Manhattanville and Academic and Physical Planning at Columbia University

Report of the Campus Planning Task Force, University Senate

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Chair, Campus Planning Task Force
June 6, 2010

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EXECUTIVE SUMMARY

The Campus Planning Task Force hereby submits its final report to the University Senate in accordance with the Senate resolution of March 7, 2003 (Appendix A). This report provides background information on the task force, summarizes its activities, and presents its findings and recommendations regarding Columbia's ongoing academic and physical planning with regard to the Manhattanville expansion.

Formed in 2002, the Campus Planning Task Force originally provided faculty and student participation in the physical planning process regarding the University's expansion into the Manhattanville area. Consistent with the powers of the University Senate, the task force: 1) reviewed and offered feedback on various proposed physical plans; 2) endorsed the design principles guiding the development of the site; 3) solicited feedback from internal and external stakeholders; 4) disseminated information to the broader Columbia community by holding town hall meetings, providing public testimony, and making presentations to numerous departments, schools and student groups; and 5) issued reports to the President and the Trustees.

At the invitation of President Bollinger in 2007, the task force also moved to consider the academic planning process for Manhattanville and its relation to ongoing physical planning both at the new Manhattanville site and on the extant campuses. In arriving at its findings the task force: 1) spoke with relevant deans of academic units considering relocation to the new site; 2) solicited white papers from each of the Senate standing committees with jurisdictions affected by the proposed campus expansion; and 3) arrived at best practices for ongoing governance.

The task force makes the following recommendations:

1. *Academic and physical planning should be a **continuing** exercise, **coordinated** across the units and **complementing** a larger strategic vision of Columbia University;*

2. *Ongoing governance should: 1) incorporate input at many levels, 2) enhance transparency, 3) encourage participation, 4) leverage existing institutional structures, and 5) coordinate academic, fiscal and physical planning;*

3. *Research: Columbia should allocate research facilities in Manhattanville as well as reconfigured space on existing campuses so as to encourage interdisciplinary collaboration and accommodate future research methods.*

4. *Teaching: Columbia should treat the spatial distance among the campuses as an opportunity to rethink the classroom experience with the introduction of enhanced information technology.*

5. *Outreach: Columbia should utilize organizations already engaged in community outreach--Double Discovery, Community Impact and the Gateway Initiative--to enhance community commitments.*

A Brief History of the Manhattanville Expansion

The successful completion of Columbia's rezoning application for the 17-acre site of its proposed Manhattanville, West Harlem, campus offers an unprecedented opportunity for the expansion of the university in ways heretofore unimaginable. For the first time since McKim, Mead and White contemplated a 19-acre empty lot on Morningside Heights more than a century ago, Columbia University can now plan its academic trajectory in a deliberate way.

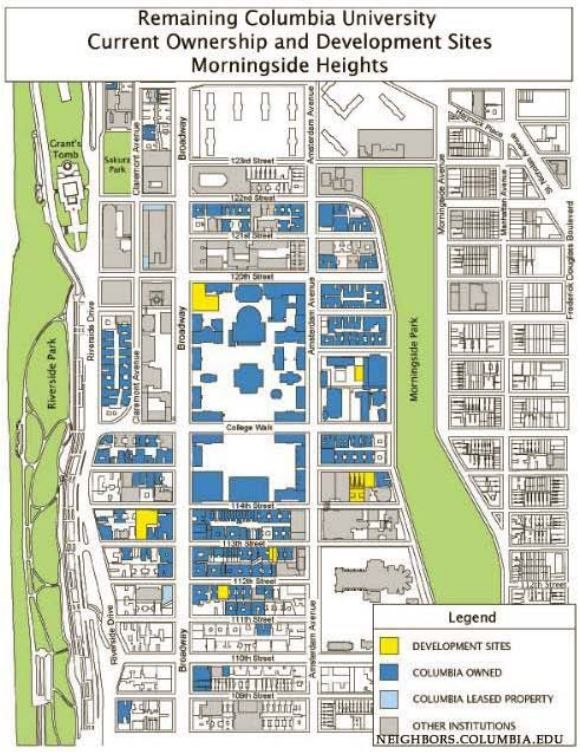
Over the next half century, the Manhattanville campus will profoundly reshape the contours of the university, defining not only its opportunities but also its constraints. As one of the most space-constrained of all major research campuses, Columbia has long sought to manage its space planning mostly through an in-fill strategy, purchasing and developing sites close to or adjacent to the main campuses. In contrast to this opportunistic, haphazard growth, Columbia can now develop some six million square feet of space over a period of several decades, reflecting more clearly the university's needs and priorities. The rationale for such a vast undertaking comes down to fundamentals: Columbia's space constraints limit its ability to attract and retain faculty, mount new research programs and areas of inquiry, garner additional external funding, and, in some cases, offer the highest level of educational training.

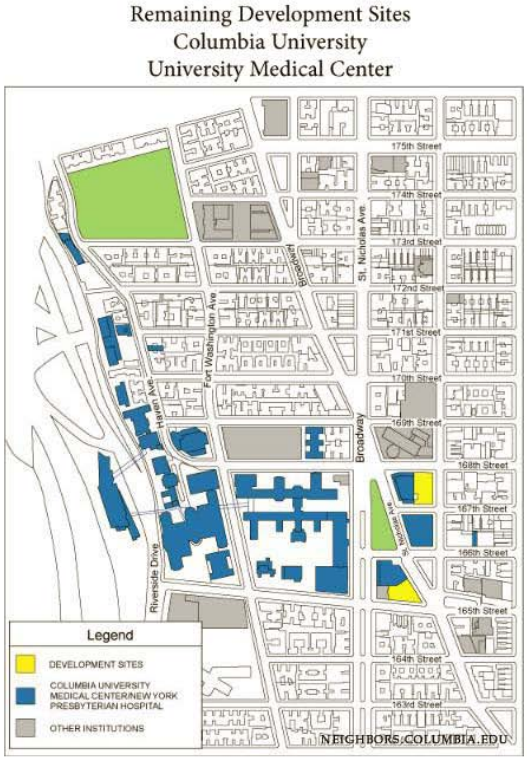
This report outlines the motivations for developing a new campus, briefly reviewing the rezoning process and the resulting constraints imposed on the physical development and academic use of the site, as well as ongoing relations with the surrounding community. It then details the Senate's role in the campus expansion, highlighting the activities of the Campus Planning Task Force. Key findings of the task force include: 1) the need for Senate reorganization to better address academic planning consideration in conjunction with physical planning, 2) the creation of an ongoing governance structure that incorporates input from all parts of the university in decisions regarding Manhattanville, and 3) oversight and maintenance of ongoing community relations. It concludes with a series of recommendations and next steps.

The Problem

A series of benchmark studies conducted by the Provost's office over the 2003-04 academic year showed that Columbia University has less than half the square feet per student of its peer institutions, including Harvard, Yale and Princeton. In addition, the University has grown approximately one million square feet per decade and has now virtually exhausted the expansion space available in the Morningside Heights area and in the vicinity of the Medical Center. Exhibit 1 shows in yellow the few available remaining sites, comprising some 1 million square feet, left for further development.

Exhibit 1: Available Space



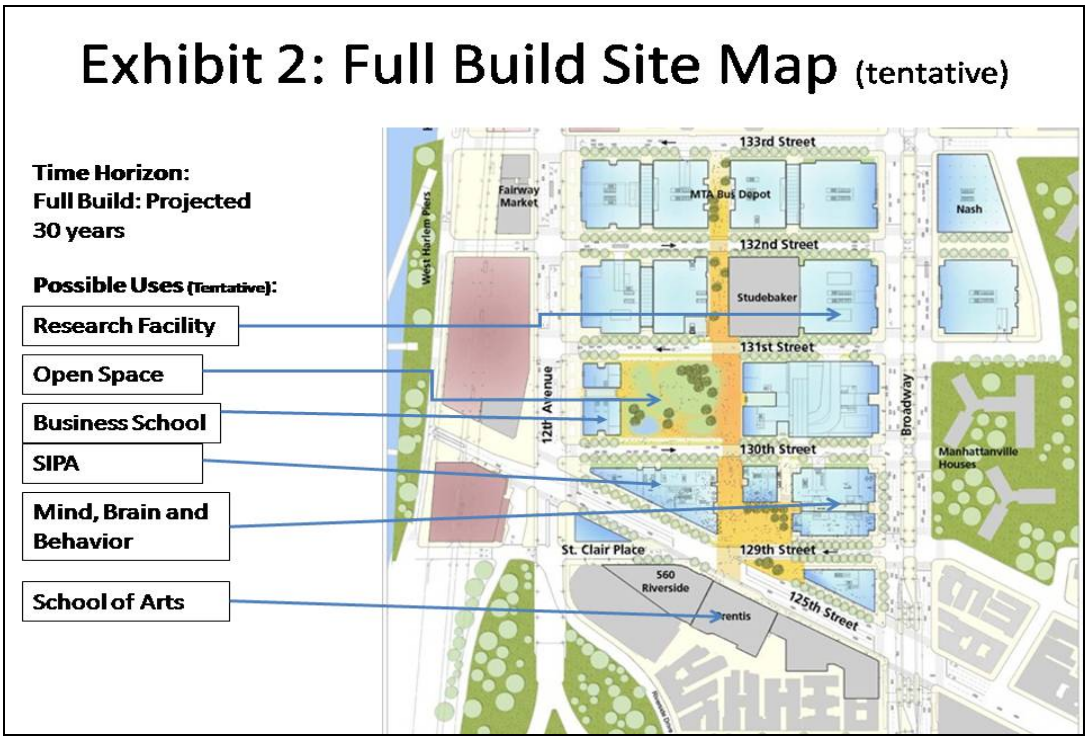


Actions Taken

To redress this shortfall and to maintain Columbia's position as a world class research institution, President Bollinger proposed to build a new campus in Manhattanville, West Harlem, generating the potential for 6.8 million square feet of new space to come online over the next half century.[1] Towards this end, the University: 1) purchased and sought public approval to rezone a 17-acre parcel; 2) undertook a comprehensive design and site development in accordance with city and state rezoning requirements; and 3) entered into a Community Benefits Agreement with the West Harlem Local Development Corporation. Exhibit 2 shows the Columbia University expansion area, which includes some 17 acres bounded by 12th Avenue to Broadway and 125th to 133rd Streets, bordered by the neighbors of 3333 Broadway to the north, Manhattanville Houses to the east, Tiemann Place to the south and Harlem Piers to the west.

[1] The expansion area was part of a larger project by New York City and the Economic Development Corporation to rezone some 35 acres of land in the West Harlem area to revitalize the waterfront, Harlem Piers and Riverbank Park.

The area was rezoned to accommodate the construction of an academic mixed-use special district, which is to be built in two phases.[2] The first phase, estimated to take about 15 years for completion, includes new buildings for the Graduate School of Business, the School of International and Public Affairs, the Mind, Brain and Behavior Building, a possible art gallery and a convention center. The full build-out shown in Exhibit 2 highlights these commitments as well as possible others.



In arriving at the renderings and proposed uses, the Senate worked with the administration to develop a series of design elements. The University Senate passed a resolution outlining "Guiding Principles and Framework" (See Appendix B) for the physical planning of the site, which included: 1) open space distributed throughout the site, 2) access to the waterfront, 3) historical and architectural preservation, where possible, 4) commitment to environmentally friendly design and standards, 5) transparency and open structural façades, and 6) commercial revitalization of the ground floor on the major throughways. The Senate also reviewed and commented on preliminary schematics and renderings.[3]

[2] For the complete details of the architectural restrictions and other mitigations, see the Environmental Impact Statement available at http://www.nyc.gov/html/dcp/html/env_review/manhattanville.shtml.

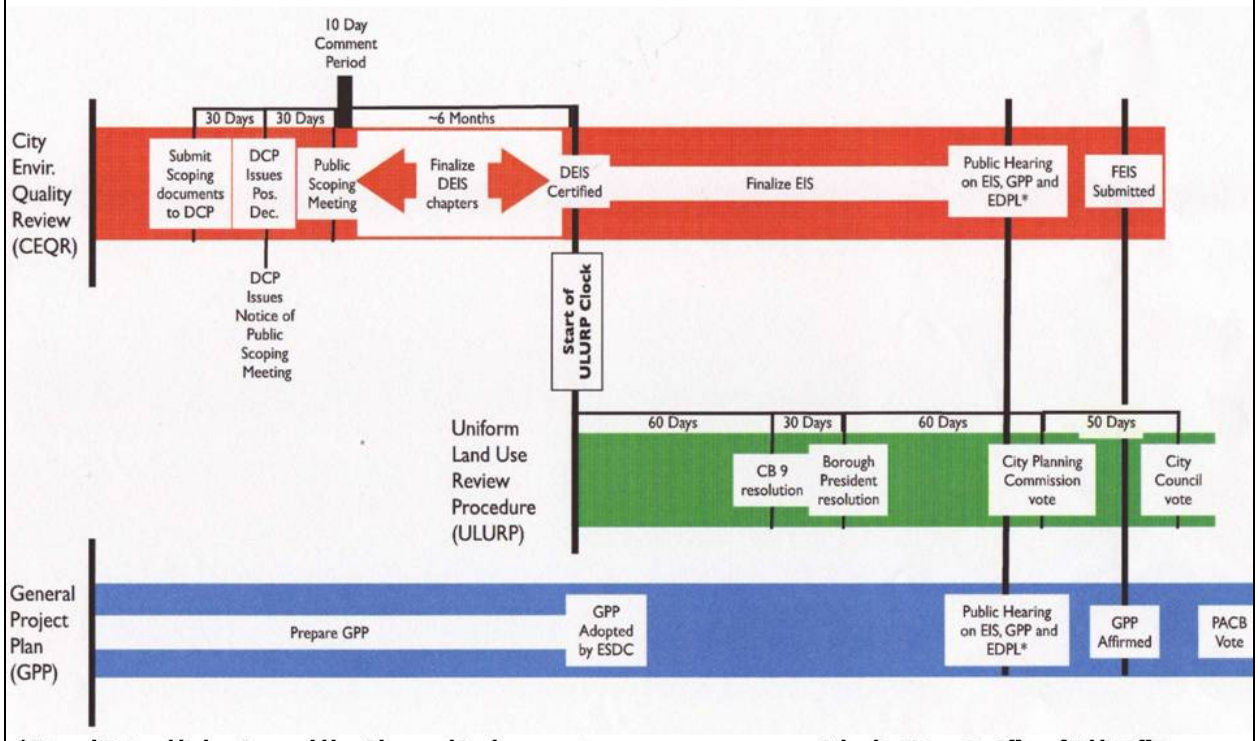
[3] The realization of these working principles into a campus plan reflected the hard work of many in the administration and throughout the university, in conjunction with talented outside project design consultants headed by Marilyn Taylor, then chairman of Skidmore Owings and Merrill (SOM). Appendix B provides the task force's report that endorsed the design principles.

Approval Process and Outcomes

The realization of these renderings created by Renzo Piano required that the University undertake a lengthy and comprehensive rezoning of the proposed development area. A review of the approval process needed to gain the necessary rezoning allowances is important for two reasons as it pertains to the academic and physical planning process: 1) it defines the university's constraints regarding building size, location, mass, use, and configuration; and 2) it defines the university's ongoing commitments to the community and surrounding neighborhood. Both of these conditions were necessary to obtain the required city and state approvals, and both limit the university's flexibility in the future.

As detailed in Exhibit 3, to obtain the necessary land use approvals, Columbia had to complete the following: 1) Environmental Impact Statement (EIS), 2) Uniform Land Use Review Procedures (ULURP), 3) General Project Plan (Eminent Domain). Although not legally mandated, Columbia University also negotiated a community benefits agreement (CBA).[4]

Exhibit 3: Approval Process Timelines for the Environmental Review, Uniform Land Use Review Procedure and General Project Plan



[4] Full details are available online at available online at: http://www.columbia.edu/cu/gca/pdf-files/CBAAgreement.pdf.

At each point in the process, amendments were made to mitigate the potential negative environmental impact of the Manhattanville development project, as well as to assuage the concerns of various community groups and elected officials. Limitations on development of the physical site are as follows:

- The expansion is limited to 6.8 million square feet, including:
    - 4.7 million square feet of development above grade for research and instruction, housing for graduate students, faculty and other employees, retail and commercial space and support facilities, and
    - 2.1 million square feet located below grade, including centralized steam and chilled water plants, research support space, loading docks and parking and storage facilities;
- The University committed to approximately 800 units of housing for Columbia faculty, students and staff to offset potential increased demand for housing in the surrounding areas;
- Laboratories are restricted to bio-safety level 3 activities, limiting the types of science that can be conducted and grants to support research endeavors;
- The size, mass, location and use of buildings were specified;
- Streets were to remain open and the first two floors of the buildings were designated for public active use.

The university also made commitments to the community, including:

- $20 million set aside for a housing fund;
- $20 million in-kind services;
- $30 million for the development of a demonstration K-8 school;
- $76 million to a benefits fund;
- $3,000,000 in capital improvements for the Manhattanville and Grant Houses;
- Forty aid-eligible undergraduate scholarships a year to attend Columbia from CB9;
- Access to Columbia facilities for local scholars and residents.

Exhibit 4 provides a synopsis of the Community Benefits Agreement and General Project Plan Amenities. The implications of these constraints and commitments affect not only the cost of build-out, but also the physical and academic planning for the Manhattanville campus. For example, demands of the approval process explain why the university made early commitments to move the Business School and the School of International and Public Affairs to the new site as well as to build the Mind, Brain and Behavior building. The rezoning therefore sets in stone the underlying blueprint for future construction and use, offering the university both immense opportunities and challenges along the way.

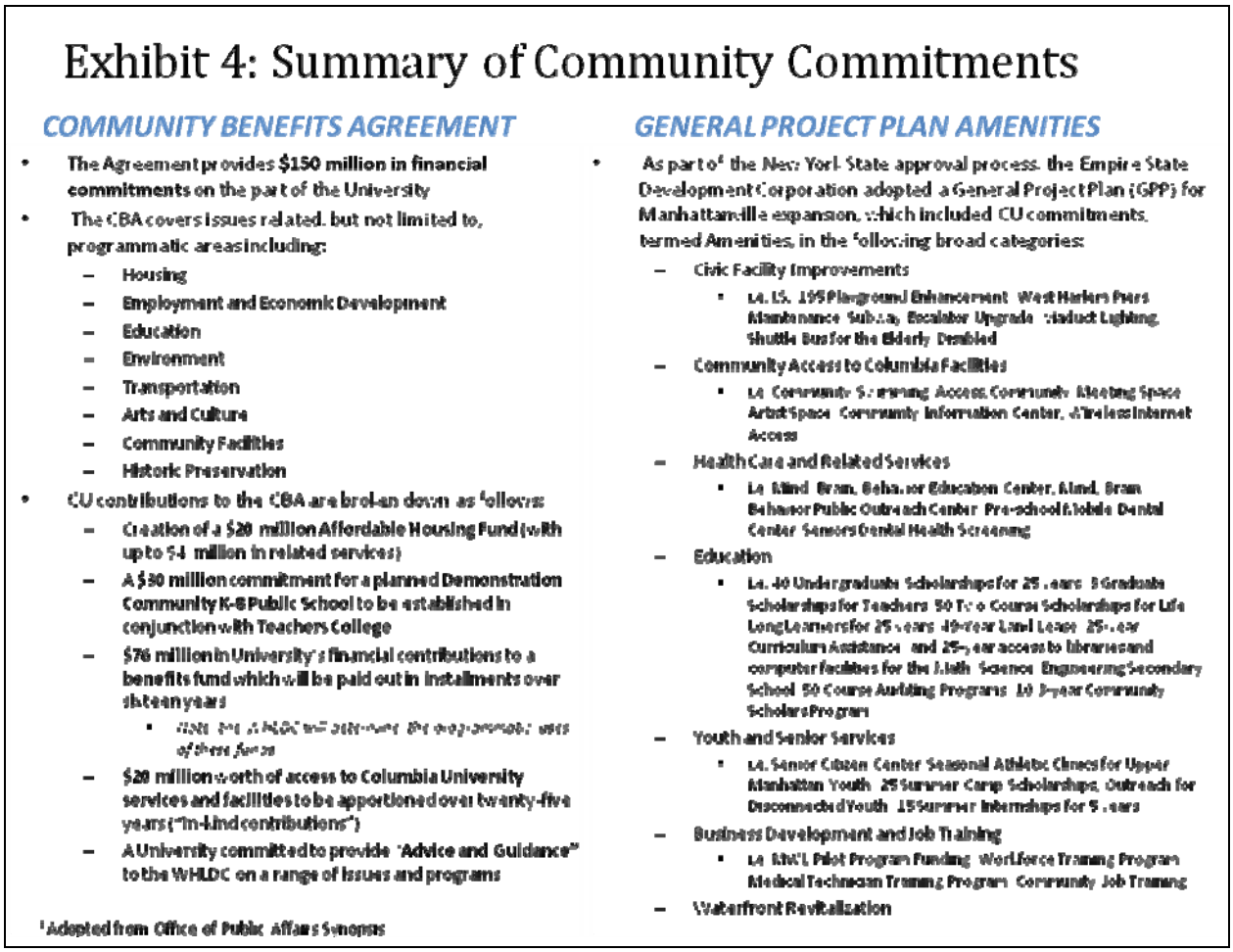


Exhibit 4: Summary of Community Commitments

COMMUNITY BENEFITS AGREEMENT

- The Agreement provides $150 million in financial commitments on the part of the University
- The CBA covers issues related, but not limited to, programmatic areas including:
  - Housing
  - Employment and Economic Development
  - Education
  - Environment
  - Transportation
  - Arts and Culture
  - Community Facilities
  - Historic Preservation
- CU contributions to the CBA are broken down as follows:
  - Creation of a $20 million Affordable Housing Fund (with up to $4 million in related services)
  - A $30 million commitment for a planned Demonstration Community K-8 Public School to be established in conjunction with Teachers College
  - $76 million in University's financial contributions to a benefits fund which will be paid out in installments over thirteen years
    - [illegible] WHLDC in accordance with the requirements and uses of these funds
  - $20 million worth of access to Columbia University services and facilities to be apportioned over twenty-five years ("In-kind contributions")
  - A University committed to provide "Advice and Guidance" to the WHLDC on a range of issues and programs

[1]Adopted from Office of Public Affairs Synopsis

GENERAL PROJECT PLAN AMENITIES

- As part of the New York State approval process, the Empire State Development Corporation adopted a General Project Plan (GPP) for Manhattanville expansion, which included CU commitments, termed Amenities, in the following broad categories:
  - Civic Facility Improvements
    - La. Ls. 155 Playground Enhancement West Harlem Piers Maintenance Subway Escalator Upgrade Viaduct Lighting, Shuttle Bus for the Elderly Disabled
  - Community Access to Columbia Facilities
    - La Community Screening Access Community Meeting Space Artist Space Community Information Center, Wireless Internet Access
  - Health Care and Related Services
    - La Mind Brain, Behavior Education Center, Mind, Brain Behavior Public Outreach Center Pre-school Mobile Dental Center Seniors Dental Health Screening
  - Education
    - La. 40 Undergraduate Scholarships for 25 years 3 Graduate Scholarships for Teachers 50 Two Course Scholarships for Life Long Learners for 25 years 49-year Land Lease 25-year Curriculum Assistance and 25-year access to libraries and computer facilities for the Math Science Engineering Secondary School 50 Course Auditing Programs 10 3-year Community Scholars Program
  - Youth and Senior Services
    - La. Senior Citizen Center Seasonal Athletic Clinics for Upper Manhattan Youth 25 Summer Camp Scholarships, Outreach for Disconnected Youth 15 Summer Internships for 5 years
  - Business Development and Job Training
    - La. HWL Pilot Program Funding Workforce Training Program Medical Technician Training Program Community Job Training
  - Waterfront Revitalization

Senate Campus Planning Task Force

Background

Formed in 2003, the Campus Planning Task Force provided faculty and student participation in the planning and monitoring of the University's expansion into the Manhattanville area. As part of the advisory, managerial and oversight functions of the University Senate, the Campus Planning Task Force served as a key university-wide body to oversee, review and provide recommendations into the planning, designing, and implementation of the Manhattanville campus. In creating the task force, the Executive Committee of the Senate sought to:

> *[E]ngage in meaningful discussions with the planning team, administrators, and other groups involved in campus planning over the course of the study, to join in the search for the appropriate balance in space allocation decisions between the University's academic and economic development priorities, between its own*

urgent needs and those of the surrounding community, and among Columbia's own schools and disciplines, with their widely varying means and goals.[5]

Activities

In the execution of its mandate, the task force:

1. Met with the key administrators, consultants, architects, and community leaders to review and offer feedback on various proposed physical plans;
2. Enacted a Senate resolution endorsing the design principles guiding the development of the site (see Appendix B);
3. Solicited feedback from internal and external stakeholders;
4. Disseminated information to the broader Columbia community by holding town hall meetings, providing public testimony, and making more than 30 presentations to numerous departments, schools and student groups; and
5. Provided periodic updates to the President and Trustees.

Appendix C provides a summary timeline, highlighting the guests and key presentations made before the Campus Planning Task Force from 2002 to 2008. A roster is provided in Appendix D.

Acquiring the necessary approvals and planning for Manhattanville has been an enormous, sometimes hectic, undertaking of land acquisition, environmental study, fundraising, community relations and negotiations. During this phase, the physical planning naturally took precedence over academic planning. As the land use process came to a close, President Bollinger in May 2007 invited the task force to undertake an academic planning exercise related to Manhattanville, both considering alternatives for development on the new campus and reconfiguring the space vacated on Morningside and the Medical Center by units moving to Manhattanville.

In its effort to understand the links between academic planning and physical planning, the Campus Planning Task Force:

1. Met with the President and Provost, as well as key administrators, to ascertain current academic planning efforts;
2. Spoke with deans of academic units considering relocation to Manhattanville to understand their internal decision-making processes; and
3. Solicited white papers from Senate standing committees concerned with various aspects of the proposed campus expansion, both in Manhattanville and on the other campuses.

To facilitate deliberations, each committee was given a template (attached as Appendix E) to consider the opportunities and challenges of Manhattanville for issues in the committee's jurisdiction. After internal discussion and consultation with key administrative staff, each committee forwarded its recommendations to the Campus Planning Task Force. Without recommending any particular plan, the goal of these efforts was to offer a transparent and consistent planning procedure that will guide units of the university, encourage the aspirations of

[5] See Appendix A for the resolution creating the Campus Planning Task Force.

schools that have lacked the size or clout to participate before, and provide criteria for choices by the university.

Findings

Appendix F provides summaries of the committees' reports.[6] While each committee highlighted recommendations directly related to its jurisdiction, several common themes emerged:

1) Current academic planning is conducted either at the department or school level with little coordination with the rest of the university or, ironically, by the highest levels of the central administration with little reference to the units;
2) Academic and physical planning have traditionally been undertaken by separate arms of the University, which at times has resulted in a mismatch between resources and need;
3) As currently conducted, comprehensive academic planning is limited by the great variation of resources and preparation among the schools and departments to adapt to the proposed physical changes envisaged for the Manhattanville campus;
4) Future academic and physical planning should include input from a broad range of interests and constituencies, at various stages in the decision-making process; and
5) Successful long-term academic planning requires ongoing governance that enhances transparency, encourages participation, leverages existing institutional structures, and coordinates academic, fiscal and physical planning across units.-

Recommendations and Next Steps

Senate Reorganization

On April 2, 2010, the Senate voted to change the statutes and expand the mandate of the Physical Development committee to include both academic planning and oversight of the physical plant (see Appendix G). The new Committee on Campus Planning and Physical Development expands its jurisdiction to incorporate the mandate of the Campus Planning Task Force.

> *The primary mandate of the Campus Planning and Physical Development Committee is to review and comment upon the process for planning, reviewing, assigning priorities and implementing the University's physical development to assess how they impact the academic mission of the University. This shall include plans and projects to change space available for specific schools and departments as well as space for the well-being of the University community. The Committee will report to the Senate, President, and Trustees whether major projects have been properly reviewed and serve the best interests of the University.*

The purpose for the clarification of jurisdiction is to ensure ongoing Senate participation in the physical and academic planning associated with the Manhattanville expansion.

[6] Full committee reports are available at the University Senate Office.

Proposed Governance Structure

One of the key themes that emerged from the white papers is the need for a clear, transparent ongoing governance structure. The lessons learned from the early Manhattanville decisions and the Northwest Corner Science Building highlight five guiding principles:

1) Governance should be transparent;
2) Structures should be ongoing, albeit flexible, to address new issues as they arise;
3) Participation should be broad and at many levels, not just schools or departments, but also groups of individual scholars;
4) Information needs to flow both ways: feedback should be solicited and recommendations should be responded to in a timely and consistent manner; and
5) Planning efforts should be coordinated and seek the highest return to the university, even if that is not measured in dollar terms.

The committees' reports highlight the need to:

- Establish **affinity groups** uniting faculty, students and administrators with common interests to assist with planning for Manhattanville and for space made available at the CUMC and Morningside campuses. The affinity groups should align with Senate standing committees to study our expansion and to play a vital role in the relocation process.

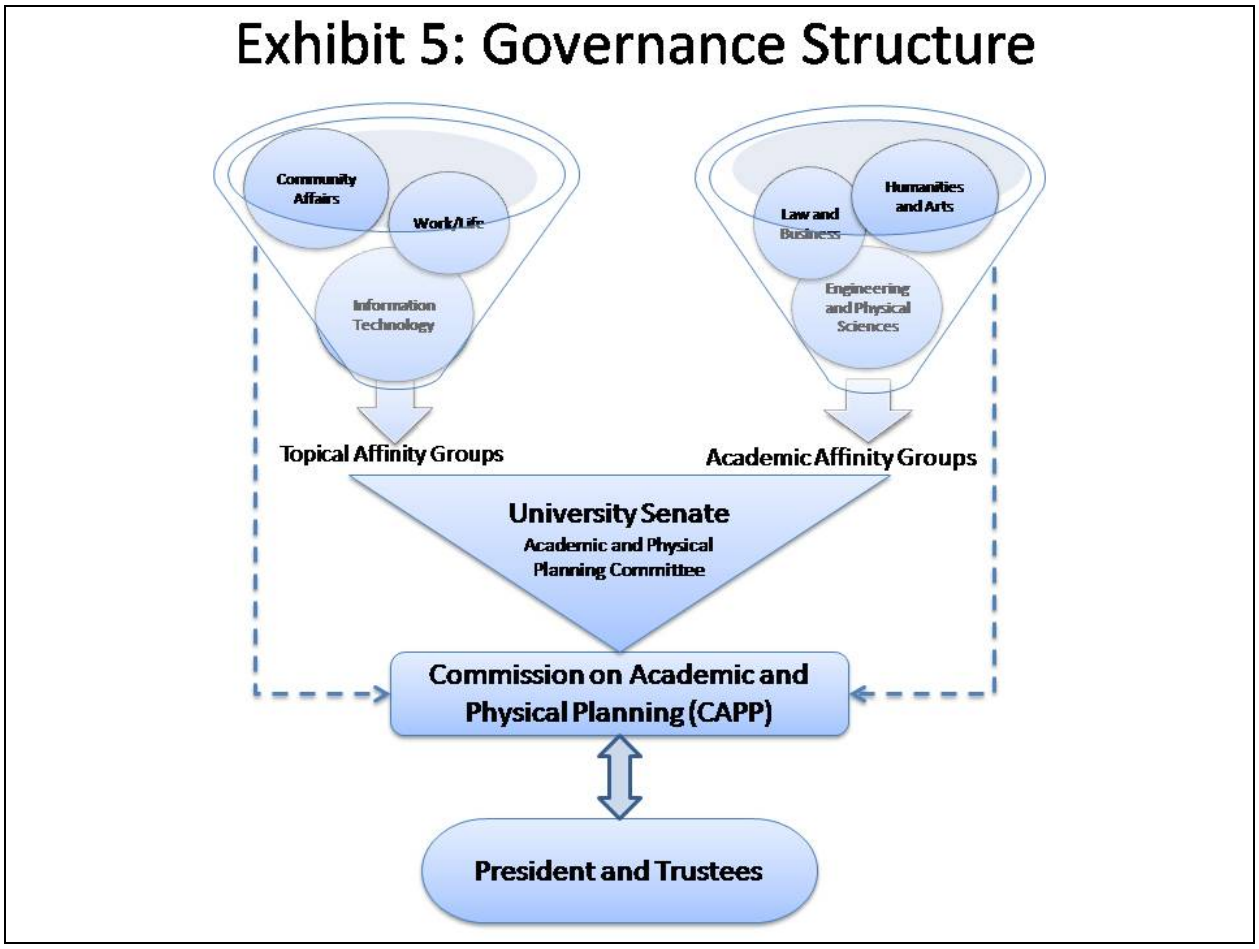
- Establish a **blue-ribbon commission** of faculty, Trustees, students, alumni, staff, and perhaps outside experts who would judge each school's proposal on its merits and determine whether it is practical and in the best interests of the University. The panel would address suggestions and proposals from the affinity groups and make clear recommendations to the President and Trustees of choices and priorities.

- Solicit proposals from each school interested in expansion or a move to Manhattanville or to another building on one of the campuses. Such proposals would justify the school's plans, outline the planning process, provide a detailed account of usage, predict collateral effects and problems, and explain funding sources.

Exhibit 5 provides a multi-tiered schematic of the proposed ongoing governance structure. The first level of input should come from what we term affinity groups. These are standing working groups centered on a common theme. The theme can be topical, such as information technology or work/life issues, or it can be academically oriented, such as human biological sciences or the arts and humanities. It is anticipated that they will solicit ideas from the faculty and academic community at large. The mandate of the affinity groups is to define key opportunities and challenges created by the Manhattanville expansion by undertaking in each topical or academic area:

1. A review of current academic standing or goals of the topical area;

2. An assessment of the impact of the current space allocation on the university's standing and goals;
3. A reckoning and vision of the long-term benefits of particular uses of additional space on teaching, new scholarship and academic standing;
4. An assessment of the costs to develop additional space in Manhattanville or elsewhere; and
5. A financial plan to meet those costs, based on capital reserves, fundraising, and debt.



The affinity groups will be constituted as sub-committees of the Senate Committee on Campus Planning and Physical Development. Their membership will be appointed by the Provost in consultation with the Senate, and have at least one senate representative each.[7] These affinity groups will report to the full Senate committee, which in turn will make regular reports to the Provost's Commission on Academic and Physical Planning (CAPP). They will also be available to consult directly with the CAPP, at the Provost's discretion.

The CAPP will be a "blue ribbon" commission, chaired by the Provost, whose membership will be determined by the Provost in consultation with the President and will include at least one

[7] It is anticipated that Senate input to membership to the CAPP will resemble the Senate-nominated Trustees process, whereby the Senate nominates a pool from which the President and Trustees draw.

Senate representative and one member of the Board of Trustees. This commission in turn will consult with the Council of Deans, key administrative staff, and outside consultants, at their discretion, and make advisory reports to the President. The CAPP should make regular reports of its activities, priorities set, and decisions made, to be posted on a website, reported annually to the Senate.

Next Steps

The Senate will continue with its mandate regarding academic and physical planning and seek to:

1) Work with the Provost and the President to establish a practical number of affinity groups and assess the highest priorities;
2) Work with the Provost and the President's office to establish the membership selection process of the CAPP;
3) Strengthen the staffing and support for the Senate Committee Campus Planning and Physical Development, working closely with the Provost's office, to ensure that the affinity groups and the Senate committee have adequate resources to execute their mandates;
4) Solicit feedback from the Council of Deans and various executive committees of the schools; and
5) Work with the various schools and units to ensure that the decision making process is well-understood, that requests for proposals are routine, and that updates on the Manhattanville project are regularized and readily available.

University Senate

Proposed: March 7, 2003

Adopted:

Appendix A: Resolution Establishing Campus Planning Task Force

**RESOLUTION TO OUTLINE A SENATE ROLE
IN COLUMBIA UNIVERSITY'S CAMPUS PLANNING EFFORT**

WHEREAS Columbia University is embarking on a long-term academic planning project for the design, development and expansion of its campuses, and

WHEREAS the University has recently hired a team of architects and design firms to undertake the study and make recommendations, after extensive consultations with a range of individuals and groups in the Columbia community, and

WHEREAS the University Senate offers an effective and orderly means of collective involvement in this planning effort for the Columbia community;

THEREFORE BE IT RESOLVED that the University Senate invite the new campus planning team to its April 25 plenary meeting to make a preliminary presentation including an explanation of the scope of their work;

BE IT FURTHER RESOLVED that the Senate invite the planning team to provide a progress report at a regular or special Senate meeting next fall, and once a semester till the end of the study;

BE IT FINALLY RESOLVED that the Executive Committee approve the creation of a suitable panel, which will engage in meaningful discussions with the planning team, administrators, and other groups involved in campus planning over the course of the study, to join in the search for the appropriate balance in space allocation decisions between the University's academic and economic development priorities, between its own urgent needs and those of the surrounding community, and among Columbia's own schools and disciplines, with their widely varying means and goals.

May 17, 2004

Appendix B: Task Force Report Endorsing Design Principles

2003-04 ANNUAL REPORT OF THE
UNIVERSITY SENATE TASK FORCE ON CAMPUS PLANNING

1. The Task Force approves the plans for the University's development at the Manhattanville site as shown on the physical model presented to us, and the design principles governing its execution, as thus far stated. It takes no position on issues as to which it has insufficient information, including:

a. the incorporation of the restrictions and principles of the model in zoning laws or otherwise binding arrangements;

b. the desired uses of buildings within that model;

c. the role of community and/or non-University uses in the model;

d. the presence or absence of affordable housing connected with the development (the Task Force would particularly appreciate being informed on this issue);

e. the mechanisms for making decisions as to uses and developments at the site during the interim phases before full build-out.

2. The Task Force asks the administration to provide the schedule for academic planning in connection with the proposed University expansion. In particular, we would like to know the planned timetable for

a. receiving and collating the responses to the Provost's request for a statement of each school's likely space needs for the foreseeable future;

b. evaluating those requests in the context of academic priorities;

c. evaluating those requests in the context of potential for funding;

d. projecting the implications of the result for physical development;

e. setting priorities for implementation at the Manhattanville site, with attendant implications for building size and location.

3. The Task Force requests a report by Associate Provost Marian Pagano on the status of school responses to the Provost's solicitation, with a summary of responses to date.

4. The Task Force calls upon the Administration to initiate an academic plan to inform the programming and design of the future School of the Arts building. The planning process should be a faculty-led discussion, incorporating student input, and should consider the role of the school in relation to the University, the surrounding community, and the wider artistic community, as well as issues of space, cost, facilities, and, in particular, the challenge and use of future technologies. The Task Force recommends the fullest direct communication among Columbia administrators, architects, and school faculty in this planning.

We believe the planning processes already underway for the School of the Arts and the new science buildings may provide valuable inputs for a generally useful process of further academic planning for development in Manhattanville. We request that resources and necessary information be made available to optimize the planning process and document the lessons learned for wider benefit.

The Task Force further has heard with interest about the planning process now underway for the Arts and Sciences, including suggestions for a consistent form of response incorporating a grid dealing with student numbers, space needs, and academic objectives. We commend this A&S approach as a possible model for other planning efforts, including the responses of Columbia schools to the Provost's solicitation last fall. We stress the need for full involvement of faculty, students and staff in preparing these responses.

5. The Task Force lauds creation of a university-wide committee for academic planning in the natural sciences. It recommends setting up parallel committees promptly for academic planning in the social sciences, including the professional schools (where substantial funded social science research is going on), as well as in the humanities.

The Task Force looks forward to continuing its oversight in current deliberations, focusing on the integration of academic and physical planning for Manhattanville.

Peter Marcuse and Sharyn O'Halloran, co-chairs

Appendix C: Timeline of Campus Planning Task Force Activities

A SUMMARY OF DELIBERATIONS OF THE UNIVERSITY SENATE TASK FORCE ON CAMPUS PLANNING

2003-2009

SPRING 2003

April 15, 2003
Guests: Marilyn Taylor, chairman, Skidmore Owings and Merrill (SOM); Geoffrey Wiener, Assistant Vice President for Facilities Planning and Space Management; Jeremiah Stoldt, Director, Special Projects; John Valladares, Assistant Project Manager; and Lorinda Karoff, a real estate consultant working for Karen Backus, a project manager in the current planning effort. First meeting. Presentation from Ms. Taylor on the Manhattanville planning process.

April 29, 2003
Guests: Geoffrey Wiener and Jeremiah Stoldt.

May 2, 2003
Informal Senate plenary. Discussion led by President Bollinger and Ms. Taylor.

May 13, 2003
Guests: Marilyn Taylor; Bernard Plattner, partner, Renzo Piano Building Workshop (RPBW); Jeremiah Stoldt; and Lorinda Karoff.
Presentation from Mr. Plattner, with slides. Discussion of Ms. Taylor's draft Planning Objectives for Manhattanville.

2003-04

July 1, 2003
Mark Burstein, Vice President for Facilities Management, presents a timeline for data gathering in the current planning effort. Geoff Wiener presents maps and illustrations attempting to visualize the planning objectives.

July 31, 2003
Guest: President Lee Bollinger.
The President says that a science facility is a priority for Manhattanville. He invites the group to offer a better proposal.

September 2, 2003
Guests: Emily Lloyd, Executive Vice President for Government and Community Relations; Jeremiah Stoldt; Warren Whitlock, Director, Construction Coordination, Facilities Management.
Update on plans to submit a rezoning proposal to the City on October 14. The community benefits agreement Columbia plans to negotiate with the community.

September 23, 2003
Guests: Marilyn Taylor, Jeremiah Stoldt, and Marian Pagano, Associate Provost for Planning and Institutional Research.
Ms. Taylor discusses the current site plan for Manhattanville, based on seven planning principles or objectives, which Columbia will present as part of its preliminary rezoning proposal to the City on October 14.

September 30, 2003
Guests: Emily Lloyd; Marian Pagano, and Joseph Ienuso, Assistant Vice President for Facilities Management, Financial and Administrative Services.
EVP Lloyd reports on community partnerships related to Manhattanville; Marian Pagano speaks about the current benchmarking study.

October 27, 2003
Guests: Provost Alan Brinkley; Marian Pagano, Jeremiah Stoldt, and Kevin Fox, Associate Director, Planning and Project Development.
Discussion of academic planning related to Manhattanville, mainly for phase 1.

November 17, 2003
Preliminary discussion of a draft of "The Impact of Columbia University's Proposed Manhattanville Development in West Harlem on the Economy of New York City," a report prepared by the consulting group Appleseed.

December 1, 2003
Guests: Hugh O'Neill of the Appleseed consulting firm.
Report by VP Burstein on current negotiations with the City. Discussion of the Appleseed report.

December 16, 2003
Guest: Ira Katznelson, Acting Vice President for Arts and Sciences.
Discussion of an information fair on Manhattanville scheduled for January 23, 2004, and of a Senate-sponsored open discussion of Manhattanville. Discussion of current academic planning initiatives.

February 10, 2004
Jeremiah Stoldt and Mark Burstein present a scale model of the entire Manhattanville site, including phase 1 buildings and possibilities for later buildings.

March 23, 2004
Further discussion of the relation among design, programming, and zoning proposals.

April 24, 2004
Guest: Acting A&S VP Ira Katznelson.
Discussion of current academic planning initiatives in the sciences and in A&S.

May 11, 2004
Discussion of impending Environmental Impact Statement, and of planning efforts in the School of the Arts.

2004-05

September 22, 2004
Discussion of turnover of administrators involved in Manhattanville, including the departure of Vice Presidents Mark Burstein (facilities), Emily Lloyd (government and community relations) and Arts and Sciences (Ira Katznelson, acting).

October 11, 2004
Guest: Senior Executive Vice President Robert Kasdin
Current state of the rezoning process; Mr. Kasdin's goal of negotiating a binding community benefits agreement in the early going.

November 16, 2004
Guest: Provost Alan Brinkley
Update from Prof. Lewis Cole on a School of the Arts academic planning effort going forward without the involvement of Dean Bruce Ferguson. Discussion with the Provost of this and other planning efforts related to Manhattanville; he discourages comprehensive, University-wide planning efforts.

December 7, 2004
An update from Jeremiah Stoldt, with portions of a draft first chapter of the Environmental Impact Statement that Columbia will be presenting as part of its rezoning proposal for Manhattanville.

February 8, 2005
Further discussion with Jeremiah Stoldt and Geoffrey Wiener about a scoping session on Columbia's EIS (delayed, partly because city politicians are distracted in an election year), community benefits, differences between Columbia's zoning plan and Community Board 9's 197-A plan, eminent domain, and the proposed move of the Sociology Dept. to Union Theological Seminary as an example of defective academic planning.

March 28, 2005
Mr. Stoldt offers a new timetable for Manhattanville: Scoping in April or May; a full EIS seven to eight months later; then the seven-month Uniform Land Use Review Procedure (ULURP), to be completed in mid-2006. Further discussion of community benefits, updated Manhattanville plans.

April 19, 2005
Guest: Provost Alan Brinkley.
Complaints about the lack of notice to the committee about recent correspondence between Columbia and New York State (reported in *Spectator*) about eminent domain proceedings, including a $300,000 Columbia payment of related legal fees.
Further discussion with the Provost about academic planning. He says the planning for phase 1 of the Manhattanville project is mainly done, and only ad hoc, incremental planning is possible outside the Manhattanville zone. Case in point: the dispersion of some social sciences departments from Fayerweather to Knox Hall in Union Theological and other sites.

2005-06

October 18, 2005
Jeremiah Stoldt announces City Planning's recent "positive declaration" allowing Columbia to proceed with its rezoning application, including a scoping document, a scoping meeting on November 15, a comment period, then the production of the full Environmental Impact Statement over a six-month period. When the certification is done, the seven-month ULURP process will begin. Other topics: eminent domain and the General Project Plan, Columbia's zoning proposal for a "special district," the community benefits agreement.

November 22, 2005
Guests: Nell Geiser and Rowan Gerety of Student Coalition on Expansion and Gentrification.
Report from Geoff Wiener on the November 15 scoping meeting; discussion of the relation between the rezoning process and community benefits negotiations.
Discussion with student guests, who want Columbia to give priority to Community Board 9's competing 197-A plan, and to address the displacement that the gentrification associated with the Manhattanville development will bring.

March 10, 2006 (joint meeting with External Relations)
Guest: Maxine Griffith, Executive Vice President for Government and Community Affairs.
Discussion of the challenges of negotiating a community benefits agreement; waiting for the community to revise the Local Development Corporation (LDC) structure in preparation for negotiations with Columbia.

2006-07

October 17, 2006
Philip Pitruzzello, Vice President for Manhattanville Capital Projects, provides an update on the final EIS, to be submitted late in the fall. On community benefits Associate Vice President Victoria Mason-Ailey says Columbia has met once with the LDC, and is now waiting for the community and elected officials to fill remaining seats before the next meeting. There has been no substantive progress yet.

December 13, 2006
Updates: Columbia is waiting for City Planning to certify the completed EIS, and is still waiting for a meeting with the LDC to work on a community benefits agreement; implications of the Business School's recent announcement of plans to move to Manhattanville.
Discussion of the chair's role in making presentations on Manhattanville to faculty groups and Trustee committees: Whom is she representing?

March 23, 2007 (joint meeting with External Relations)
Guests: Janet Horan, Associate Business School Dean for Finance and Administration, and EVP Maxine Griffith.
Update from Dean Horan on the academic planning process the Business School has used for its move to Manhattanville, from initial space inventory, to hiring a program architect to focus groups involving students and faculty, to a draft report in phases, focusing on research and communal space and based on visits to Wharton and Chicago—all to be concluded in May, with consideration of green design and community outreach as priorities.
Update from EVP Griffith on community benefits agreement talks with the LDC, which have gotten under way, with three productive sessions. Review of relations among CBA, ULURP, and eminent domain.

2007-08

October 19, 2007
Discussion of how to implement an idea for a broader planning process for Manhattanville and other campus space that had been sketched at a meeting of the Physical Development Committee with President Bollinger on May 11. Agreement on a plan to invite deans of various schools to discuss current academic planning efforts.

November 20, 2007
Guest: Business School Vice Dean Amir Ziv.
Further discussion of the Business School's planning effort for Manhattanville, focusing more closely on academic and research issues and on the question of synergies with other programs that might move to Manhattanville.

January 25, 2008
Guests: SEAS Acting Dean Gerald Navratil, and SIPA Acting Dean John Coatsworth.
PowerPoint presentation from Dean Navratil of "A 2020 Vision for SEAS," a planning exercise conducted by the SEAS board of visitors, completed in 2007.
Dean Coatsworth says a self-study will begin shortly for SIPA, whose move to Manhattanville was announced in the fall of 2007. He hoped to achieve curricular reform in the spring, and administrative reform in the coming year.

March 28, 2008 [Starting with this meeting, Physical Development Committee chair Ron Prywes is listed as a TFCP co-chair.]
Guest: Provost Alan Brinkley had to cancel on short notice.

Discussion of possible revisions and distribution of the Manhattanville planning template document, which had been distributed to the Senate on February 29.

April 18, 2008
Guests: School of the Arts Dean Carol Becker and Vice Dean Jana Wright.
Update on and discussion of planning efforts for the School of the Arts. A planning committee of faculty will begin in the fall.

May 9, 2008 (joint meeting with Physical Development and Budget Review committees)
Guests: CUMC Executive Vice President Lee Goldman and CUMC Chief Operating Officer Lisa Hogarty.
Discussion of the new CUMC budgetary system, in which units pay for their own space; overview of possible CUMC expansion plans, including Manhattanville.

2008-09

October 17, 2008
Review of the status of the draft Manhattanville planning template, with an accounting of contributions still outstanding.

May 21, 2009
Guest: Thomas Jessell, Claire Tow Professor of Motor Neuron Disorders in Neuroscience and Professor of Biochemistry and Molecular Biophysics.

Discussion of planning for the Mind/Brain/Behavior building in Manhattanville.

February 15, 2008

Appendix D: Roster

SENATE TASK FORCE ON CAMPUS PLANNING
(MORE MEMBERS TO BE ADDED)

Members who were not on the Task Force last year are listed in bold.

Faculty

Debra Wolgemuth (HS)	305-7900 djw3@columbia.edu	P&S 16-414 HEALTH SCIENCES
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*Todd Gitlin (Journ.)	854-8124 tg2058@columbia.edu	201F Journalism MC 3800
*#Peter Marcuse (SAPP)	854-3322 pm35@columbia.edu	410G Avery MC 0347
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Students

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Alumni

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Administration

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Researchers

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* nonsenator
# Co-chair

University Senate February 22, 2008

Appendix E: Planning Template

REPORT OF THE CAMPUS PLANNING TASK FORCE

A PLANNING TEMPLATE FOR MANHATTANVILLE

The successful outcome of Columbia's rezoning application for the 17-acre site of its proposed Manhattanville campus is an occasion for celebration, as well as reflection. It means that if Columbia can acquire the three remaining properties in the site, it will have a free hand in developing some 5 million square feet of space over a period of several decades, even after completion of the buildings planned for the first phase of the project.

Columbia has an extraordinary opportunity, maybe for the first time since McKim, Mead and White contemplated a 19-acre empty lot on Morningside Heights more than a century ago, to plan its academic development in a deliberate way, in contrast to the opportunistic, haphazard growth of the space-starved institution that Columbia had become by the year 2000.

A deliberate academic planning process has been the preoccupation of our task force since its formation in the spring of 2003, near the start of the Bollinger presidency and the Manhattanville initiative. Getting from that point to this in Manhattanville has been an enormous, sometimes hectic undertaking of land acquisition, environmental study, fundraising and financial planning, community relations and negotiations, coalition building and political action—with little opportunity for academic planning and consultation.

Last year the Physical Development Committee produced a comprehensive account of the planning process that led to the construction of the Northwest Corner science building that is now under way. President Bollinger, at a meeting with Physical Development last May, invited the Senate to undertake an academic planning exercise related to Manhattanville either directly, considering alternatives for development on the new campus, or indirectly, focusing on space vacated on Morningside or the Medical Center by units moving to Manhattanville.

The Task Force welcomes the present opportunity to sketch a template for an academic planning process for Manhattanville, coordinating the efforts of several Senate committees whose mandates cover different aspects of the Manhattanville initiative. Without recommending any particular plan, we hope to offer a transparent and consistent planning procedure that will guide units of the university, encourage the aspirations of schools that have lacked the size or clout to participate before, and provide criteria for choices by the university.

OUR WORK SO FAR:

At our meetings so far this year, the Task Force (see our roster below) has informed itself about a few school planning efforts, meeting with deans on initiatives carried out by the Business and

Engineering schools that, in different ways, offer useful models for other schools that are just beginning the planning process. One of these is the School of International and Public Affairs (SIPA), whose acting dean, John Coatsworth, also met with the Task Force. In remaining meetings, we hope to have similar discussions with new School of the Arts Dean Carol Becker, and Arts and Sciences Vice President Nick Dirks.

The self-studies undertaken by the Business and Engineering schools included the following steps, which other schools might want to take in their own planning exercises:

1. A review of their own academic standing and goals.

2. An assessment of the impact of their current academic space on their standing and goals.

3. A reckoning and vision of the long-term benefits of particular uses of additional space for teaching, new scholarship and academic standing

4. Involving faculty and students in a transparent planning and consultation process on the effects of various uses of space.

5. An assessment of the costs of a large-scale plan to develop additional space, in Manhattanville or elsewhere.

6. A financial plan to meet those costs, based on capital reserves, fundraising, and debt.

COMMITTEE TEMPLATE:

Each Senate committee will consider Manhattanville from the vantage point of its own mandate. Recommendations will be made about ways to ensure a vibrant new campus in Manhattanville as well as the continued health and development of the other campuses. For example,

Physical Development will focus on uses of space and their conformity with the university's long-term academic goals. The planning and decision-making process for new uses of space within the university should be considered along with issues of what type of campus Manhattanville will become, academically and otherwise.

Budget Review "reviews the annual budget of the University after its adoption to assure its general conformity with short-range and long-range priorities of the University". For Manhattanville, this means tracking the long-range financial impact of the development, whose cost is now estimated at $7 billion. What are some of the major trade-offs and opportunity costs for students, faculty, current academic programs, and the quality of the institution?

External Relations addresses community relations as well as issues of research policy. In the first role it considers the university's strategic communications related to Manhattanville, including those related to the environmental and safety policies to be carried out in the lab

buildings planned for Manhattanville. It will also be important to plan how to maintain and enhance positive ties with the surrounding community.

Libraries considers the optimal use of library resources for the needs of the university. Recommendations are needed as to how these resources will be delivered to the Columbia university populations and programs that will be moving to Manhattanville, as well as those that stay behind.

Education will apply its mandate to **"**propose measures needed to make the most effective use of the resources of the University for educational purposes." Where significant expansion or additions are planned for specific programs, planning and evaluation are needed to ensure that educational programs are also enhanced.

Each committee, as well as any others with jurisdictions germane to campus expansion, will cover the following steps in considering how to evaluate future or specific projects in Manhattanville development.

1. Goals and objectives of a particular new building, school or academic program.

2. Challenges and opportunities of a particular development project.

3 List of options
   a) A range of possibilities for enacting a particular development project
   b) Negative impacts of the options on other priorities, including competing claims of other units and impact of separation from other academic units.
   c) Benefits of the options for the unit and larger communities.

4. Potential funding sources for the options under consideration.

5. Overall recommendations.

DELIVERABLES

1. Each committee will produce a 3-5 page analysis of an aspect of a Manhattanville-related proposal that is covered by its mandate. We hope to have drafts by the end of the term, to be refined over the summer.

2. The Campus Planning Task Force will combine the committee reports into a single 25-30 page Senate report along with recommendations for planning from the Task Force. The report will be distributed to senators, deans, university administrators, and others. We anticipate that from this process will emerge broader recommendations for university-wide planning.

3. The goal is for this joint committee effort to serve as a pilot project for a larger administration effort, with larger-scale committees to mirror the ones participating in the Senate study.

Appendix F: Abbreviated Committee White Papers

Physical Development Committee

The development of Manhattanville as a new campus is an exciting proposition for the advancement of the academic mission of Columbia University. Many schools and departments have felt constrained by the limited space on the Morningside Heights and Medical Center campuses.

The new space will allow new visions to be fulfilled over the next generation. The committee highlights the need for a transparent decision-making process, with clear guidelines and two-way feedback.

The Campus Planning Task Force, along with the Physical Development Committee, met with deans and administrators to learn how decisions will be made for the development of Manhattanville and other University sites. The extent of plans varies greatly according to how long each school has been engaged in this planning process.

We recommend that the University:

- Establish affinity groups uniting faculty, students and administrators with common interests to assist with planning for Manhattanville and for space made available at the CUMC and Morningside campuses. The affinity groups should align with Senate standing committees.

- Establish a blue-ribbon panel to make clear recommendations to the President and Trustees of choices and priorities. The panel will address suggestions and proposals from the affinity groups.

- Solicit proposals from each school interested in expansion or a move to Manhattanville or to another building on one of the campuses. Such proposals would justify the school's plans, outline the planning process, provide a detailed account of usage, predict collateral effects and problems, and explain funding sources.

Education and Libraries Committees

As detailed above, our committees highlight the need for affinity groups, composed of faculty, students, alumni, librarians, and administrators from across the University, to study our expansion and to play a vital role in the relocation process. A blue ribbon panel of faculty, Trustees, students, alumni, staff, and perhaps outside experts should judge each school's proposal on its merits and determine whether it is practical and in the best interests of the University.

This process will enhance decision making and encourage the development of a collaborative, scholarly community at the Manhattanville site in a number of ways. For example, environments

in which students and faculty come into daily contact facilitate accidental meetings of prepared minds. The planned Manhattanville campus cafeteria is a move in the right direction. Presently, this space is slated for the Jerome L. Greene Science Center. But a libraries and education affinity group could study the feasibility of making the new building a central location, with library, meeting, classroom, study, and social spaces. Also, Columbia has very little general exhibition space compared to many of its peers. An affinity group on exhibitions could oversee the campus-wide use of walls and open spaces of the entryways, landings, atria and corridors of University buildings to broaden the intellectual landscape, magnify our commitment to the arts, and honor the talent and achievements of our vast constituency.

The University should:

- Develop a master plan for restructuring Columbia's campuses with an emphasis on using spaces vacated on the Morningside Heights campus.

- Establish a standing Senate committee on research, focused on the impact of the Northwest Corner building, the relocation to Manhattanville of departments and schools, the need for bridge funding for faculty who lose grant support, and the financial impacts of the newly implemented effort-reporting requirements on research throughout the University.

- Create exhibition spaces for original works of art and a performance venue or large lecture space.

- Enlist the active participation of a Columbia designee in the Regional Plan slated for our Manhattanville expansion, including planning for transportation among the three campuses, mitigating the effects of construction noise and disruption on research and educational activities, and integrating the Manhattanville campus into the life of the surrounding community.

- Schedule classes to accommodate the greater distance between the campuses. Initiatives might include expanded shuttle services, enhanced digital media, and simultaneous broadcasting of instruction at multiple locations.

- Assess the library needs of units relocating to Manhattanville. Highlight the need for common study space, especially multi-purpose common space. For example, the cafeteria in the Greene Science Center could also accommodate an interactive neuroscience laboratory and other community outreach activities.

- Move to digital and remote library archives with care. Easy access to materials is absolutely crucial to building a successful scholarly community in Manhattanville.

Information Technology Committee

Columbia University is one of the leading academic and research institutions in the world, with sponsored research revenues of $871 million budgeted for FY2010. As Columbia expands to

include the new Manhattanville site, it is imperative to plan carefully for increased computing needs.

Among other things, the committee recommends that the University:

- Install a new cabling system that will transmit sufficient bandwidth for the University's computing needs.
- Install wi-fi capability throughout research and residential buildings in addition to wired networking for research.
- Improve data security.
- Evaluate opportunities to extend its computing capabilities by outsourcing and by leveraging evolving external cloud computing options.
- Construct an off-campus data center, preferably close to a renewable power source, to improve our ability to recover quickly and cost-effectively from disasters.

External Relations and Research Policy Committee

As Columbia moves ahead with its plans to expand into Manhattanville, it has attracted a great deal of attention in the media. The University must alleviate its neighbors' fears, systematically publicizing the benefits of the new campus.

The Manhattanville expansion also presents challenges and opportunities for research. This committee urges the University to remain flexible as it allocates space to accommodate unanticipated developments in research and to encourage interdisciplinary collaboration and cross-departmental communication.

We recommend that the University:

- Institute a coordinated, University-wide plan to raise community and media awareness of the benefits of the new campus.
- Stress the importance of using eminent domain to generate jobs and spur economic development.
- Establish a welcome center on the Manhattanville campus where local residents can apply for jobs and bring questions and concerns about construction of the new campus.
- Use best building practices and expand Columbia's clinical outreach programs in the community to ensure that construction does not exacerbate West Harlem's asthma epidemic.

- Allocate space in the new campus in such a way as to encourage interdisciplinary collaboration and accommodate future research methods.

- Encourage faculty and student representatives to work closely with the West Harlem Local Development Corporation to implement the Community Benefits Agreement.

- Deploy organizations already engaged in community outreach, like Community Impact and the Gateways initiative, to help fulfill our CBA commitments.

Budget Review Committee

In recent years, space has become an overwhelming constraint that is severely impeding growth. Because Columbia acquired land in Manhattanville at reasonable market rates, and because it can use this land at a pace of its choosing, the project should have an unambiguously positive effect on the University's progress.

That said, missteps will be more easily avoided if the University gathers and analyzes budgetary information that can make the project's impact transparent.

The committee recommends that the University:

- Develop and keep at all times a plan for the Manhattanville expansion, together with regularly updated assessments of the costs and strategic value of locating any given unit in Manhattanville.

- Collect and analyze budgetary information to determine whether new projects are stimulating additional contributions or simply displacing current ones.

- Calculate the fixed costs in the initial infrastructure investments (e.g., land acquisitions, work on the so-called "bathtub") that will or should be borne by the entire University, and not just the units moving to Manhattanville.

Committee on Housing Policy

As the University continues to expand and as the Morningside Heights neighborhood has become more desirable, the University has no excess housing capacity to deploy in its recruitment and retention efforts. The annual costs of administering the housing stock are shared by individual Columbia schools, tenants through the rent they pay, and debt.

The debt incurred annually is approximately the cost of deferred maintenance budgeted in any given year. In the short term, the debt helps to hold rental increases to levels that do not interfere with the University's capacity to attract and retain faculty and students. However, in the long term, service on the debt increasingly places pressure on the budget of Columbia University Facilities.

The committee recommends that the University:

- Develop a transparent policy for distributing housing freed up by the move to Manhattanville.

- Develop the community life of its three undergraduate colleges (SEAS, CC, and GS) as more graduate students move to the Manhattanville campus.

- Ensure that an adequate number of new housing units within Manhattanville be allocated to underserved Columbia groups, including officers of research and administration, librarians, and nontenured faculty.

- Encourage the development of a viable ferry service to New Jersey using the recently completed 125th Street ferry station.

- Expand the mortgage assistance program in light of the opportunities presented by the 125th Street ferry station.

Research Officers Committee

Since Columbia is in the initial planning phases of the development of Manhattanville, we can cooperate at all levels to develop spaces that address the needs and interests of people from all over the University, including students, faculty, and research officers.

The Mind, Brain, Behavior initiative will include faculty and research officers from both existing and new laboratories. The movement of laboratories will affect many research officers since several will move from the Morningside and medical campuses to this new space. Additionally, with the growth of the University, we expect that there will be a corresponding increase in the number of research officers.

Issues of concern to the research officers' community include:

- Laboratory space for research officers who are Principal Investigators. Research officers want to forge collaborative, interdisciplinary, and integrated laboratory environments.

- Coordinated departmental activities (including core functions such as a shared microscope facility). These should include the input of research officers, who are among the heaviest users.

- Social spaces. Social interaction will foster collaborations among departments and schools.

- Housing. The development of Manhattanville will not only affect existing research officers, but will probably result in the hiring of additional research officers, placing new demands on the housing stock.

- Child day care services. This will help the University to be competitive in the retention of faculty and research officers.

Student Affairs Committee

The Student Affairs Caucus received feedback spanning numerous topics related to Manhattanville, including the building design process and efforts to comply with Leadership in Energy and Environmental Design (LEED) standards, the foreseeable impact of Columbia's construction on neighborhoods in West Harlem, and potential disruption of student campus dynamics.

The Student Affairs Committee recommends that the University:

- Maintain the level of student engagement, fostered through increased communication among the campus population, University leadership overseeing the Manhattanville development process, and the community, through town hall meetings and the internet.

- Create campus social and study spaces, exhibition spaces and eateries that are suited to the needs of the various schools moving to Manhattanville. For example, the Business School curriculum requires mostly group study space, while Engineering students need more individual study space. Also, if Manhattanville is intended to be a campus for graduate students, investigate the possibility of an on-campus bar.

- Improve the subway stops at 116th Street, 125th Street, 137th Street, and 168th Street. Increase and improve inter-campus shuttle service.

- Institute increased public safety measures, including swipe access to buildings, security cameras, a walking escort service, and nighttime shuttles.

- Institute a vetting process for all external commercial tenants on new Columbia properties to maintain overall quality and environmental and health standards, and to meet student needs.

- Provide wi-fi internet with security protections, and adequate cell phone reception for the three major carriers inside and outside buildings.

Appendix G: Senate Resolution Establishing the Campus Planning and Physical Development Committee

University Senate

Proposed: April 2, 2010

Adopted:

RESOLUTION TO AMEND THE SENATE BYLAWS TO CHANGE THE NAME AND MANDATE OF THE COMMITTEE ON PHYSICAL DEVELOPMENT

RESOLVED, that the Senate Bylaws, Section 1, be amended as follows:

Sec. 1: ORGANIZATION AND PROCEDURE.

. . .

(4) Committee on Campus Planning and Physical Development of the University

The Committee on Campus Planning and Physical Development of the University shall consist of 16 members apportioned as follows: 5 tenured faculty, 2 non-tenured faculty, 2 administrators, 3 students, 1 alumnus, 1 library staff, 1 officer of research, and 1 administrative staff.

The primary mandate of the Campus Planning and Physical Development Committee is to review and comment upon ~~satisfy itself that~~ the processes for planning, reviewing, assigning priorities and implementing the University's physical development to assess how they impact the academic mission of the University ~~operate effectively~~. This shall include plans and projects to change space available for specific schools and departments as well as space for the well-being of the University community. The Committee will report to the Senate, President, and Trustees whether major projects have been properly reviewed and serve the best interests of the University. In addition, the Committee will work with the administration and appropriate

committees of the Trustees in reviewing, with respect to the University's academic goals, the long-term physical development plans of the University, for the campus and for off-campus properties, and the effects of those plans on the community. The Committee shall meet periodically with the appropriate vice president and his or her designates to discuss the status of planned and ongoing major capital improvements for the University. In addition, the Committee shall regularly receive reports from pertinent departments and committees charged with academically relevant aspects of physical development. The Committee ~~on Physical Development~~ may also advise the administration and the Trustees on faculty, student and staff concerns, priorities and particular projects related to campus planning and physical development. The Committee shall work closely with the Committees on Education, Budget Review, and Libraries and Digital Media so that developmental plans may bear close relationship to the fulfillment of educational policies and purposes. The Committee ~~on Physical Development~~ shall also work closely with the Committee on External Relations and Research Policy to minimize areas of conflict and maximize areas of cooperation with the community. On behalf of the Senate, the Committee shall also serve as a forum for reviewing reports of exceptional difficulties experienced with the academic physical plant, buildings, grounds and maintenance.

Proponent: Structure and Operations Committee