the non-affiliate wishes to hold at the University and the educational and research mission of the University or its standing as a member of the community. As a starting point, the non-affiliate should speak with a department head or representative of the Office of Governmental and Community Affairs. In addition, the non-affiliate must agree to comply with all of the University's standard terms and conditions.

## Safe and Responsible Event

Consistent with the Rules of University Conduct, the University may regulate the time, place and manner of certain forms of public expression. This includes restricting certain activities when the University believes there is a genuine threat of harassment and/or the potential for an unmanageable safety concern.

The University has an obligation to ensure that all members of our community can participate in their academic pursuits without fear for their safety. That is our highest priority.

To that end, the University had codified this policy to promote safe and responsible events for students, faculty and other members of the Columbia community.

All events require a reservation and advance approval. Please visit the appropriate campus website for reservations and approval.

Generally, ten working days advance notice is required for any "Special Event," as described below. This is to ensure that the University has adequate time to prepare. The University may on a case by case basis grant exceptions to the ten-day requirement. Only University affiliates may apply to hold a Special Event. All Special Events must have a faculty or other academic sponsor.

Special Events include those events that meet any of the following criteria:

- event in outdoor University space
- presence of press/media (invited or otherwise)
- advertised beyond Columbia's campus
- high attendance/capacity, generally more than 25 attendees
- presence of alcohol
- potential for significant disruption

- [Security concerns](#)

The University recognizes the importance of vigils and similar ceremonies (“Vigils”) in response to loss in the community or world events as an important way to bring the community together. [Vigils](#) must be coordinated through the Office of Religious Life. The University will consider waiver of the ten days’ notice requirement for Vigils, subject to the University’s ability to prepare, including to address all safety considerations. Only one vigil may be held per day on any given campus.

The University reserves the right to limit any event to University ID holders.

All Special Events sponsored by student groups are required to seek approval in writing through the [student event approval process](#). Promoting an event that has not been approved is a violation of this Policy. All others must seek approval from the Office of Senior Executive Vice President using this [form](#).

### ***Failure to Comply with Events Policy***

- Attendees at events held without approval as described in this Policy will be required to disperse.
- University groups or individual members of the community who proceed with Special Events or Vigils that have not been approved as described in this Policy will be subject to discipline and sanctions consistent with applicable University policy.
- Student groups proceeding without approval may lose the right to sponsor events and/or become ineligible for University recognition or funding. See Student Event Policy for more details.

Note: This policy does not apply to events organized by the University’s Office of Alumni Affairs and Development.

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## ✓ [Cross References to Related Policies](#)

- [Student Group Event Policy and Procedure](#)
- [Policy for a Vigil on Campus](#)

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## Contact

Assistant Vice President, Event Management, Campus Services

[sm4534@columbia.edu](mailto:sm4534@columbia.edu)

(212) 853-1479

## Responsible University Office

[Campus Services](#)

[Facilities and Operations](#)

## Audience

[Faculty](#)

[Researchers](#)

[Librarians](#)

[Officers of Administration](#)

[Support Staff \(Non-Union\)](#)

[Support Staff \(Union\)](#)

[Students](#)

[Visitors and Consultants](#)

**Redacted Link: Annual Notice**

## Category

[Facilities Operations](#)

[Event Management](#)

November 11th, 2023 Version compared to June 12th, 2023

Additions highlighted (pages 1, 2, 3, 4, 5)

Deletions (pages 2, 3)

# UNIVERSITY POLICIES

## A GROWING CATALOG OF COLUMBIA-WIDE POLICIES

[Home](#) » Student Group Event Policy and Procedure

## Student Group Event Policy and Procedure

This policy defines the process that needs to be followed by recognized student groups to host events.

### ▼ Overview

#### Reasons for the Policy

- This policy is intended to promote safe and responsible events for Columbia University's recognized student organizations.
- This policy supplements and supports the [University Events Policy](#) which applies to all campus events.

### ▼ Policy Text

Student groups or organizations should begin the process of event planning and space reservation through their respective student affairs offices. The organization's adviser must approve the space request for all Special Events, as outlined in the Event Classification section below. Advisers must also approve requests for any Standard Events that may incur expenses such as Technical Services, University Proctors, Public Safety, etc. A University account number must be provided and approved by the adviser in anticipation of possible costs associated with the event. Finally, student events must be held primarily for the Columbia University community.

#### Event Classification

For purposes of determining necessary levels of planning and support, events are classified as Standard or Special Events. The classification of an event is dependent upon variables such as type of event (meeting, performance, exhibit, **protest, tabling, vigil**, etc.), attendance projections, speakers or performers, level of advertising, and safety considerations. A space use request is completed to help identify the participants and sponsors of an event and to assist in determining the level of support necessary to hold the event. The request should be filed as early as possible.

For Special Events, 10 business days notice is required. The deadlines listed below are the latest times at which requests may be submitted. The adviser will send a notification to University Event Management at the time that the group or organization applies for space to hold a Special Event. The event level will be determined following the [Event Review](#) .

Standard Events include events that do not meet the criteria for a Special Event. These events can include meetings and similar programs, performances, lectures, etc. Space Requests and all service requests must be completed and submitted no later than 10 business days before the requested date of the event. If the deadline specified by the facility/location that is being requested is more than 10 business days in advance of the proposed event, then that deadline will apply. At the time of the reservation deadline, all requests for technical, setup, and other services must also be submitted.

Special Events include those events that meet any of the following criteria:

- presence of press/media (invited or otherwise)
- advertised beyond Columbia's campus
- high attendance/capacity
- presence of alcohol
- potential for significant disruption
- security concerns

**Redacted: on the part of the recognized student group, advisers, or guest**

The presence of any one of these criteria may not necessarily elevate the event to a Special Event status, however, these factors should be considered cumulatively.

For a Special Event, space and service application must be completed and submitted no later than 10 business days (**preferably 15 business days**) before the requested date of the event, and the **Final** Event Review must be completed and approved before the date of the event. **Additional time and relocation may be needed for approval depending on event needs.**

**Redacted: at least 10 business-days**

Special consideration may be made for events that fall within the 10-business-day requirement. Such consideration is made on a case-by-case basis, must be requested by the appropriate advising office, **and dependent on availability of suitable space.** At the time of the reservation deadline, all requests for technical, setup, and other services must also be submitted.

**Redacted: If the deadline specified by the facility/location that is being requested is more than 10 business-days in advance of the proposed event, then that deadline will apply.**

## CUID-Only Special Events

All Special Events are subject to a CUID-only rule. Waivers of this rule are available and will be granted where possible, taking into account: (a) whether the event features student participation, and (b) the safety and security of all participants and audience.

Guidance: Many events hosted by registered student organizations at Columbia offer wonderful opportunities for students to engage, present and perform with and for others outside of our University community. For this reason, University staff will grant requests for waivers of the CUID-only rule particularly where an event features student

participation, such as interschool collaborations, competitions, workshops, forums and conferences; student parties; student performances or similar student activities. As always, University staff will also consider the safety and security of all involved.

## Space Application

Applicants will be requested to fill in various sections of the application form depending upon the classification of their events. The sponsoring organization must provide all the requested information in a timely and accurate manner to the venue manager, and for student groups, to the appropriate school activities officer. Any changes in the details of the event that occur after the safety review is completed must be conveyed to the person who originally received the application. The venue manager or the sponsoring organization's school may cancel or withdraw approval for an event if agreements are not followed or safety and security conditions change after the Event Review is conducted.

## Event Review

An Event Review may be requested by the sponsoring group's advising office or officers from the sponsoring group's school. Events that have any of the following criteria may necessitate an Event Review:

- Presence of press/media (invited or otherwise)
- Advertised beyond Columbia's campus
- High attendance/capacity
- Serving of alcohol
- Potential for significant disruption
- Security concerns

**Redacted: on the part of the recognized student group, advisers, or guest**

An Event Review is required for all Special Events. This review is arranged by the appropriate advising office or officers from the sponsoring group's school and includes members of the University administration (University Event Management, Office of Communications and Public Affairs, Office of Public Safety, Office of the Provost, Facilities, etc.) that may be required to provide support for the event.

**Redacted: 10 business**

This process normally takes 5 business days and it must be completed days prior to the event. Special consideration may be made for events that fall within the 10-business-day requirement. Such consideration is made on a case-by-case basis and must be requested by the appropriate advising office. During the Event Review, officers from the sponsoring group's school and other University officers will evaluate and determine the needs of the event. These requirements will be discussed with the sponsoring organization. All issues and arrangements must be resolved 5 business days in advance of the event.

Space Requests for Special Events must be completed and all information provided to the appropriate school officer and the venue manager 10 business days before the proposed date of the event in order for the review to be conducted. If agreement about safety and security arrangements for a Special Event cannot be reached by 5 business days before the proposed date of the event, approval for the event on that date may not be granted and all holds on the space may be released. Special consideration will be made for events that fall within the 10-business-day requirement. Such consideration is made on a case-by-case basis and must be requested by the appropriate advising office.

## Guest Lists

Recognized student groups sponsoring a campus event may invite guests who are unaffiliated with the University to the event. The student group must compile a guest list of those individuals who have been invited to the event exclusively by the student group; the list will include a reasonable number of guests in accordance with the size of the event. The guest list must be submitted to the sponsoring group's advising office for review and approval no later than 2 business days before the event. Once the guest list is submitted, it is considered final and no additional names may be added. All persons named on the guest list must be known to the student group and specifically invited by the student group.

Speakers and performers may submit a limited guest list of individuals personally known to the speaker or performer. This list must be submitted to the sponsoring group's advising office for review and approval no later than 2 business days prior to the event.

The conduct of all guests is bound by University Rules and the student group may be held responsible for the behavior of their invited guests. The University reserves the right to manage the event in accordance with University Event Management policies.

## Cancellation Policy for Student Events

Student events that do not have furniture or Technical Services should be cancelled through the [online reservation system \(EMS\)](#)  up to 1 business day in advance of the event. Events planned for a Saturday or Sunday must be cancelled through EMS the Thursday prior to the event.

Events with furniture or Technical Services must be cancelled through EMS 5 business days in advance of the event.

For large scale events like performances and productions, please provide 10 business days notice.

Cancellations for reasons other than those outside of an organization's control may impact future booking status. Student groups are allowed 3 cancellations without notification before reservation privileges will be affected. Both the first and second time a group does not show up for a scheduled event without advance notice, they will receive a warning. After a third incident, the group will lose the privilege of reserving space in Lerner Hall, classrooms and Residence Hall Lounges for 14 academic weeks.

The University reserves the right, without penalty, to cancel or relocate an event with at least 3 business days notice.

## Fronting Policy

Any student or student organization reserving indoor or outdoor space is required to formally submit a request. Submissions include event contact, event type, description, University sponsor, speaker or presenter, attendees, and any food/drinks expected. Booking space on behalf of another student group, including unrecognized student groups, or an outside entity is prohibited. Changes to reservation requests must be made 10 business days prior to the event date, including after an event is approved. Significant changes are not allowed after the event review is complete.

## **Sanctioning for Failure to Obtain Event Approval and/or Not Abiding by Terms of An Approved Event (Student Organization and Individual Accountability)**

**Any student organization reserving indoor or outdoor space may be subject to discipline for failure to abide by these and/or any other University policy and guidelines.**

If a recognized student organization fails to follow the event approval process, proceeds with an unauthorized event, promotes or markets an event on social media that has not yet been approved, promotes or markets an approved event in a manner otherwise inconsistent with University policies, or does not follow the designated parameters (e.g., location, time, etc.) of an approved event, the organization may be subject to sanctions, that include but are not limited to:

- Allocation deduction
- Account freeze
- Loss of space reservation abilities
- Banning individuals from leadership positions
- Group probation
- Group suspension
- Group de-recognition

If an unrecognized student group holds an event on campus that requires sponsorship per the guidelines above such group/organization will be prohibited from petitioning/applying for recognition by any school, department, and/or University Governing Board for the period that the University deems appropriate considering the circumstances, typically one full academic year, possibly longer.

If a non-CUID holder participates in an unauthorized event, or in an approved event but does not follow the approved parameters of such event, such individual may be subject to being designated Persona Non-Grata (“PNG”) on all University property.

It is within the University administration’s sole discretion to determine whether or not there has been a violation of the Event Policy and Procedure and what the appropriate sanctions shall be and the duration of such sanction. Sanctions made under this policy are final and not appealable.

***Finally, nothing herein limits the application of the Rules of University Conduct and/or Student Standards and Discipline to individual members and/or leaders of a student group for their behavior in connection with a sanctioned or unsanctioned event.***

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## ▼ Cross References to Related Policies

- [Columbia University Event Policy](#)
- [Policy for a Vigil on Campus](#)

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## Contact

Assistant Vice President, Event Management, Campus Services

[sm4534@columbia.edu](mailto:sm4534@columbia.edu)

(212) 853-1479

## Responsible University Office

[Campus Services](#)

[Facilities and Operations](#)

## Audience

[Students](#)

## Category

[Facilities Operations](#)

[Event Management](#)

University Senate

Proposed: November 17, 2023

Adopted: November 17, 2023

68-3-1: In favor-Opposed-Abstain

**RESOLUTION TO APPROVE THE ESTABLISHMENT OF THE  
TAMER INSTITUTE FOR SOCIAL ENTERPRISE AND CLIMATE CHANGE**

**WHEREAS** the Columbia Business School’s Tamer Center for Social Enterprise, established in 2015, has applied business and management expertise to a range of social initiatives, including climate change; and

**WHEREAS** the Business School now proposes to expand its commitment to both social enterprise and to climate change in particular in a new Institute, a change that will provide a stronger framework for attracting research funding, and enable the future development of degree programs; and

**WHEREAS** the new Institute will build on Tamer Center collaborations with other Columbia units, such as a joint annual conference with the Climate School on climate business and investment, and establish new initiatives such as a climate practitioner network, in which business leaders apply the findings of research to expedite the quest for net-zero emissions; and

**WHEREAS** the Institute proposal has received strong support from the deans of the schools of Climate, of Engineering and Applied Science, and of International and Public Affairs;

**THEREFORE, BE IT RESOLVED** that the University Senate approve the proposal to establish the Tamer Institute for Social Enterprise and Climate Change; and

**BE IT FURTHER RESOLVED** that the University Senate forward this resolution to the Trustees of the University for appropriate action.

Proponent: Education Committee



**Columbia Business School**  
**AT THE VERY CENTER OF BUSINESS™**

**Proposal for Tamer Institute for  
Social Enterprise and Climate  
Change**

**May 2023**

**School Leadership:**

Costis Maglaras, Dean and David and Lyn Silfen Professor of Business

May 22, 2023

Dear Mary,

I am delighted to submit the following proposal to elevate our Tamer Center for Social Enterprise to become the Tamer Institute for Social Enterprise and Climate Change. As you will see in the proposal, many business schools bring together social impact work with climate work, under the heading of ESG. At CBS, our climate work began within the Tamer Center, and – after several years of pilot projects and investing in this area – we are giving climate greater space within the Tamer Institute to grow and develop.

Empowering business leaders to decarbonize their industries is critical, urgent work. We know that climate change and our global, collective response to that challenge over this decade and the decades to come will affect every aspect of our lives and every industry – from energy, to transportation, food and agriculture, construction, manufacturing, consumer goods, and more. The future of business will be transformed by climate change and the global pursuit of net-zero. As the transition to sustainable business practice gains pace, leaders across all industries will need to adapt and finance new models of business. Leaders will face immense investor pressure not only to act, but to do so while maintaining profitability and growth.

Columbia Business School is uniquely positioned to play a global role in helping business drive climate action; as CBS, SIPA, Climate, and Engineering drive research on how to make change, our exceptional network of students and alumni embedded in the international business community can execute. To meet this transformative moment, the newly created Climate Initiative within the elevated Tamer Institute will (1) amplify our thought leadership effort to accelerate high-impact faculty research, (2) prepare our graduates to lead through the next century of the climate transition, and (3) disseminate our cutting-edge knowledge to leaders and policymakers to spur innovation across the global business community.

Our work in the social enterprise space must not be slowed, however. Our focus on climate should be additional to – not instead of – our focus on social issues. This is why I am so excited at the prospect of elevating our Tamer Center for Social Enterprise to an Institute and enlarging the climate and social enterprise foci within Tamer. It will, I hope, enable CBS to build upon current strengths and become an even more powerful partner to colleagues and schools across Columbia in addressing societal and climate issues.

Sincerely,



Costis Maglaras

**Costis Maglaras**  
Dean  
David and Lyn Silfen  
Professor of Business  
[c.maglaras@gsb.columbia.edu](mailto:c.maglaras@gsb.columbia.edu)

**Office of the Dean**  
Henry R. Kravis Hall  
665 West 130th St., Room 352  
New York, NY 10027  
T. 212-854-0443

## Questionnaire Responses

Proposed name of new center/institute:

Tamer Institute for Social Enterprise and Climate Change

List the benefits of this agreement to your unit and the University (including fit with school/university mission, advantages to Columbia faculty/students. (This is high -level, mission-driven purpose.)

Having trained leaders with a commitment to solving social and environmental issues for over four decades, Columbia Business School has long been committed to advancing the practice and understanding of social enterprise.

With this application, the school proposes to elevate the existing Tamer Center for Social Enterprise to become the Tamer Institute for Social Enterprise and Climate Change. This will allow us to continue the high impact work that has been done in social enterprise over the past 40 years and to create space for the Climate Change in Business Initiative to grow to encompass all that future business leaders will need as they enter the workforce. Our climate work includes climate tech, climate finance and capital (from start up to early stage through to ESG investing), the carbon economy, business strategies to transition to net zero, sustainability and data analytics, operational and supply chain management, customer insights and consumer behavior, and the broad range of leadership and management tools that allow business leaders to make decisions about their company's work in ways that address the opportunities and risks that climate change presents.

The Tamer Institute will continue the good work the Tamer Center has undertaken for many years to support new ideas from faculty and industry leaders, support research, and augment curricular and extracurricular opportunities for students. The Institute educates leaders to use business knowledge, entrepreneurial skills, and management tools to address social and environmental challenges.

Brief Description: Please describe the unit's mission, objectives and expected impact on the University from its research and/or educational activities. Also indicate whether similar entities exist at peer institutions.

The Tamer Institute's mission is to support social enterprise and climate change work using business and management ideas and research and know-how to solve social and environmental problems. This work is by necessity done in partnership with many groups across Columbia University. Interdisciplinary perspectives are critical to social and environmental innovation, and a diversity of perspectives is needed to create the highest impact solutions to address these complex problems. The Institute will continue to work with areas across the university including:

- the Climate School, where new knowledge is being created about the impacts of carbon in our world; our joint annual Climate Business and Investment conference, featuring research from Lamont-Doherty Earth Observatory faculty; the Three Cairns fellows work on climate change projects with Columbia faculty across the university and/or external organizations; the new Climate Knowledge Initiative will draw from research insights across campus including Learning the Earth With Artificial Intelligence and Physics (LEAP) to develop content for a business practitioner audience with the aim of accelerating the transition to net zero; similarly, the Climate Practitioners Network will connect business professionals to share insights with each other and our faculty, research scholars and current students;

- Columbia Global Centers including the new Climate Hub in Rio: Brazil Climate Conference last fall attracted top leaders in business and will be affiliated with the Institute this coming fall;

- areas focused on Columbia's Neighborhood impact: our new Inclusive Entrepreneurship initiative aims to create venture ecosystems within local communities through bridging social, digital, and economic divides. Post doc research funding is being provided for a two-year joint faculty project led by Mario Small (Arts and Sciences), Jorge Guzman (Economics), and Dan Wang (CBS, Sociology) that will use a data driven approach to explore local entrepreneurship and neighborhood racial inequality. In addition grants and additional funding for community projects being developed by student teams include:

- developing a neighborhood economic opportunity map in Harlem and Upper Manhattan;
- forging partnerships between local venture accelerators and CBS students;
- establishing a community innovation, retail, and/or co-working space at CBS;
- founding a platform, gallery, and market for local artists; and
- organizing venture clinic programs across NYC neighborhoods.

Columbia areas connected to these projects include the Columbia-Harlem Small Business Development Center, Law School, GSAPP, Office of Government and Community Affairs at Columbia, Columbia facilities, as well as an array of external community partners in NYC.

- Columbia World Projects and the Obama Scholars Program: business school faculty are involved in advising and we also have co-hosted joint events to connect scholars, students, and participants to resources and insights at the business school, e.g. Obama Scholars spotlight events, Girls in Tech Hackathon held in 2022, and Hacking for Humanity held in 2021 at the Forum;

- Columbia's Center for Justice: our ReEntry Acceleration Program (REAP) focuses on expanding career track employment opportunities for formerly incarcerated people and draws on and adds to the expertise across campus in the mass incarceration field. Our business teaching in prisons was made possible with the advice from faculty across campus. Justice Through Code is a joint program with the business school and focuses on providing coding and interpersonal skills development to enable participants to be placed in career track tech sector jobs;

- all undergraduate and graduate schools: current interdisciplinary Tamer funding initiatives include the Tamer Fund for Social Ventures which is open to all Columbia (plus Barnard and UTS) students, graduates, researchers, and faculty across campus; similarly the Social Enterprise Summer Fellowship provides funding to support students across campus working with social and environmental ventures where we work with all career offices across campus to ensure all students are aware of this opportunity; social and environmental entrepreneurship event programming such as pitch competitions and hackathons are jointly sponsored by Columbia Entrepreneurship, SEAS, SIPA, Mailman School, etc. as well as the Lang Center at the business school.

- Tamer's Executive Education (certificate) programs focus on training executive directors and developing leaders with organizational skills and insights to scale the impact of their work. Columbia's Community Affairs office refers a number of community organizations to these open enrollment programs, and there are many opportunities to expand the impact of this work with local community organizations focused on social and climate change topics; complementing this work, our Nonprofit Board Leadership Program connects business students and alumni to board service opportunities in the NYC area;

- Conferences such as our annual Social Enterprise: Capital for Good and Climate Change and Investors conferences, as well as research forums (e.g. Migration and Organizations this spring) are open to cross campus students, faculty, researchers, alumni and practitioners.

Peer institutions with similar programs include:

Stanford: Golub Capital Social Impact Lab <https://www.gsb.stanford.edu/faculty-research/centers-initiatives/sil>

Wharton: Social Impact Initiative which now comes under the ESG initiative  
<https://socialimpact.wharton.upenn.edu/>  
<https://esg.wharton.upenn.edu/>

MIT Sloan: Sustainability Initiative  
<https://mitsloan.mit.edu/sustainability-initiative/welcome>

Harvard Social Enterprise  
<https://www.hbs.edu/socialenterprise/>

Chicago: Rustandy Center  
<https://www.chicagobooth.edu/research/rustandy/events/perspectives-in-sustainability>

Host: Indicate the University units (departments and/or schools that will host the center/institute, as appropriate, and a description of its fit within University structure.

The Institute sits in the business school and is staffed with business school faculty and staff. The Institute works in partnership with the Climate School and all undergraduate and graduate schools across the campus. Students, alumni, and scholars across the university as well as external community partners and practitioners engage in our programming as described above.

Which campus:

Manhattanville

Size of unit: Provide the anticipated number of faculty and their distribution by rank; number of post-doctoral fellows/scientists/scholars or student members (if any), and any staffing needs.

Faculty co-directors: Professors Bruce Usher and Dan Wang

Affiliated research faculty (including funded climate change research): Gernot Wagner, Geoff Heal, Vanessa Burbano, Stephan Meier, Gita Johar, Eric Johnson, Michael Morris, Sheena Iyengar, Modupe Akinola, Shiva Rajgopal, Conor Walsh, Sandra Matz Daniel Ames, Joel Brockner, Jorge Guzman, Mario Small, and Damon Phillips (adjunct and senior research scholar).

6-8 adjuncts for elective courses; Tamer Executive Education open and custom program teaching draws on primarily CBS full-time faculty.

Additional funding to be raised for climate change would support research faculty hiring as well as for PhD students and RAs/research projects.

One affiliated post-doc: Sandra Portocarrero, with an additional post-doc in process of being hired; Partial funding for 3 PhD student projects; funding for 6-8 climate change RAs affiliated with above research faculty and their projects.

12 current staff, not including 3 Justice Through Code staff who work closely with the team on premises. One open role, with 3-5 additional hires likely needed for the new Climate Knowledge Initiative. Future hiring related to the new Inclusive Entrepreneurship initiative is TBD, and may include support for PhD/post doc research as well.

Space: Describe the amount and type of space required, and the proposed physical location of the unit

Geffen Hall, Columbia Business School, 6th Floor

Is this to be a named center or unit with funding from a gift to the University?

Yes

Funding sources: List all the grant resources, philanthropic resources, or associate gifts, and the entity that will be responsible for fundraising.

The Institute will have \$38M in endowment before we ramp up fundraising for the Climate Initiative. Existing endowments totaled \$33,255,334 on November 30, 2022. Tony and Sandy Tamer have committed an additional \$5M endowment, specifically for Climate Change, to build a foundation for programming and staffing of the Climate Change in Business Initiative.

In FY22, the Tamer Center, which we propose to elevate to become the Tamer Institute, raised \$2.1M in current use gifts and earned \$1.6M in Executive Education and event revenue.

In FY23, donors have already begun expressing interest in funding the Climate Change in Business initiative. Bob Hammer has committed \$2.5M for a new Climate Knowledge Initiative, which is designed to draw on data-driven research from top scientists and thought leaders and provide actionable insights for business leaders and business students. Dean Maglaras is committed to raising an additional \$40M to solidify the Climate Initiative as part of the Tamer Institute.



# COLUMBIA | ENGINEERING

The Fu Foundation School of Engineering and Applied Science

June 7, 2023

Professor Mary Boyce, Provost

Dear Mary,

I am pleased to offer my enthusiastic support for the proposal to elevate Columbia Business School's Tamer Center for Social Enterprise to become the Tamer Institute for Social Enterprise and Climate Change.

The proposed institute, apart from continuing the very strong leadership that CBS has in social enterprise, will create a home for the Business School's efforts related to climate change, including curriculum, research, and broader impact. Engineering is deeply involved in the area of climate, and indeed SEAS and CBS co-taught a course in that area this past year exploring cleantech solutions and investing. CBS faculty are actively participating in Columbia's LEAP initiative, a cross-disciplinary center led by SEAS. In fact LEAP was showcased just a few weeks ago in CBS's annual Climate in Business conference.

We have never been more optimistic about the role Engineering can play in addressing the climate change challenge through the development of solutions to mitigate the phenomenon as well as adaptation tools to protect against its effects. The implementation of these solutions will require a strong connection to business, creating an important interface between the two schools. The Business School's focus in this area is very desirable, and I envision Engineering and the CBS Tamer Institute working together.

Apart from the curricular synergies that have already started, I anticipate that SEAS's leadership in climate modeling and climate solutions will be synergistic with the curricular and research efforts at the Business School, focusing on incentives, finance, implementation, strategy, supply chains as well as consumer psychology. I anticipate that further opportunities for curricular, research, and entrepreneurship collaboration will arise and look forward to educating the next generation of leaders to address the most pressing challenges of our time.

I am an enthusiastic supporter of this proposal and know that it will result in broad impact on student education, solution development, and innovation translation in this critical space of social enterprise and climate change.

Sincerely,

Shih-Fu Chang  
Dean, Columbia Engineering  
Morris A. and Alma Schapiro Professor

# COLUMBIA UNIVERSITY

IN THE CITY OF NEW YORK

SCHOOL OF INTERNATIONAL AND PUBLIC AFFAIRS

May 19, 2023

Professor Mary Boyce, Provost

Dear Mary,

I am pleased to offer my support to elevate the Tamer Center for Social Enterprise to become the Tamer Institute for Social Enterprise and Climate Change.

Although CBS and SIPA already have a strong partnership around climate and business, the creation of the Tamer Institute will accelerate the work already underway and allow us to find more opportunities for collaboration across the University. In addition to policy solutions which SIPA is developing through its focus on Sustainable Development and Climate Change and Technology and Innovation, business is a critical pillar to addressing climate. From finance to incentives, measurement to climate transition of business, industries and the economy, supply chains and beyond, a newly elevated Tamer Institute will expand and amplify Columbia's work on climate.

CBS has already begun this work and has built a strong partnership with SIPA. CBS faculty member Geoff Heal has contributed to SIPA's work in this area, and CBS has also been a sponsor of faculty member Caroline Flammer. As CBS raises its ambitions, SIPA will certainly find more opportunities to collaborate.

As I look toward the future and consider the potential of the Tamer Institute, I anticipate possibilities for partnerships with our faculty working at the intersection of climate and business – for example, those connected with the Center for Environmental Economics and Policy and the Center on Global Energy Policy.

Moreover, as we consider how business can help guide climate action, it is critical that we prepare our students to execute these strategies while continuing to focus on the social enterprise space. For example, I expect that our students will also be interested in engaging with the Institute – especially those who participate in our Challenge Grant program for social entrepreneurship.

Again, I am delighted to support the elevation of Tamer, and I look forward to the benefits this will yield for the University and beyond.

Sincerely,



Keren Yarhi-Milo  
Dean, School of International and Public Affairs  
Adlai E. Stevenson Professor of International Relations

OFFICE OF THE DEAN

Professor Mary Boyce, Provost  
Columbia University  
Low Library

8<sup>th</sup> May 2023

Dear Mary

I hope you are well.

I am writing to add my very strong support for the proposal to elevate the *Tamer Center for Social Enterprise* to become the *Tamer Institute for Social Enterprise and Climate Change*. The university-wide enthusiasm for designing and building a Climate School at Columbia has been very ably matched by individual schools considering what more they can do with us. This move will enhance the strong partnership that Columbia's Business School and Climate School already enjoy and will accelerate climate-business work together. The creation of the Tamer Institute and funding of the Climate Change and Business Initiative will also enhance the University's reputation as a global leader in climate and sustainability education, critical work in which our schools are natural partners. I have outlined some of the intersections below.

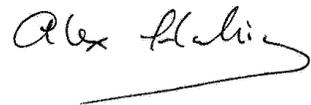
*Curriculum:* Business leaders need interdisciplinary information to make decisions about supply chains, investment strategies, real estate, power consumption, etc. Climate School faculty are creating much of this crucial climate knowledge, and Business School faculty, especially Bruce Usher and Gernot Wagner, are well-poised to help students analyze this and consider implementation and decision making. I envision the Tamer Institute as a partner in curriculum development, to leverage our resources and create even stronger programs for our students. Within the Business School, I know Bruce and other are pushing climate cases into many courses to meet the evolving needs of our students who are studying management, decision-making, entrepreneurship and finance. These students and future leaders will be making decisions that drive climate implications for the next 30+ years.

*Research:* We have already begun to partner on applied research in climate finance as well as developing business models for decarbonization, including manufacturing and supply chains. I see opportunities to leverage existing research in both the Climate School and the Tamer Institute and bring them together in ways that we previously have not.

*People:* The elevation of the Tamer Institute will allow us to be more strategic in the development and recruitment of students and partners. Some examples of Climate School / Earth Institute Centers with potential for collaboration include the *Advanced Consortium on Cooperation, Conflict, and Complexity*; the *International Research Institute for Climate and Society*; and the National Center for Disaster Preparedness. Increased climate programming across the University will only broaden our appeal to top students.

The elevation of climate as a focus of research and curriculum at the University is urgent and must be shared broadly across schools. This proposed enhancement of climate-business education and research is extremely welcome, and I offer my full support.

Best wishes

A handwritten signature in black ink that reads "Alex Halliday". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

Alex N. Halliday

cc Professor Jeff Shaman, Vice-Dean for Faculty Affairs, Columbia Climate School

**RESOLUTION TO ESTABLISH THE PROFESSORIAL TITLE OF  
PROFESSOR-IN-RESIDENCE**

WHEREAS the Office of the Provost's Ad-Hoc Appointments Committee has proposed the establishment of the Professor-in-Residence professorial title for members of the full-time off-track faculty who have distinguished themselves as scholars and scientists, in public life, in industry, or a range of other endeavors, and who join the Columbia faculty late in their careers with an appointment of up to four years that may be renewed once, and

WHEREAS these appointments are designed to meet specific programmatic needs of a school or department for a specific period of time, and

WHEREAS the Faculty Affairs, Academic Freedom and Tenure Committee has reviewed and endorsed the proposal;

THEREFORE, BE IT RESOLVED that the University Senate approve the establishment of the Professor-in-Residence title, and that the University Statutes be amended to include Professor-in-Residence, as set out, below:

**Sec. 61. Officers of Instruction: Grades of Office**

- a. The following grades of office shall be recognized in all appointments of officers of instruction:

**Professor-in-Residence**

BE IT FURTHER RESOLVED that the University Senate forward this resolution to the Trustees of the University for appropriate action; and

BE IT FINALLY RESOLVED that the Office of the Provost will keep the Faculty Affairs Committee informed at regular intervals on the experience and scope of these appointments.

Proponents: Faculty Affairs, Academic Freedom and Tenure Committee and Student Affairs Committee

University Senate

Proposed: November 17, 2023

Adopted:

**RESOLUTION TO ESTABLISH THE PROFESSORIAL TITLE OF  
PROFESSOR-IN-RESIDENCE**

WHEREAS the Office of the Provost's Ad-Hoc Appointments Committee has proposed the establishment of the Professor-in-Residence professorial title for members of the full-time off-track faculty who have distinguished themselves as scholars and scientists, in public life, in industry, or a range of other endeavors, and who join the Columbia faculty late in their careers with an appointment of up to four years that may be renewed once, and

WHEREAS these appointments are designed to meet specific programmatic needs of a school or department for a specific period of time, and

WHEREAS the Faculty Affairs, Academic Freedom and Tenure Committee has reviewed and endorsed the proposal;

THEREFORE, BE IT RESOLVED that the University Senate approve the establishment of the Professor-in-Residence title, and that the University Statutes be amended to include Professor-in-Residence, as set out, below:

**Sec. 61. Officers of Instruction: Grades of Office**

- a. The following grades of office shall be recognized in all appointments of officers of instruction:  
**Professor-in-Residence**

~~BE IT FURTHER RESOLVED that the University Senate forward this resolution to the Trustees of the University for appropriate action; and~~

Deleted: it

BE IT ~~FINALLY~~ RESOLVED that the Office of the Provost will keep the Faculty Affairs Committee informed at regular intervals on the experience and scope of these appointments.

Deleted: FURTHER

Proponents: Faculty Affairs, Academic Freedom and Tenure Committee and Student Affairs Committee

University Senate

Friendly Amendment

November 17, 2023

University Senate

Proposed: November 17, 2023

Adopted:

**RESOLUTION TO ESTABLISH THE PROFESSORIAL TITLE OF  
PROFESSOR-IN-RESIDENCE**

WHEREAS the Office of the Provost's Ad-Hoc Appointments Committee has proposed the establishment of the Professor-in-Residence professorial title for members of the full-time off-track faculty who have distinguished themselves as scholars and scientists, in public life, in industry, or a range of other endeavors, and who join the Columbia faculty late in their careers with an appointment of up to four years that may be renewed once, and

WHEREAS these appointments are designed to meet specific programmatic needs of a school or department for a specific period of time, and

WHEREAS the Faculty Affairs, Academic Freedom and Tenure Committee has reviewed and endorsed the proposal;

THEREFORE, BE IT RESOLVED that the University Senate approve the establishment of the Professor-in-Residence title, and that it forward this resolution to the Trustees of the University for appropriate action; and

BE IT FURTHER RESOLVED that the Office of the Provost will keep the Faculty Affairs Committee informed at regular intervals on the experience and scope of these appointments.

Proponents:

Faculty Affairs, Academic Freedom and Tenure Committee

Student Affairs Committee

**UNIVERSITY SENATE**  
**Faculty Affairs, Academic Freedom and Tenure Committee**

**Proposed Professorial Title | Professor-In-Residence**

**November 13, 2023**

The Office of the Provost's Ad-Hoc Appointments Committee has proposed the creation of a professorial title for off-track faculty appointed annually subject to the provisions of [Section 60 of the University Statutes](#): Professor-in-Residence.

**Professor-in-Residence**

An appointment as Professor-in-Residence would be reserved for highly distinguished senior scholars or scientists, government officials or industry leaders joining Columbia at a late stage (at least ten to fifteen years) in their career after they have contributed significantly to their field in another organization (such as after a retirement or completion of a major service in the government). These appointments would be in a school but also listed on the Office of the Provost's website. They would fulfill a well-defined and time-limited programmatic need and would have the capacity to make significant contributions to the school/University throughout the term of their appointment. The faculty member would ordinarily hold a doctorate or the recognized terminal degree in their field or other distinction of their leadership in their field or profession. Appointments to this title would be made for a term of up to four years with the approval of the appropriate dean or executive vice president and the Provost. Such appointments could be renewable for one additional four-year term, contingent upon the review and approval of the dean or executive vice president and the Provost. The teaching load and other responsibilities and engagements could vary by school, and even by faculty member, depending on the expertise of the individual. Despite the length of the appointment the faculty member would remain nontenured. Schools are responsible for funding these positions.

**Full-Time Officer of Instruction Titles**

<b>Tenured</b>	<b>Title</b>	<b>Morningside</b>	<b>CUMC</b>
	Professor	x	x
	University Professor	x	x
	Named Professor	x	x
	Associate Professor	x	x
	Named Associate Professor	x	x
<b>Tenure-Track</b>	<b>Title</b>	<b>Morningside</b>	<b>CUMC</b>
	Professor	x	x
	Named Professor	x	x
	Visiting Professor	x	x
	Named Visiting Professor	x	x
	Associate Professor	x	x
	Named Associate Professor	x	x
	Visiting Associate Professor	x	x
	Named Visiting Associate Professor	x	x
	Assistant Professor	x	x
	Named Assistant Professor	x	x
	Visiting Assistant Professor	x	x
	Named Visiting Assistant Professor	x	x
	Instructor	x	x
	Lecturer	x	x
	Senior Lecturer	x	x
	Associate	x	x
<b>Non-Tenured Full-time</b>	<b>Title</b>	<b>Morningside</b>	<b>CUMC</b>
	Professor at CUMC		x
	Named Professor at CUMC		x
	Professor of Professional Practice	x	
	Named Professor of Professional Practice	x	
	Clinical Professor of Law	x (Law only)	
	Named Clinical Professor	x (Law only)	
	Associate Professor at CUMC		x
	Named Associate Professor at CUMC		x
	Associate Professor of Professional Practice	x	
	Associate Clinical Professor of Law	x (Law only)	
	Named Associate Clinical Professor	x (Law only)	
	Assistant Professor at CUMC		x
	Named Assistant Professor at CUMC		x
	Assistant Professor of Professional Practice	x	
	Assistant Clinical Professor	x (Law only)	
	Instructor at CUMC		x
	Lecturer in Discipline	x	
	Senior Lecturer in Discipline	x	
	Named Senior Lecturer in Discipline	x	
	Associate in Discipline	x	
	Associate in Music Performance	x	
	Associate in Clinical		x
	Assistant in Clinical		x

University Senate

Proposed: November 17, 2023

Adopted: November 17, 2023 as amended

69-0-3: In favor-opposed-abstained

**RESOLUTION TO ESTABLISH THE PROFESSORIAL TITLE OF TEACHING PROFESSOR**

WHEREAS to recognize extraordinary and highly experienced members of the full-time off-track teaching faculty, the Faculty Affairs, Academic Freedom and Tenure Committee, in collaboration with the Office of the Provost, proposes the creation of the Teaching Professor title; and

WHEREAS this title will be for faculty senior in their career whose experiential knowledge will be of great benefit to the University and its students, with no less than ten years of distinction in the field of teaching, sustained and innovative contributions to curriculum development, and other initiatives critical to the educational mission of the University; and

WHEREAS this title signifies the high value the University places on the teaching mission and the role of the teaching faculty; and

WHEREAS it is expected that the number of such appointments in a school would be no more than 5 percent of its total full-time faculty;

THEREFORE, BE IT RESOLVED that the University Senate approve the establishment of the Teaching Professor title, and that the University Statutes be amended to include Teaching Professor, as set out, below,

**Sec. 61. Officers of Instruction: Grades of Office**

- a. The following grades of office shall be recognized in all appointments of officers of instruction:

**Teaching Professor**

BE IT FURTHER RESOLVED that the University Senate forward this resolution to the Trustees of the University for appropriate action; and

BE IT FINALLY RESOLVED that the Office of the Provost will keep the Faculty Affairs Committee informed at regular intervals on the experience and scope of these appointments.

Proponents: Faculty Affairs, Academic Freedom and Tenure Committee and Student Affairs Committee

University Senate

Proposed: November 17, 2023

Adopted:

**RESOLUTION TO ESTABLISH THE PROFESSORIAL TITLE OF TEACHING PROFESSOR**

WHEREAS to recognize extraordinary and highly experienced members of the full-time off-track teaching faculty, the Faculty Affairs, Academic Freedom and Tenure Committee, in collaboration with the Office of the Provost, proposes the creation of the Teaching Professor title; and

WHEREAS this title will be for faculty senior in their career whose experiential knowledge will be of great benefit to the University and its students, with no less than ten years of distinction in the field of teaching, sustained and innovative contributions to curriculum development, and other initiatives critical to the educational mission of the University; and

WHEREAS this title signifies the high value the University places on the teaching mission and the role of the teaching faculty; and

WHEREAS it is expected that the number of such appointments in a school would be no more than 5 percent of its total full-time faculty;

THEREFORE, BE IT RESOLVED that the University Senate approve the establishment of the Teaching Professor title, and that the University Statutes be amended to include Teaching Professor, as set out, below,

**Sec. 61. Officers of Instruction: Grades of Office**

a. The following grades of office shall be recognized in all appointments of officers of instruction:

Teaching Professor,

BE IT FURTHER RESOLVED that the University Senate forward this resolution to the Trustees of the University for appropriate action; and

BE IT FINALLY RESOLVED that the Office of the Provost will keep the Faculty Affairs Committee informed at regular intervals on the experience and scope of these appointments.

Proponents: Faculty Affairs, Academic Freedom and Tenure Committee and Student Affairs Committee

Deleted: it forward this resolution to the Trustees of the University for appropriate action, and

University Senate

Proposed: November 17, 2023

Adopted:

**RESOLUTION TO ESTABLISH THE PROFESSORIAL TITLE OF TEACHING PROFESSOR**

WHEREAS to recognize extraordinary and highly experienced members of the full-time off-track teaching faculty, the Faculty Affairs, Academic Freedom and Tenure Committee, in collaboration with the Office of the Provost, proposes the creation of the Teaching Professor title; and

WHEREAS this title will be for faculty senior in their career whose experiential knowledge will be of great benefit to the University and its students, with no less than ten years of distinction in the field of teaching, sustained and innovative contributions to curriculum development, and other initiatives critical to the educational mission of the University; and

WHEREAS this title signifies the high value the University places on the teaching mission and the role of the teaching faculty; and

WHEREAS it is expected that the number of such appointments in a school would be no more than 5 percent of its total full-time faculty;

THEREFORE, BE IT RESOLVED that the University Senate approve the establishment of the professorial title of Teaching Professor, and that it forward this resolution to the Trustees of the University for appropriate action, and

BE IT FURTHER RESOLVED that the Office of the Provost will keep the Faculty Affairs Committee informed at regular intervals on the experience and scope of these appointments.

Proponents:

Faculty Affairs, Academic Freedom and Tenure Committee

Student Affairs Committee

**UNIVERSITY SENATE**  
**Faculty Affairs, Academic Freedom and Tenure Committee**

**Proposed Professorial Title | Teaching Professor**

**November 13, 2023**

The Office of the Provost's Ad-Hoc Appointments Committee proposed the creation of a professorial title for off-track faculty appointed annually subject to the provisions of [Section 60 of the University Statutes](#): *Professor of Teaching Practice*. After careful review, the Faculty Affairs, Academic Freedom and Tenure Committee proposes, in place of the *Professor of Teaching Practice* title, the creation of the ***Teaching Professor*** title.

**Teaching Professor**

The title of Teaching Professor will be for:

- A. Individuals senior in their career whose experiential knowledge would be of great benefit to the institution and its students. It will be an appointment provided to recognize a truly extraordinary, highly experienced, non-tenured full-time teaching faculty member.
  
- B. Senior Lecturers with no less than ten years of distinction in the field of teaching, sustained and innovative contributions to curriculum development, and other initiatives critical to the educational mission of the University. In addition to their teaching responsibilities, these faculty would assume larger leadership roles at the University and receive benefits commensurate with such a promotion. Faculty elevated from Senior Lecturer in Discipline to Teaching Professor will undergo a major review that will be similar to that conducted for promotion to Senior Lecturer and for which there will be clear and readily accessible guidelines.

This title is meant as a distinction that acknowledges long-term (at least ten to fifteen years of excellence in teaching) exemplary contributions to teaching, curriculum development, pedagogical and course innovations, and other activities critical to the educational mission of the University. It is expected that

the number of such appointments in a school or in the Arts and Sciences would be no more than 5 percent of total full-time faculty<sup>1</sup>. This appointment signifies the high value the University places on our teaching mission and the role of full-time teaching faculty in this mission.

A Teaching Professor would have the same course load as a Senior Lecturer in Discipline in their school or department. They would be expected to provide service to the University, that is, serving on committees considering teaching responsibilities; helping to develop strategic plans for teaching and learning; and contributing to the education vision and mission of both the school and the University.

This full-time non-tenured appointment is for a term period of five years but is renewable with the approval of the appropriate dean or Executive Vice President and the Provost. For the renewal, a continuing review should be conducted during the fourth year of the Teaching Professor to assess the on-going level of exceptional contribution, leadership and innovation in teaching, pedagogy, and curriculum building. Appointment extensions beyond the initial five year term will require a continuing review.

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<sup>1</sup> This refers to the total number of full-time faculty in the specific faculty or school, as defined in the University Statutes, seeking to implement this title

**Full-Time Officer of Instruction Titles**

<b>Tenured</b>	<b>Title</b>	<b>Morningside</b>	<b>CUMC</b>
	Professor	x	x
	University Professor	x	x
	Named Professor	x	x
	Associate Professor	x	x
	Named Associate Professor	x	x
<b>Tenure-Track</b>	<b>Title</b>	<b>Morningside</b>	<b>CUMC</b>
	Professor	x	x
	Named Professor	x	x
	Visiting Professor	x	x
	Named Visiting Professor	x	x
	Associate Professor	x	x
	Named Associate Professor	x	x
	Visiting Associate Professor	x	x
	Named Visiting Associate Professor	x	x
	Assistant Professor	x	x
	Named Assistant Professor	x	x
	Visiting Assistant Professor	x	x
	Named Visiting Assistant Professor	x	x
	Instructor	x	x
	Lecturer	x	x
	Senior Lecturer	x	x
	Associate	x	x
<b>Non-Tenured Full-time</b>	<b>Title</b>	<b>Morningside</b>	<b>CUMC</b>
	Professor at CUMC		x
	Named Professor at CUMC		x
	Professor of Professional Practice	x	
	Named Professor of Professional Practice	x	
	Clinical Professor of Law	x (Law only)	
	Named Clinical Professor	x (Law only)	
	Associate Professor at CUMC		x
	Named Associate Professor at CUMC		x
	Associate Professor of Professional Practice	x	
	Associate Clinical Professor of Law	x (Law only)	
	Named Associate Clinical Professor	x (Law only)	
	Assistant Professor at CUMC		x
	Named Assistant Professor at CUMC		x
	Assistant Professor of Professional Practice	x	
	Assistant Clinical Professor	x (Law only)	
	Instructor at CUMC		x
	Lecturer in Discipline	x	
	Senior Lecturer in Discipline	x	
	Named Senior Lecturer in Discipline	x	
	Associate in Discipline	x	
	Associate in Music Performance	x	
	Associate in Clinical		x
	Assistant in Clinical		x

## Remarks to the University Senate Plenary | November 17, 2023: Sen. Daniel Wolf Savin

Thanks Jeanine.

For those of you who don't know me, my name is Daniel Savin. I'm a Senior Research Scientist in the Astrophysics Laboratory. I've been at Columbia for 31 years, four of those in the College. And I've been the Chair of the Research Officers Committee for the past 20.

I am very strongly in favor of these two proposals. They will clearly enhance the educational mission of the University.

What I would like to remind the Senate and the Administration is that the Research Officers Committee has been advocating for over a decade to establish a Research Professor Track for Professional Research Officers.

The titles would be for PROs who are leading their own research program as Principal Investigators on externally funded grants. These PRO PIs are a vital part of Columbia's mission of research, education, and service.

The titles would be Assistant, Associate, and Full Research Professor. There are about 150 PRO PIs who would be eligible for these titles.

As an example of the impact that these titles would have, we can look at Lamont-Doherty Earth Observatory. Over a decade ago, the Senate approved the creation of the Lamont Research Professor titles for PRO PIs. These titles enabled Lamont to expand its research portfolio and to enhance its already stellar reputation.

Bringing the Research Professor titles to other parts of the University will have a similar impact by attracting top scientist and scholars from around the globe. Two obvious parts of the University that would benefit immediately are the Climate School and the Data Science Institute.

So with the aim of advancing and enhancing Columbia's mission, I am asking the Senate to work with the Research Officers Committee and bring our proposal to the Administration to establish a Research Professor Track.

Thank you.