

University Senate Plenary

May 8, 2026



University Senate

Proposed: May 8, 2026

Adopted: May 8, 2026

University Senate

Friday, May 8, 2026 at 1:30 p.m., via Zoom

[Registration required](#)

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

PROPOSED AGENDA

1. Adoption of the agenda
2. Adoption of the minutes of April 10, 2026
3. President's report and questions
4. Chair's report and questions
5. New business:
 - a. Resolutions:
 - i. Resolution on Institutional Accountability and Governance Following the Hadden Report
(Commission on the Status of Women, Commission on Diversity, Faculty Affairs, Academic Freedom and Tenure, External Relations and Research Policy, Research Officers, Student Affairs)
 - ii. Resolution to Revise Standards for Non-Degree Programs by Revising the Minimum Credit Requirements for Certificates and Approving No New Certifications of Professional Achievement
(Education)
 - iii. Resolution to Amend the University Senate Elections Code to Create Section 2.e.(iii) (Structure and Operations)
 - b. Committee reports, statements and updates:
 - i. Statement from Rules of University Conduct Committee
 - ii. Draft Resolution to Amend the University Senate By-Laws regarding Term Limits (Executive)
6. Adjourn

Minutes of the Meeting of April 10, 2026

91 out of 109 Senators were present.

Senator Jeanine D'Armiento (Ten., P&S), Executive Committee Chair, called the University Senate to order at 1:16pm. Sen. D'Armiento welcomed Senators and guests to the seventh Plenary of the 2025-2026 session. Sen. D'Armiento reminded attendees of the Parliamentary procedures and that recordings are not permitted in Plenary meetings.

Senators adopted the [agenda](#) for the Plenary.

Senators then adopted the [minutes](#) of the February 27th, 2026 Plenary.

Updates from President Shipman

President Claire Shipman began her remarks by congratulating Columbia's Women's Basketball for [winning the Women's Basketball Invitation Tournament \(WBIT\)](#). President Shipman asked for volunteers for University Commencement, noting that the split Commencement schedule will require more volunteers and that community members should go to the website (commencement.columbia.edu) to sign-up to volunteer. President Shipman stated that it was admitted students' day for the undergraduates and that she was excited for new students next year. President Shipman stated that the administration will be releasing more information soon for graduate students regarding concerns around the [cap on federal loans for graduate students](#). She stated that the financial team in the administration will be launching a partnership with lenders to offer competitive options for graduate students for loans. President Shipman stated that she hopes this will help prevent disruption in graduate student education. She also described a new [partnership](#) between the School of General Studies and the expanded [Mayor's Scholarship Program](#) that provides undergraduate educational pathways for NYC municipal workers. President Shipman stated that she felt this was an incredible opportunity for Columbia and a great opportunity for dedicated public servants, noting that she was inspired by all that the School of General Studies was capable of. She also stated that the [new dorm for School of General Studies students](#) at 99 Claremont Ave. was spectacular. President Shipman stated that she felt it would be a great communal space for General Studies students. She stated that the administration has created [new cards](#) detailing security protocols for dealing with law enforcement over the past few weeks. President Shipman stated that these new cards had QR codes and tear-offs so that students who are unsure of what they can say can hand the information directly to law enforcement agents if needed. She stated that the administration is open to feedback on the cards. President Shipman stated that Columbia Law faculty and immigration lawyer Dan Berger had held webinars in partnership with the [International Students & Scholars Office \(ISSO\)](#), specifically highlighting a recent

webinar held for the Journalism School and School of Social Work on immigration and individuals' rights when interacting with federal agents. She stated that Professor Berger will continue doing events throughout the spring as international students contemplate traveling home. President Shipman stated that the administration is working on the training that they would like Public Safety to do with city and state officials. She stated that she was thankful for the vast landscape that Columbia offers and the excellence across the University.

Senator Simon Ogundare (Stu., P&S) stated that, in conversation with the students in his constituency, he had a question regarding justice for students. Sen. Ogundare stated that there seems to be a troubling disparity between how the University responds to student speech versus institutional misconduct. He stated that students face disciplinary action for op-eds and political expression, while serious institutional controversies such as the [cover-up of the abuses of Robert Hadden](#) and [Columbia's relationships with Jeffrey Epstein](#) have resulted in what many of the students see as limited and protracted accountability. Sen. Ogundare stated that it is his personal belief that students should be able to criticize those in positions of power without fear of retribution. He stated that, from his limited time on the Senate, the Senate has provided him one of most important avenues for dialogue at the highest level of the university and that this was why many of the students at the medical school were concerned about the motivation for a [review of the University Senate](#) at such a time. Sen. Ogundare stated that he had been hearing rumors about changes to the University Statutes and President Shipman had stated that [previous changes to the University Statutes](#) were done out of a concern about liability for the University. He asked if there were any plans that President Shipman was aware of to change the University Statutes regarding the Senate's powers, specifically the role of students on the [Student Affairs Committee](#) and within the Senate before [President-Designate Mnookin arrives](#). Sen. Ogundare also asked President Shipman if she believes that the discipline of students seemed asymmetrical and dependent to who the accused is and what their role in the University is. President Shipman responded that the Co-Chairs of the Board of Trustees are having conversations with the Senate leadership that she is not privy to. She stated that, as far as she knows, the Senate review was not undertaken with the plan to change the student role on the Senate and that she does not think that there are any plans to change to Statutes. President Shipman stated that the students on the Senate play a valuable role and that she agrees with Sen. Ogundare that the Senate is an important forum for really critical issues to come to the surface. She stated that there have been helpful discussions about this on the [Executive Committee](#) recently. President Shipman stated that she had been having many conversations about this over the past week and to not look at the end result of something but to instead look at what is driving something. She stated she understands Sen. Ogundare's concerns but that she is not aware of plans to change the role of students. President Shipman responded to Sen. Ogundare's question about disparities in discipline and actions by stating that she understands that there are certainly very different systems between student discipline and how an institution is held accountable for something that is enormously consequential and painful, noting that she had stated in the previous Plenary how terrible the moment was. President Shipman stated that, in the [Hadden report](#), it is clear that there was not one single person or reason that Hadden's crimes were able to continue. She stated that this made the situation in many ways more worrisome because it required getting a culture that enabled the crimes to

change. President Shipman stated that this is not easy work and that she is listening and that she understands the strength of sentiment. She stated that she had had a discussion with Senator Helen Han Wei Luo (Stu., GSAS/HUM) about the situation. President Shipman stated that she is open to continued conversations about it, noting that she does want Columbia to move forward as a community, but that she understands fundamental issues need to be addressed in order to rebuild trust.

Senator Susan Bernofsky (Ten., ARTS) congratulated President Shipman for serving as Acting President for a year. Sen. Bernofsky asked about President Shipman's legacy as Acting President, noting that there was a recent [op-ed](#) published by Professor of English and Professor of Middle Eastern, South Asian and African Studies Jennifer Wenzel. Sen. Bernofsky stated that the op-ed gives an account of the quite substantial and unprecedented changes that were made during President Shipman's term to the underlying structure of governance at Columbia such as the unilateral revision to the University Statutes that Sen. Ogundare had spoken of, the surprise decision to [increase undergraduate enrollment](#) despite the campus not having enough space, among other issues that Professor Wenzel outlined. Sen. Bernofsky encouraged everyone to read Professor Wenzel's op-ed and noted that it is a large number of changes that have been made under President Shipman's tenure. Sen. Bernofsky asked if these changes were things imposed onto President Shipman by her former colleagues on the Board of Trustees or whether President Shipman would consider herself the author of these changes. President Shipman responded that these were more theoretical and philosophical questions today and that she has not had a lot of time to think about her legacy as Acting President, given the demands of the job. President Shipman stated that Board of Trustees' decisions belong to the Board of Trustees and that other decisions that are presidential would be her decisions, noting that she would take responsibility for her decisions. President Shipman stated that she has not felt forced by the Board of Trustees but that there are things that have to do with the Senate-Board of Trustee relationship that have to deal with that back-and-forth. She stated that this is an example of where the President is not as involved as other university presidents are with their Senates and that Columbia represents an odd structural reality with the structure of its Senate. President Shipman stated in response to the large number of changes under administration that her tenure as Acting President has followed an incredibly crisis-ridden moment where decisions had to be made in order to keep the University moving forward. She stated that she hopes her legacy is that she kept the lights on and that there was another great president coming. President Shipman stated that she was not looking to take away from President-Designate Mnookin's beginning as a strong, engaged, and long-term leader for Columbia and that President Shipman hopes to have gotten the university to the point for the new President to take over.

Sen. Luo stated that she was discouraged to see the University's April 8th, 2026 [statement](#) that condemned the flyers that were distributed during the two [University Senate forums on shared governance](#) held the previous week. Sen. Luo stated that the University's statement stated that the flyers contained "*inaccurate and inflammatory claims ... This incident – along with similar actions over recent months ... is unacceptable and fundamentally at odds with our community values.*" Sen. Luo stated that, as someone that had been targeted and doxxed by other community members, that she finds the University's response to this issue disproportionate and incendiary. Sen. Luo stated that the student who was involved in

distributing the flyers has been brought up on Office of Institutional Equity (OIE) charges. She stated that she has studied the flyer at great length now and that she was somewhat of an expert because her dissertation was on the norms of civility. Sen. Luo stated that, in her opinion, the flyer was the bare minimum of criticism and that the flyer contains a picture of the professional headshots of the members of the Board of Trustees, including former Trustees, as well as members of the top administration. Sen. Luo stated that these photos were professional photos and not private photos. She stated that the poster accuses the individuals on the poster of mishandling certain issues on campus and that, in her opinion, the posters do not veer into personal attacks or target them on the basis of any identity, assumed or real. Sen. Luo stated that, if the individuals listed on the poster cannot tolerate this level of criticism, she wonders what type of criticism they would be okay with. Sen. Luo stated that this response brings to mind authoritarian regimes that generally have leaders that are tyrannical, autocratic, and have a difficult time psychologically accepting any kind of criticism. Sen. Luo stated that she believed President Shipman was not herself of this character type but that President Shipman shares responsibilities with people who do exhibit this type of character vice. Sen. Luo asked if there is a way for students under the current Statutes and OIE to legitimately criticize the Board of Trustees and what that would look like in President Shipman's view if not acceptable as with the flyer. President Shipman responded that she appreciated the conversation that she had in the recent Executive Committee meeting about who is responsible for leadership, power, and criticism at the University and that she understood these are legitimate questions. President Shipman stated that she imagined that people who feel like they do not have another venue to air criticism that this would be a method they would turn to. President Shipman stated that the community may not be ready for this but that she hopes that there would be a way to voice criticism in a constructive discussion, noting that she would like leadership to be able to hear criticism of themselves. President Shipman stated that, when the criticism is boiled down into things that feel like targeted attacks, there is a missed opportunity. She stated that this was the main point she was trying to make and that, while the flyers may well represent free speech and something that everyone can stand, she would like to look for other avenues. President Shipman stated that she understood Sen. Luo's analogy, stating that she herself had lived in the former Soviet Union and remembers living under authoritarianism. President Shipman stated that the leadership certainly does not want to give off a Soviet feeling but that they were trying to look for paths forward. She stated that, for many, the flyers felt targeted and that some of the information on the flyers was untrue. President Shipman stated that the flyers might be legitimate or possible to do but that she questions whether people should do everything they can do. She stated she was happy to keep talking about it further.

Senator Eli Baum (Stu., CC) thanked President Shipman for being transparent at the [previous Plenary](#) about Columbia continuing to be represented by Jefferey Epstein's lawyer, Jaw Lefkowitz, while the University is at the same time trying to decide how to respond to [Columbia affiliates being mentioned in the Epstein files](#). Sen. Baum thanks President Shipman for her willingness to speak about this topic, noting the difficulty of the situation. He stated that he had a number of emails that he wanted to discuss and that he would share these emails with the [Office of the General Counsel \(OGC\)](#), as [he had done previously with documents](#) relating to Trustee Shoshana Shendleman, noting however that OGC had never responded

to his previous email. Sen. Baum stated that he has documents showing that Epstein was making appointments with Professor of Dental Medicine James Burke Fine to arrange dental procedures for women who were trafficked by Epstein. Sen. Baum read excerpts from emails that stated: “[REDACTED] will see Dr. Fine on Thursday the 14th at 10:00am. I am being asked if she needs a cleaning and X-Rays. Is she coming for cosmetic reasons or is she in pain from one tooth? ... Jeffrey requested I make you appointment with Dr. Fine to finish your implant, take X-Rays ... Dr. Fine started the implant for you and now you need to finish it ... Dr. Fine works at Magnani’s office. You’re confirmed for a cleaning at [REDACTED] and will have your implant fixed. She’ll have your teeth cleaned after you. Jeffrey wants you to go together”. Sen. Baum stated that Dr. Fine is currently the Senior Associate Dean for Postdoctoral Academic and Student Affairs at the College of Dental Medicine and that the administration’s response to the College of Dental Medicine’s involvement with Epstein was [focused on Dr. Thomas Magnani](#). Sen. Baum asked if there has been any investigation by the administration into Dr. Fine who appeared to be very involved in Epstein’s trafficking operation based on the emails. President Shipman responded that she did not know the answer to Sen. Baum’s question but that she will find out. She stated that the administration is investigating everything that comes up and that she does not have anything to add on that herself at the moment. President Shipman asked Sen. Baum to send over the information. Sen. Baum stated that he would imagine that the administration has the documents because they are part of the public Epstein files. President Shipman agreed but asked Sen. Baum to send it anyways. Sen. D’Armiento also agreed and stated that Sen. Baum should send the information over even if OGC already has it.

Senator Michael Mitsanas (Stu., JOURN) stated that, in the Hadden report, it was stated that Dr. Mary D’Alton rushed to the police station when Hadden was arrested and had described the patient who accused Hadden of licking her genitalia as “just a crazy patient.” Sen. Mitsanas stated that, to date, over a thousand women have accused Hadden of sexual assault. He asked why Dr. D’Alton, with her record of negligence in oversight, still being allowed to see patients, also noting the hundreds of millions of dollars that her oversight has cost the University. Sen. Mitsanas asked if there was not a fiduciary responsibility to dismiss Dr. D’Alton for these reasons. President Shipman responded that her view of the Hadden report is that this was an issue of multiple system failures and that you cannot point to one person and say that they are responsible. She stated that she understood that there may be different perspectives on who might be responsible or how to hold an institution responsible. President Shipman stated that Dr. D’Alton’s ability to see patients and her clinical record was not part of the point of discussion with the Hadden report.

Senator Nasser Odetallah (Stu., ARTS) asked about the disciplining of students at the recent forum that was previously discussed, noting that members of the Student Affairs Committee have asked about whether students found not guilty of a disciplinary charge have the charge noted on their permanent records. Sen. Odetallah stated that the recently released [Semi-Annual Report](#) for the Columbia University Resolution Agreement noted in [RA Paragraph 12: Promoting excellence in regional studies](#) that there were mentions of new coursework and programs around the Middle East, also noting that similar [statements](#) had been posted on the Provost’s website throughout the year. He asked if, in light of the academic programs being developed in alignment with the federal agreement, President Shipman would commit to

brining those programs to the Senate in full so that the entire academic community can understand what academic programs are being designed in consultation with the government. Sen. Odetallah stated that President Shipman's response to Sen. Luo was the hope for a way in which students can raise criticisms in a non-targeted way to have conversations and dialogue. Sen. Odetallah stated that he felt it was ironic that the structure President Shipman was describing was in fact the University Senate and that the student under disciplinary investigation was attending a forum regarding issues of shared governance at Columbia, noting that no one representing the Board of Trustees, senior administration, or President Shipman attended those meetings. Sen. Odetallah stated that it is the student Senators that have to console and talk to students who are charged with speaking out against the administration and that these affected students ask the student Senators to raise their concerns at Plenaries. He stated that, over the last three years, the Student Affairs Committee has raised some of the same concerns in a non-targeted way at almost every single Plenary but that these concerns have gone unaddressed. Sen. Odetallah asked President Shipman what she would suggest students to do, including the student Senators. President Shipman responded that she does believe that the Plenaries are used constructively but that it is only her at the Plenaries rather than a broader conversation with other members of the administration or alumni. President Shipman stated that she believed there needs to be different ways to have conversation and that she has talked with Sen. D'Armiento and Senator Holger Klein (Ten., A&S/HUM), Vice Chair of the Executive Committee, about ways to do this. President Shipman responded that she believed the policy regarding student disciplinary records had been changed and would get back to the Senate with a confirmation. President Shipman responded that the Executive Committee and her had a conversation about discussing things in the Senate at Plenaries or committee meetings and whether that would be the best avenue for full community engagement. She stated that the administration is committed to discussing these issues with the community but that she is not sure what the right bodies are. President Shipman responded that the administration is not designing any programs with the federal government and that, while she understands where people might be getting that impression, that this was not the case. She stated that, before the federal government was in contact with Columbia last year, the Columbia administration was already thinking about how to broaden regional studies. President Shipman stated that the educational changes were an organic effort and that community consultation is helpful.

Sen. Ogundare stated that he would be speaking on behalf of the Hadden survivors rather than his constituents for a moment. He stated that there was information brought forth at the Senate forum at CUIMC regarding a report brought forth to the New York State Department of Child and Family Services released through the Epstein files. Sen. Ogundare stated that this report alleges a case of child sex trafficking by Epstein and multiple other adult men and that the address recorded for the report is the Morgan Stanley Children's Hospital in 2019. He stated that the report was from seven years ago, which was seven years after Hadden was arrested in 2012. Sen. Ogundare stated that he had also heard about this from other students and that they are frustrated and confused as to be working at a place where this could occur. He asked if the University leadership was aware of these issues. Sen. Ogundare stated that the medical students work tirelessly to make the institution a better place but wanted to know what the leadership's plan was to address this. President Shipman responded that this sounded very important and

that she would have to consult with her team and get back to Sen. Ogundare with an answer. She stated that she understood what the uptown medical students were feeling and empathized with their fear and frustration. Sen. Ogundare stated that he would send the information along to OGC as well.

Chair's Report and Questions

Sen. D'Armiento began her remarks by stating that on March 26th and 31st, the [External Relations and Research Policy Committee](#) held two forums on university governance on the Morningside and CUIMC campuses. She stated that the panel consisted of Charles Keller Beekman Professor of Law David Pozen who spoke on the history and models of university governance, George Delacorte Professor Emerita in the Humanities Jean Howard who called for reform of the Board of Trustees, and presentations from herself and Senator Joseph Slaughter (Ten., A&S/HUM) regarding shared governance. Sen. D'Armiento stated that at both forums there was engaged and thoughtful discussion with many questions from the audience, as well as robust discussion of the governance at Columbia and the challenges everyone faces. Sen. D'Armiento thanked everyone that attended and the speakers and that there would be a report regarding the forums uploaded on the Senate website for anyone that was unable to attend. Sen. D'Armiento also thanked Senators John Santelli (Ten., SPH) and Elizabeth Adeoye (Stu., CC) for hosting and monitoring the forums, as well as to the larger External Relations and Research Policy Committee for their work on the events. Sen. D'Armiento responded to President Shipman's earlier comment about the Columbia Senate being an odd structural abnormality. She stated that the Senate is a deliberative body that works the best it can with the administration and has committed members. Sen. D'Armiento stated that the forums were a great example of how the Senate works. She also stated that on April 1st, the administration released the Semi-Annual Report for the Columbia Resolution Agreement with the federal government prepared for the Resolution Monitor Charles Cooper. Sen. D'Armiento stated that the Senate leadership and committees were reviewing the document but had already received many questions from the community regarding student privacy, government influence on educational programs, and disciplinary proceedings. She stated that the Senate would need time to review these questions and that the Senate is aware of the potential inconsistencies between statements in the report to the government and the information that has been relayed to the community about the agreement. Sen. D'Armiento stated that the Senate would seek clarification from the administration about these issues. She also stated that on April 19th, 2025, President Shipman announced a review of the University Senate in light of concerns that the Board of Trustees felt about the state of shared governance and that Sen. D'Armiento and Sen. Klein had received a completed copy of the review in December 2025. Sen. D'Armiento stated that herself and Sen. Klein were unable to distribute the review to the Senate for discussion but that they hoped the Senate review would be publicized widely so that the Senate can consider some of the recommendations through robust and meaningful feedback in committees. Sen. D'Armiento stated that the integrity of the Senate and shared governance at Columbia deserves to be respected at this critical moment in the University's history and that she welcomes honest and transparent partnership with the administration and the Board of Trustees in order to consider the Senate's role in governance.

Senator Oren Pizmony-Levy (Ten., TC) asked if Sen. D'Armiento had considered bringing experts to the recent forums. He stated that there a lot of people at Columbia, especially at Teachers College, that study governance in higher education. Sen. Pizmony-Levy stated that the panel consisted of people from across Columbia but that Teachers College has a leading program in higher education and that he encourages the Senate to bring those voices to the forums. Sen. D'Armiento responded that Professor Pozen was an expert on non-profit governance and that the Senate did ask multiple people within the University who had expertise on the matter, as well as putting out an announcement about the forum two or three Plenaries ago with an ask for any recommendations at that time. She stated that if there are any individuals that Sen. Pizmony-Levy has in mind to send them over in time to create the panels for the future. Sen. D'Armiento stated that the Senate felt that it had reached out broadly within the Senate community, as well as to the administration and Trustees, with the opportunity to participate in the forum. Sen. Pizmony-Levy stated that he did give names a few meetings ago when the Senate invited a faculty member from the History Department to [present](#) to the Senate. Sen. D'Armiento responded that the presentation last summer was on the history of governance at Columbia and that the Senate staff had reached out to the people that Sen. Pizmony-Levy recommended after that presentation. Sen. Pizmony-Levy responded that nobody spoke to those faculty because he asked them that morning. He stated that he believes the Senate is missing opportunities to have a rich discussion. Sen. Pizmony-Levy also asked about the follow-up to the [statement](#) by the [Commission on the Status of Women](#) from the last Plenary and why there was not any follow-up resolution for that statement as agreed upon. Sen. D'Armiento responded that the Commission on the Status of Women had an agenda item today and could address his concern then.

Resolution to Establish the Title and Track of Professor of Instruction (Faculty Affairs, Academic Freedom and Tenure)

Sen. D'Armiento introduced the [Resolution to Establish the Title and Track of Professor of Instruction](#) that was proposed by the [Faculty Affairs, Academic Freedom and Tenure Committee](#). Sen. D'Armiento stated that the Senate has been working with the Provost's Office and the faculty constituencies for over nine months on the resolution and that the final resolution represented a substantial collaboration across the constituencies. She stated that the resolution would honor the important contributions of lectures across the ensure University and that she thanked all the individuals who worked on the resolution. Sen. D'Armiento introduced Senator Sarah Hansen (TTOT, A&S/NS), Co-Chair of the TTOT Faculty Caucus and member of the Faculty Affairs, Academic Freedom and Tenure Committee, Sen. Klein, Vice Chair of the Executive Committee and member of the Faculty Affairs, Academic Freedom and Tenure Committee, and Senator Adam Cannon (TTOT, SEAS), the leader of the subcommittee on this resolution, to lead the discussion on the resolution.

Sen. Klein stated that the resolution was important for faculty members across the entire university and that the first resolution required a supermajority to pass and would establish the title and track of Professor of Instruction. He stated that the [second resolution](#) is supplementary to the first and addresses the transition eligibility of a small number of long-serving current Senior Lecturers-in-Discipline that, while not holding a PhD, bring rare expertise and specialized knowledge to the faculty, have spent more than ten years in

the Lecturer-in-Discipline track, and have demonstrated through reviews that they play a vital role as leaders in Columbia's educational mission. Sen. Klein stated that the proposal to establish a new Professor of Instruction title and track was first submitted to the Faculty Affairs, Academic Freedom and Tenure Committee in early fall 2025 by Provost Angela Olinto and Vice Provost for Faculty Affairs Eugenia Lean. He stated that the final version of the [proposal](#) was a result of review, discussion, and amendment by the Provost's Office in consultation with the Faculty Affairs, Academic Freedom and Tenure Committee and was included in the Plenary materials. Sen. Klein thanked everyone for the work and effort by all parties to get the proposal and resolution to the Plenary.

Sen. Hansen stated that the title was critical in recognizing the lecturer community and the role that lecturers play at the University. She stated that, while the proposal was not perfect, it was long overdue and was carefully crafted to address the concerns the Senate received since the proposal was introduced two Plenaries ago. Sen. Hansen thanked everyone again for the work on the proposal.

Sen. Cannon stated that the past few years on campus has been a time of division between many different groups at the University but that this resolution represented an opportunity for everyone to work together. He stated in agreement with Sen. Hansen that the proposal was not perfect but was overdue. Sen. Cannon then went over the resolution and proposal as found in the Plenary materials.

Sen. Hansen thanked Sen. Cannon for reviewing the proposal and stated that she agreed with Sen. Cannon that the resolution represented an opportunity to come together and reaffirm the voice of the faculty body in collective decision-making and moving forward as a community.

Senator Henning Schulzrinne (Ten., SEAS) asked how the proposal compares to the titling at other peer institutions, given that the title would help make Columbia attractive to the most promising and accomplished teaching faculty. Sen. Cannon stated that Cornell University has a similar title and that the University of Pennsylvania is in the process of creating similar titles. He also reviewed the comparisons at Johns Hopkins University, Carnegie Mellon University, the University of California system, the University of Chicago, and Northwestern University. Sen. Cannon stated that the Ivy League normally does not lead on this type of issue, which was why not many had yet done this, giving Columbia the opportunity to lead on this issue.

Senator Daniel Savin (Research Officers – Professional) stated that he was the Chair of the [Research Officers Committee](#) and that he supported the resolution. He stated that Columbia has a nine-month faculty appointment with 12 months of benefits, which is one of the things that research officers have been advocating for. Sen. Savin stated that the research officers would like to propose a similar system for research officers and that he would return to the Senate with more information about that in the future.

Sen. Slaughter stated that there were originally concerns about the original version of the proposal potentially watering down the commitment to the tenure track and the importance of tenure at Columbia

but that he strongly supports the new version of the resolution. Sen. Slaughter stated that the proposal shows a commitment to recognizing the importance of lecturers but does not go far enough in offering those faculty protections around academic freedom that tenure offers. He stated that tenure remains the strongest mechanism that universities have to ensure academic freedom and that he urges the Provost to work with the Faculty Affairs, Academic Freedom and Tenure Committee to develop more protection mechanisms for non-tenured faculty and research officers.

Sen. Luo stated that she is excited for the proposal and looked forward to voting on it. She asked if disputes about the new title would be handled by the Faculty Affairs, Academic Freedom and Tenure Committee the same way that the committee handles disputes over tenure. Sen. D'Armiento responded that the Faculty Affairs, Academic Freedom and Tenure Committee handles all faculty grievances, not just grievances for tenured faculty.

Senator Jackie Dugard (TTOT, A&S/SS) motioned to close discussion on the resolution, which was seconded.

The resolution passed 73-0-0 (in favor-opposed-abstention).

Supplementary Resolution to Establish the Title and Track of Professor of Instruction (Faculty Affairs, Academic Freedom and Tenure)

Sen. D'Armiento introduced the Supplementary Resolution to Establish the Title and Track of Professor of Instruction also coming from the Faculty Affairs, Academic Freedom and Tenure Committee. She stated that this resolution had mostly already been discussed but that its purpose was to grandfather individuals currently at Columbia for an extended period of time into the new title and track in cases where those faculty do not have the opportunity to pursue a PhD.

Sen. Hansen agreed with Sen. D'Armiento and stated that she had spoken with many faculty that had undergone regular reviews despite not holding a PhD and have contributed substantially to the University. Sen. Hansen stated that these individuals are equal colleagues to other faculty members and should be considered for the same title.

There was a motion which was seconded to propose the resolution. The resolution passed 72-0-0 (in favor-opposed-abstention).

Sen. Cannon thanked Sen. D'Armiento, Sen. Klein, and the Provost's Office, particularly Vice Provost Lean, for their work on this proposal and resolution. Sen. D'Armiento agreed with Sen. Cannon and thanked Vice Provost Lean in particular.

Letter Regarding Concern with the Report of the Investigation into the Circumstances that Allowed Robert Hadden to Abuse Patients (Commission on the Status of Women, External Relations and Research Policy)

Sen. D'Armiento introduced the [letter addressing concerns around the Report of the Investigation into the Circumstances that Allowed Robert Hadden to Abuse Patients](#), which was put forth by the Commission on the Status of Women and the External Relations and Research Policy Committee. Sen. D'Armiento introduced Professor of Social Work and Co-Chair of the Commission on the Status of Women Susan Witte to lead the discussion.

Professor Witte thanked Sen. Pizmony-Levy for his earlier question and stated that she would address it. Professor Witte then read the letter as attached in the Plenary materials. Professor Witte stated that the reason there was not a resolution presented as promised at the last Plenary was that the Hadden report was released and that the Commission on the Status of Women had been inundated with requests and concerns since the release of the report, specifically regarding the report's shortfalls, and that the members of the commission felt it was best to return to speak at the Plenary before presenting a resolution. Professor Witte stated that the other three items mentioned at the last Plenary would be addressed in a future resolution.

Senator Ulrich Hengst (Ten., P&S) stated that, on March 10th, 2026, [Chair of the Department of Obstetrics and Gynecology Dr. Mary D'Alton announced that she was stepping down](#) from her position but that, as of today, she has not done so. Sen. Hengst stated that the University was being creative in the use of the word "stepping" to not indicate when Dr. D'Alton would actually resign from her position. He asked how long the process of Dr. D'Alton stepping down as Chari would take. President Shipman responded that an interim chair had been identified and had been announced to certain members of the medical school community to begin their role in May 2026. Sen. D'Armiento confirmed that it had been announced to the department itself and mentioned that there was announcement in a recent *Columbia Spectator* article. President Shipman responded that she believed Dr. D'Alton's last day as Chair would be May 1st, 2026.

President Shipman responded to Professor Witte by saying that she believed that the administration has been responsive in addressing concerns about the Hadden report through a thorough [FAQ section](#) on the University website. Sen. D'Armiento asked President Shipman to send the FAQ to the Senate to be distributed.

Sen. Baum asked why the Hadden report did not go past 2012, noting that he believed that it was the events after 2012 that seemed critical to understanding if a cover-up occurred. Sen. Baum stated that he did not find the report sufficient, especially given that the community waited two-and-a-half years for the report. President Shipman responded that there were some answers to that concern in the FAQs but that her understanding was that the most important focus was thought to be ensuring that something like this never occurs again, which required a systemic investigation. She repeated her earlier comment that she felt that there were multiple systemic failures and multiple people and offices that bear some responsibility.

Sen. Luo asked what a “disinterested Trustee” meant in reference to the subcommittee that the Board of Trustees put together to oversee the Hadden report. She stated that the use of the word “disinterested” implied that there were “interested” Trustees with regards to the Hadden matter and that she wanted to understand what those interests were. Sen. Luo stated that she believed that there was no such thing as a “disinterested Trustee,” noting that she understood the term to mean personally unbiased with regards to Hadden. She stated that the Trustees are charged with fiduciary responsibility over the University and that this obligation is in direct contradiction with the stated interests of the case, which involves significant financial liability for Columbia. Sen. Luo stated that, because of this, there was no such thing as a disinterested Board of Trustees in this situation and that she believes these Trustees have failed both their fiduciary responsibility to Columbia and their duties as disinterested members of the community given that the Hadden report was insufficient.

Sen. D’Armiento noted that the link to the FAQs had been posted for the Senators in attendance to look at.

Sen. Bernofsky stated that the FAQs posted did not address Sen. Baum’s question. She asked President Shipman who would know the answer as to why the report ended in 2012. President Shipman responded that the thinking was that it was most critical to examine the practices that led to Hadden’s abuse and that she encouraged everyone to look at the FAQs.

Sen. Odetallah stated that, to continue what Sen. Luo mentioned with regards to fiduciary responsibility, that the fallout of the Hadden matter has [cost Columbia over \\$1 billion](#) in what has been publicly reported, which does not include the cost of legal fees and other costs not publicly reported. He stated that he found it paradoxical that last year when the University was [threatened by the government for \\$400 million](#), the administration announced [sweeping changes to the University](#), including to governance, firings of faculty, and pressures put on students, but at the same time there is relatively little information about the financing of the settlements paid out to the Hadden victims during the same time period as the federal funding cuts. Sen. Odetallah asked if President Shipman could describe the financing for the Hadden settlements, specifically where the money is coming from or where in the University are resources being pulled from to fund the Hadden settlements. He mentioned that the signing of the government agreement was done, in the words of the administration, to restore financial stability to many of the Columbia Schools, and how the Hadden settlements would compare. Sen. Odetallah stated that, beyond the moral issues put upon the Board of Trustees and senior administration for allowing Hadden’s abuse to continue, the Hadden matter represented a complete failure of fiduciary responsibility for the Board of Trustees in how they have handled the fallout. Sen. Odetallah stated that the report’s insufficiency in providing information to the community has left community members to have to push for more information to be revealed. He asked if students and Senators would be disciplined for trying to understand if Trustees have been failing in their fiduciary responsibilities, given that OIE has pursued students with disciplinary charges for criticizing the Board of Trustees. Sen. Odetallah asked for assurance that this would not be the case for community

members interested in the Hadden case, given the severity of the issue and the obligation the Senate has to continue looking into Hadden. Sen. D'Armiento responded that there are a lot of questions on the Hadden report and that the Senate should compile all the questions to send to President Shipman in advance of the next Plenary. She also stated that the [Budget Committee](#) is approaching many of the same questions with the administration and, while the budget discussions with senior administration is confidential, the Budget Committee will formulate a general, non-confidential statement that can be shared with the full Senate.

Statement on the Expansion of the Undergraduate Population (Campus Planning and Physical Development, Education, Faculty Affairs, Academic Freedom and Tenure, Libraries and Digital Resources, Student Affairs)

Sen. D'Armiento introduced the [Statement on the Expansion of the Undergraduate Population](#) that was put forward by the [Campus Planning and Physical Development Committee](#), [Education Committee](#), [Faculty Affairs, Academic Freedom and Tenure Committee](#), [Libraries and Digital Resources Committee](#), and [Student Affairs Committee](#). Sen. D'Armiento introduced Senator Benjamin Orlove (Ten., SIPA) to discuss the statement.

Sen. Orlove reviewed the statement as attached in the Plenary materials. He stated that five different Senate committees came together to discuss the common issue of expansion. Sen. Orlove stated that there lacked a shared definition of what is the kind of consultation that everyone would like at Columbia, noting that there have been times where one group states that there has been consultation but another says there has not.

Senator Greg Freyer (TTOT, SPH) stated that, as Co-Chair of the Faculty Affairs, Academic Freedom and Tenure Committee, he is concerned about the quality of education with regards to the expansion. He noted that the faculty are concerned there is going to be a bunch of hirings that are not high-quality faculty to teach these additional students.

Senator Michael Thaddeus (Ten., A&S/NS) stated that there had not been as much consultation in the form that should have been followed. He noted the [open letter signed by 1,400 individuals](#), mostly undergraduates, a [motion in the Arts & Sciences passed by 77% opposing expansion](#) until adequate resources are provided, and an alumni letter signed by 11 current and past presidents of the Columbia College Alumni Association. Sen. Thaddeus stated that nobody is against expansion with proper resources in place but that it is clear that students, faculty, and alumni are opposed to the current expansion plans.

Senator Matthew Beck (Stu. (Graduate), SEAS) stated that his main concern is the lack of consideration for the graduate students in the conversations. He stated that he had participated in the expansion committee that was consulted with the Senate and that the lack of consideration around graduate students, housing, and classroom spaces had been brought up. Sen. Beck stated that graduate students make up 72% of students on campus and that many graduate students are involved in teaching courses and use the

resources that are shared with undergraduate students. He also stated that graduate students had been [removed from dining and housing](#) to make space for the additional undergraduate students.

Sen. Luo stated that she did contests the administration's characterization of the consultations as genuine. She stated she would more accurately describe them as discussions and notifications of the expansion rather than consultation. Sen. Luo stated that the administration often comes to the Senate to tell the Senate they want to do something without listening to any concerns or input. Sen. Luo stated that the Senate had received corrections on the student-to-seat ratio for the dining halls mentioned in the statement, noting that the administration claims the correct number is 5-to-1 and not 8-to-1. She stated that this corrected ratio was still the highest in the Ivy League and only was a result of the administration banning graduate students from accessing the main dining halls this year. Sen. Luo stated that the administration's current plan to expand dining is to add tents and benches outside for students to eat in and that she believed this to be a ridiculous plan that would make Columbia look bad.

Sen. Orlove summarized some of the previous comments other Senators had said, noting that perhaps a resolution was needed to come up with a definition of consultation for everyone to agree upon. He stated that the Senate might form a committee with the administration to come up with a working definition of "consultation" to help future discussions. Sen. D'Armiento responded and joked about forming a task force on consultation.

Sen. Beck stated that there was a video showing how long it takes to get a seat in the dining hall, library, and the gym and that he encouraged everyone to watch it.

Sen. D'Armiento stated that President Shipman had mentioned that there was going to be a committee formed to discuss the implementation of expansion that will include Senate members.

President Shipman responded to Sen. Orlove by saying that coming up with a definition of consultation would be helpful. She responded to Sen. Luo by stating that the consultations with students and Senators was earnest and that this expansion was an opportunity to center students, noting that certain groups were excited for the potential of an expansion. President Shipman responded to Sen. Beck by stating that the administration thought it best to start with focusing on undergraduate dining problems before moving to graduate students and that the administration cares about all students, not just undergraduate students. President Shipman stated that there needs to be benchmarks in the implementation of the expansion, given all of the questions and concerns being raised. President Shipman also stated that the video that Sen. Beck referenced was very compelling to her as a piece of journalism but that the changes made to dining over the course of the semester made those students excited for the proposed expansion. President Shipman asked Senators Josef Sorett (Adm., Dean, Columbia College and Henry L. and Lucy G. Moses Professor) and Amy Hungerford (Adm., Executive Vice President for Arts and Sciences and Dean of the Faculty of Arts and Sciences) if they wanted to speak about the expansion.

Sen. Hungerford stated that the hiring of new faculty for the expansion was something that she was excited to do and that the faculty hirings will be competitive and high-quality, involving international searches overseen by current faculty according to standard practice. She stated that these new faculty would join the research, service, and governance communities and that there was no reason to think that there would be a different process for expanding the faculty alongside the student body.

Sen. Sorett stated that it was a win for him to have the student experience for undergraduates be a priority of the President and that all the important questions were asked throughout the process of deciding expansion. He stated that he hopes that there will be greater enthusiasm generated around the expansion as the implementation of the expansion is thought through more carefully.

Sen. Ogundare stated that he believes it to be important to center student opinions in decisions like expansion. He noted that one improvement that could be made was involving students in appointing new Presidents moving forward.

Sen. Luo stated that, in her time on the Senate, there has never been a moment where the Senate disagreed with the administration's plans that has resulted in the administration stopping or halting their plans. She stated that one model of consultation that might be needed is a democratic electoral model that requires taking a vote through the Senate. Sen. Luo stated that it was too easy for the administration to state they had a consultation through a conversation and a vote would back up the actual opinion of bodies like the Senate.

Sen. D'Armiento stated that she wanted to note the administration and Senate coming together to pass the Professor of Instruction title and track, representing a useful model for collaboration. Sen. D'Armiento responded and joked to President Shipman that she would not serve on the committee to decide the definition of consultation.

Sen. D'Armiento adjourned the meeting and noted that the date of the next Plenary, currently scheduled for May 1st, 2026, might change due to requests from Senators.

Respectfully submitted,

Senate staff

	Recommendation to the University Senate Executive Committee on University Senate Committee Membership: Advancing Transparency and Representation	Last revised: April 10, 2026
		Approved: May 1, 2026
		Effective: 2026-27 Committee Assignments

Proponent: Structure and Operations (S&O) Committee

Purpose: To improve transparency and representation in University Senate (Senate) committee assignments while preserving the University Senate’s role as a faculty-led governance body.

Preamble

Section 4(e) of the By-Laws provides the governing framework for committee membership. In substance, each senator submits to the Executive Committee their first three choices for committee service in order of preference; the Executive Committee then nominates the membership of each committee so that, to the fullest extent possible, no senator is nominated to a committee that is not among their first three choices; and the Senate elects committee members by majority vote. The By-Laws further provide that, unless otherwise expressly stated, non-senators may serve on Senate committees, provided that at least a majority of every committee consists of senators.

This policy is intended to guide the implementation of that By-Laws framework by making the nomination process more transparent, more responsive to patterns of underrepresentation and oversubscription, and more supportive of broad Senate participation over time. It does not alter the By-Laws allocation of authority to the Executive Committee as the Senate’s committee on committees, nor the Senate’s authority to elect committee members.

In practice, the Senate staff supports the development of proposed committee slates while the Executive Committee exercises formal oversight and approval consistent with its By-Laws role.

Background

This proposal is in response to a petition brought to the Senate that raised concerns about the perceived lack of university-wide representation on Senate committees, particularly the concentration of faculty from specific schools/departments (e.g., Arts and Sciences, Physicians and Surgeons, Law) on influential committees such as the Rules of University Conduct Committee. The petition further questioned the transparency of the committee assignment process and called for greater attention to representation across University Senate bodies. To clarify, Senate seats are apportioned for students and officers of instruction

by schools. The Structure and Operations Committee has reviewed existing practices and developed a proposed policy to address concerns regarding the breadth of school and department representation, increase transparency, and encourage broader participation. We are not addressing issues of term limits here. We recognize that the Senate is not structured as a legislative “House of Representatives”. The purpose of the Senate is to ensure shared governance that includes all university constituents by title and by school, and to foreground faculty governance, recognizing that faculty, particularly tenured faculty, hold specific protections that enable them to advocate freely for the university’s interests. We affirm the Senate’s commitment to broad participation. We also recognize the practical reality that committee membership challenges are uneven: some committees are consistently oversubscribed, while others are undersubscribed and struggle to recruit members. This policy is intended to address both fair access to high-demand committees and sustainable staffing across committees.

Current practice

Under the By-Laws, membership on committees other than the Executive Committee is structured through senator preferences, Executive Committee nominations, and election by the full Senate. Non-senators may also serve on committees unless the By-Laws provide otherwise, but senators must remain the majority. Committee chairs, other than the Executive Committee chair and vice chair, are elected by each committee from among its members, and no person may chair more than two standing committees. Members with more than two consecutive unexcused absences may have their seats deemed vacant, with the Executive Committee recommending whether the member continues or a replacement is nominated. The current process for populating Senate committees relies on a self-nomination process with structured balancing¹ and for representative committee membership. The current practice includes:

- Senators complete a survey, on an annual basis, to rank their top committee preferences.
- Senate staff facilitates the committee preference and matching process and prepares the proposed committee slates based on senator preferences, committee needs, and By-Laws requirements regarding committee composition.
- Senate By-Laws and committee composition describe mandated membership by title/stakeholder group. Some committees have all title/stakeholder groups represented (e.g., Campus Planning and Physical Development), while others comprise only one type (e.g., Student Affairs Committee) depending on the committee’s charge.
- Senators are expected to serve on at least one committee; however, the assignments may vary depending on the number of available senators, committee vacancies, and senators’ availability for Senate work.

¹ Structured balancing refers to honoring preferences by Senators while assuring needed expertise and experience for a Committee’s mission and work. The Senate By-Laws describe the current committee structure and composition (i.e., the number of members and by title [e.g. officer of instruction, officer of research, officer of administration, student, administrative staff, librarian, and alumnus/alumna])

- Where permitted by the By-Laws, non-senators may also serve on committees: this can broaden participation, strengthen committees with specialized expertise, and support committee staffing when Senate membership is limited.

Proposed changes

Recognizing that committee needs are specific and not general, we propose the following:

1. Preference Rankings to Support Committee Membership Choice over Time

How it would work:

- The Senate will continue to use the existing By-Laws process under which senators rank their top 3 committee choices. Within that framework, Senate staff will continue to facilitate the preparation of proposed committee slates for Executive Committee review and approval, with the goal of honoring first choices preferences where possible while also considering broader participation and overall distribution of committee opportunities.
- Senators already serving on a committee, who indicate that committee again as a top choice may receive preference for continuity where continuity is important to the committee's work.
- When certain committees (e.g., Rules of University Conduct; Faculty Affairs, Academic Freedom, and Tenure; and Education) are oversubscribed, the proposed slate should take into account whether a senator's school or title group has lacked recent representation on that committee. Senators representing schools who identify that they would like to be represented but have not been, would receive priority for top-choice placement as new positions open.
- A senator whose top choice is unavailable should be considered for their second or third choice and placed on a waiting list and given priority the following year for their top choice.
- Senators who already serve on two or more committees may receive lower priority for additional assignments on oversubscribed committees to ensure broader participation and reduce concentration of committee opportunities.
- After preliminary matching, there should be a brief service-balance review to identify whether a small number of senators are occupying a disproportionate number of highly sought-after committee seats.
- To address undersubscribed committees, Senate staff may use second and third-choice preferences and targeted outreach to fill seats while maintaining the required By-Laws composition.

2. More Intentional Use of Non-Senator Membership and Observer Participation

Because the By-Laws already permit non-senators to serve on Senate committees, committees and the Executive Committee should make more intentional use of non-senator members where that would

broaden participation, add needed expertise, or reduce service burdens on small constituencies, while preserving the By-Laws requirement that senators remain a majority of each committee.

In addition:

- For high-impact or consistently over-subscribed committees, committee chairs may invite one or more non-voting observers from schools or title groups that are not currently represented.
- Observer participation should be used to increase voice, build familiarity with committee work, and support leadership development without expanding voting membership.
- Where permitted by committee rules and By-Laws, committees may also recruit non-senator members through open calls, especially in cases where a small constituency is otherwise repeatedly asked to fill multiple seats.

3. Transparency and Monitoring

Structure and Operations should publish an annual summary each spring reflecting on how the process works, and promote transparency and accountability. This summary should include:

- Committee composition by school and title group,
- A demand-supply snapshot for each committee (e.g., number of first choice requests, number of open seats, and final assignments),
- A brief narrative about over- and under-subscription patterns and steps taken to address them,
- A brief leadership transparency element in the annual survey (e.g., committee chairs and vice-chairs, and years served in leadership roles) to support leadership development and distributed participation while preserving continuity where needed.
- Establish an annual “Committee Opportunities Bulletin” at the start of the academic year listing open seats (senator and non-senator eligible where permitted), expected workload/meeting requirements, and desired expertise, paired with a brief outreach period to support recruitment across constituencies.

Consider adding the following message to the form that is sent to senators each year as they make their top choices: “To promote inclusive participation and ensure a diversity of perspectives across committees, senators are encouraged to periodically reassess their committee preferences, especially after serving four consecutive years on the same committee. While continued service is possible where continuity is important, rotation helps foster new leadership and broaden engagement.”

Implementation tools

Implementation of this policy should be supported by:

- A senator tracking spreadsheet showing school, title, committee history, leadership roles, and current assignments
- Committee level demand-supply-outcome tracking,
- Annual committee preference survey
- Representation monitoring data (Senate web page)
- Annual Committee Opportunities Bulletin (open seats + eligibility + expected workload + desired expertise) circulated at the start of each academic year
- Simple tracking of the over- and undersubscribed committees year to year.

Next Steps

- Pilot the framework during the 2026–2027 committee cycle.
- Review outcomes and refine the process through annual Structure and Operations oversight.

University Senate Plenary: Chair's
Remarks May 8, 2026

Chair's Report and Questions

Thank you President Shipman.

I want to begin my remarks with a brief mention of the Columbia Employee Climate & Engagement Survey that was administered by the Office of the Provost and Columbia University Human Resources. The survey collected information from all active Columbia employees between September 9th-26th, 2025, and the summary was released last week by the Office of Planning & Institutional Research (OPIR). The survey represented a 10% response rate from faculty and a 16% response rate from staff. The survey covered many aspects of the employee experience, including satisfaction, views of the institution, sense of belonging, comfort navigating institutional difficulties, among others, offering important data for the Senate and whole community to parse through thoughtfully. However, some of the major takeaways highlight concerning but expected developments at Columbia over the last few years. There was a majority of respondents that found Columbia to be stressful and fostering an unsafe climate. The vast majority of respondents had negative perceptions of the leadership and direction of the University. Most concerning, the majority of employee respondents felt that they could not speak openly and needed to censor themselves for the purposes of staying employed at the University. These, among others, are all concerns that the Senate has frequently mentioned and discussed over the last few years, and we would like to acknowledge today that many of you might feel troubled by the data now supporting those conclusions. We will continue to discuss these findings and offer remedies for the administration to consider over the coming months. If you have any questions or comments regarding the summary of findings, please send them to your Senator.

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President Shipman announced a review of the University Senate in April 2025. The Board of Trustees initiated the review with invitation only listening sessions and subsequently appointed a review committee in late April 2025. Although completed in December 2025, the report was not released publicly until April 23, 2026. This year-long, largely opaque process was presented as an effort to affirm the Senate's "enduring value" and the "vital role it has played in shaping the University over more than five decades". That stated rationale, however, is difficult to reconcile with the report's process and evidence presented as well as with the framing conclusions and the mandates presented in the Trustees letter to the community.

This review cannot be viewed in isolation. It is part of a broader pattern over the past two years in which the Board and Administration have taken steps that diminish the Senate's authority and threaten shared governance. The Provost has created parallel committee structures that bypass longstanding Senate processes. Oversight of student discipline—and increasingly, educational priorities—has shifted through both formal statutory changes and informal disregard for established norms. In this context of growing centralization, it is not surprising that community members, including the Student Affairs Committee, raised immediate concerns when the review was announced.

The review process itself further undermines the report's credibility. Initial listening sessions were closed, composed of hand-picked participants, and excluded students. While the review states that there were calls from the community to reform the Senate, no supporting data is provided. Similarly, the report asserts broad engagement across faculty, students, staff, and alumni without offering meaningful detail about the scope or substance of that engagement.

The evidentiary foundation provided for the review is remarkably weak. A community survey conducted by the consulting firm received a response rate of less than 4%, with 25% of the respondents being administrators. And yet, its findings are used to support sweeping recommendations. There is no explanation for why the survey was not re-administered in Fall 2025 to obtain more reliable data. Factual inaccuracies persist despite corrections submitted by the Senate Executive Committee—for example, the incorrect claim regarding senators' access to listserv communications. Two of the report's three central claims—the alleged urgent need for term limits and the assertion that the Senate is primarily responsible for the breakdown in communication with the Administration and Board—are not supported by the evidence provided. It is difficult to understand how such limited and flawed evidence could justify conclusions with significant implications for the University's future. It raises a fundamental question: why has University leadership devoted disproportionate time and institutional resources to reviewing the Senate while far more pressing challenges remain unaddressed?

The major overall conclusions from the review which are presented in the review document and then construed as presented in the trustee letter are: a need for improving communication between Columbia administration and the Senate, as well as Columbia's trustees and the Senate, balancing the value of institutional memory with the importance of democratic turnover, and ensuring adequate resources for the Senate and its staff. These goals are laudable and reasonable. However, the detailed proposed reforms potentially do the opposite and can diminish the shared governance structure. Creating a liaison can help the administration understand day to day events in the Senate will do little to improve communication with the Administration and Senate. As a matter of fact, there are multiple senior Administrators on several Senate committees. These senior Administrators can surely serve as liaisons with the Administration. Therefore, it may be more beneficial to understand where and why existing lines of communication are falling short. The major issue that has the potential to fracture the shared structure of governance is the recommendation that a review of Senate powers be undertaken by a new Presidential task force, with a legal review asserting the full authority of the Board of Trustees to rewrite statutes without any consultation or engagement of the Senate.

Although the report frames its recommendations as a path toward strengthening shared governance, their likely effect would be the opposite. Many of the proposed changes would weaken a governance structure that has functioned for over 50 years. While the Board of Trustees holds ultimate legal authority under the Charter of 1810, legitimacy in a university setting depends on more than formal power. The Senate exists to represent the community, to propose policy, and to hold executive actions to account. Legal authority does not, by itself, confer the consent of the governed.

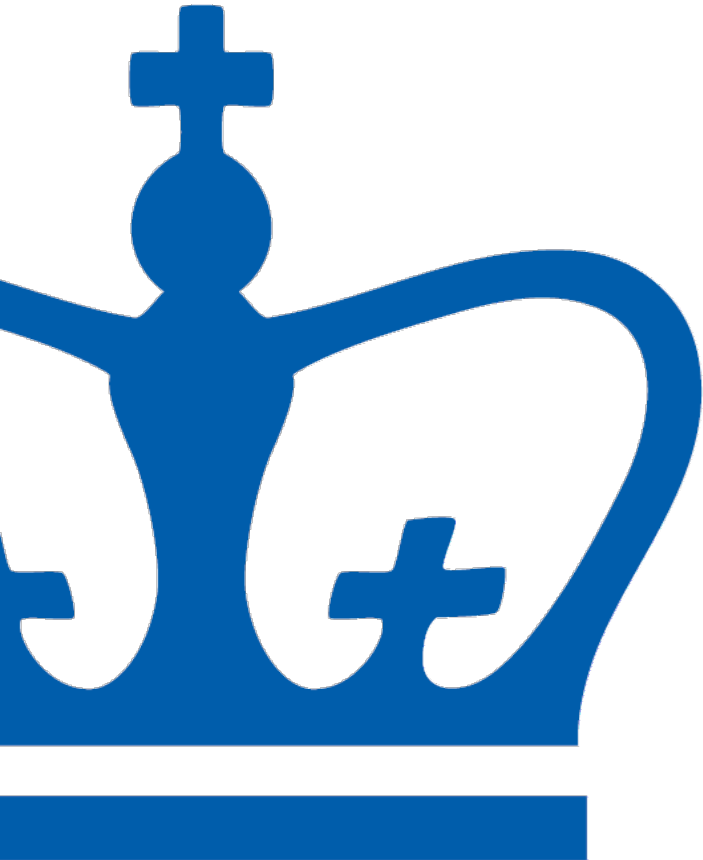
In recent years, there has been robust and necessary debate around executive decisions, including issues related to Hadden, student arrests, disciplinary processes lacking due process, the government agreement and its implications for academic freedom, and concerns about accountability in connection with Epstein. Such disagreements are not a failure of governance—they are evidence of it functioning as it should. In an academic institution, open debate is a strength, not a liability.

Rather than engage constructively with elected representatives of the University community, the Board now proposes to further “clarify and propose potential modifications” to the role of the University Senate. While clarity can be valuable, the changes under consideration risk narrowing—not strengthening—the space for meaningful shared governance. If the goal is truly to work together constructively on behalf of the University, then the process must be transparent, the evidence credible, and the conclusions open to genuine debate.

In the spirit of active consultation with our constituencies to look forward on the future of the Senate, the Senate will release and publicize a feedback form on the Senate website for all members of the Columbia community to give their direct input regarding the Senate review. Alongside the thoughtful conversations that Senators and committees will have in the coming weeks, the Executive Committee will come to the May 29th Plenary with a set of initial comments and recommendations in response to the review. While discussions will start immediately – and have already begun among many Senate bodies, implementation of any changes to the Senate will require input from the full, active Senate – including students who are gone in the summer. Therefore, we would require the fall semester to ensure proper deliberation over these issues. We intend for this process to be fair, transparent, and performed as quickly as democratic deliberation will allow. As always, comments are also accepted through your individual Senators or through emailing the Senate. Thank you.

~ ~ ~

Response to University Senate Review



May 6, 2026



Our Commitment to the Essential Role of Shared Governance for Columbia

April 23, 2026

Dear members of the Columbia community:

Last year, we announced a review of our University Senate, with a focus on how we affirm its enduring value, and the vital role it has played in shaping our University for more than five decades, while also responding to calls for reform from our community and adapting to the changing needs of our time. At the same time, the Board of Trustees undertook a careful examination of its own practices, operations, and governance.



Mechanisms for Reducing Shared Governance

- **Divide and conquer**
 - Medical Center vs. Downtown, NIH funded investigators vs. humanities professors, Students vs. Faculty, Domestic vs. International, Masters vs. PhD
 - Meeting with everyone, meeting with different constituencies individually
- **Parallel structures**
 - Replace elected bodies with additional advisory groups that serve the same purpose as that elected body
 - Ex: Student Leadership Engagement Initiative (SLEI)
- **Strip authority**
 - Formal statutory changes
 - Informal disregard for established norms
- **University Senate Review**

Key Problems with Review

- Unclear justification
- Process / timeline
- Weak evidentiary foundation
- Gap between conclusions presented and evidence provided
- Part of broader, sustained pattern of undermining shared governance
- Implementation demands

“The need for better communication between Columbia’s administration and the Senate, as well as Columbia’s trustees and the Senate.”

“The importance of balancing the value of institutional memory with the importance of democratic turnover.”

“The need to ensure adequate resources for the Senate and its staff.”

Proposed Reforms

1. Create an Administrative Liaison Between the University Administration and the Senate
2. Adopt 12-Year Term Limits
3. Develop a Plan to Improve Communication and Understanding Between the Board and the Senate
4. Work to Ensure Adequate Senate Resources
5. Create Task Forces on Areas for Further Study

Shared Governance

Senate can make proposed changes through By-Laws ...

...or Trustees will change the University Statutes.

Before August

II. Committee Recommendations for Immediate Action

The Committee has identified a number of reforms that should be undertaken without delay. Subpart A includes reforms primarily designed to improve communication between the Senate, the Administration, and the Board of Trustees. The Committee recommends that these reforms be implemented as soon as possible by the Administration and the Trustees. Subpart B addresses the desirability of adopting term limits for elected members of the Senate. These could be adopted by the Senate itself, through an appropriate amendment to the Senate By-Laws. Alternatively, they could be adopted by the Trustees through revisions to the University Statutes. Subpart C proposes reforms designed to strengthen the relationship between elected Senators and the constituents they represent. Subpart D sets forth reforms designed to enhance the performance, accountability, and overall functioning of the Senate itself. The reforms in subparts C and D could be implemented by the Senate through amendments to its By-Laws. Alternatively, they could be implemented by the Trustees through revisions to the University Statutes.

Disconnect between Data and Recommendation

The evidence suggests “the Senate already experiences significant turnover even without formal term limits.”

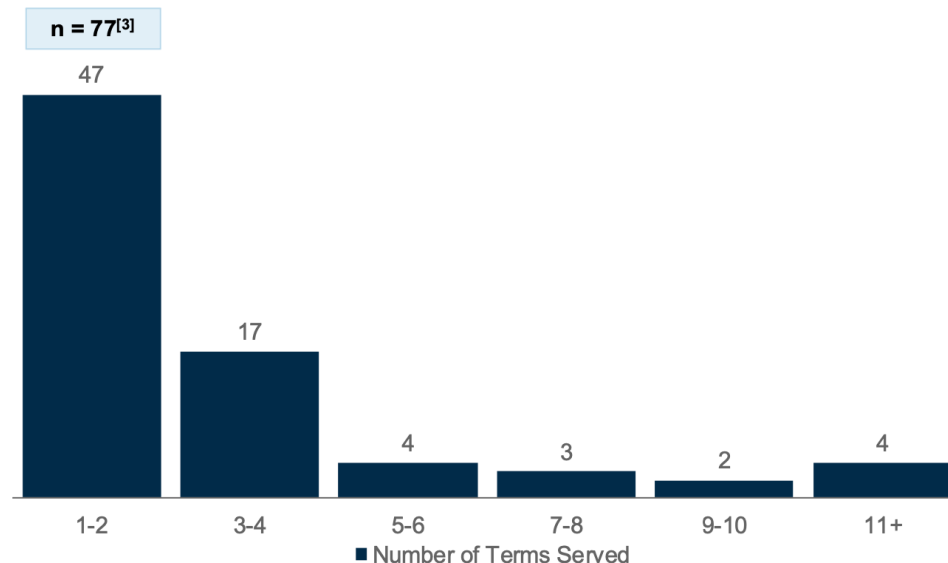
Recommendation # 4. *Term Limits for Senators.* The Senate currently has no term limits for Senators. (Senators are elected to two-year terms and must stand for re-election at the end of each term if they wish to continue serving on the Senate.) The Senate has recently adopted a limit of three terms for the Chair and Vice Chair of the Executive Committee, and the Structure and Operations Committee is considering a proposal to adopt term limits for all committee chairs. The issue of term limits for all Senators is controversial and, perhaps unsurprisingly, the Senate Executive Committee does not appear to be enthusiastic about adopting more general term limits at this time.

To better understand the issue, the Committee analyzed the distribution of current Senators (other than students and administrators) by terms served. Roughly three out of five non-student/Administration Senators (47 of 77) have served for two terms or fewer (four years), and four out of five (64 of 77) have served for four terms or less (eight years) (Appendix N). This suggests that the Senate already experiences significant turnover even without formal term limits. However, the analysis also revealed that a significant minority of Senators (nine) have served for more than six terms (12 years) and four have served for eleven or more terms (22 years). Moreover, seven long-serving Senators (six or more terms) currently chair or co-chair committees (although term limits for committee chairs, currently under consideration by the Senate, may address the long-serving chair issue). The survey of peer institutions showed that term limits are relatively uncommon among the schools that have institutions analogous to the Columbia Senate (see Appendix B).

Disconnect between Data and Recommendation

Appendix N: Distribution of Terms Served by Elected Senators

Distribution of Senators by Terms Served^[2]



- On average, current Senators^[3] have served 2.6 terms.
- Those with more than six terms have an average of 20.9 years of Senate service.
- Seven long-serving Senators (more than six terms) currently chair or co-chair committees.

Terms Served	Research Officers	Tenured	TTOT
7-8	-	2	1
9-10	-	2	-
11+	1	3	-
Total	1	7	1

[1] Senate roster as of 7/31/2025

[2] Includes both consecutive or nonconsecutive terms for Senators serving more than one term.

[3] The 77 senate members included in the chart and referenced in first bullet are 60 faculty, six researchers, two alumni, two librarians, two administrative staff, and five affiliated faculty. Students and administrators are excluded.

---less than a 4% response rate survey.

Appendix I: Constituent Survey–Response Rate

Total Recipients vs. Total Respondents

Group	Survey Recipients ^[1]	Respondents	Response Rate	% of Respondents
<i>Student Enrollment (Undergraduate and Graduate)</i>	35,592	826 (307 UG, 519 Graduates)	2.3%	36.9%
<i>Officers of Instruction</i>	4,698	541	11.5%	24.2%
<i>Officers of Research</i>	2,890	285	9.9%	12.7%
<i>Other Staff (Deans, Officers of Administration, Officers of Libraries, Support Staff)</i>	15,582	588 (10 Deans, 450 Officers of Administration, 36 Officers of Libraries, 91 Support Staff, 1 no role provided)	3.8%	26.3%
Total	58,762	2,240^[2]	3.8%	100%

[1] Eligible voters in Senate elections as of 7/29/2025

[2] Includes 117 respondents who have served on the Senate (past or present)

Constituent Survey-Response Rate

- Survey conducted over summer 2025
- 3.8% total response rate
- 2.3% student response rate
- Out of the total respondents, 26.3% of the total respondents are “Other Staff (Deans, Officers of Administration, Officers of Libraries, Support Staff)”
- As the previous slide indicates, the report on the survey was generated **July 29, 2025**
 - Why did Alvarez and Marshall not redo the survey?

Legal Opinion

What is the rationale for providing this opinion?

“clarify and propose potential modifications to the the roles and responsibilities that the Board of Trustees delegates to the Administration and the Senate. We believe clarity and a shared understanding about jurisdictional issues is critical to effective shared governance and to our collective ability to work together constructively on behalf of our University.”

The report states that we should CLARIFY what the statutes say, NOT clarify the Senate powers

Appendix R: Legal Opinion SULLIVAN & CROMWELL LLP

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July 18, 2025

Trustees of Columbia University in the City of New York,
535 West 116th Street,
New York, NY 10027.

Ladies and Gentlemen:

We are counsel for the Trustees of Columbia University in the City of New York (the “Trustees” and the “University”, respectively). The Trustees have asked for our opinion regarding their authority to amend the University’s Statutes (as defined below), in particular their authority to amend or repeal the provisions of Chapter II of the Statutes relating to the University Senate and Chapter XLIV of the Statutes constituting the Rules of University Conduct (the “Rules of University Conduct”).

In connection with our opinion, we have reviewed the following:

- (i) The Charters and Statutes of Columbia University in the City of New York edition of April 6, 1959 with Amendments as of May 2024, including:
 - a. The Act Relative to Columbia College in the City of New York (Laws of 1810-Chapter 85) constituting the current charter of the University (the “Charter”); and
 - b. The University Statutes Chapters I through XLV (the “Statutes”);
- (ii) The Trustees’ By-Laws and Rules of Order with Amendments to September 2019 (the “By-Laws”);
- (iii) The Resolutions of the Trustees dated May 7, 2025; and

**RESOLUTION ON INSTITUTIONAL ACCOUNTABILITY AND GOVERNANCE
FOLLOWING THE HADDEN REPORT**

WHEREAS, in October 2023, the University Senate unanimously adopted a resolution calling for an independent investigation into the institutional failures revealed by the case of Robert Hadden, including a full accounting of how such failures occurred and how they would be prevented in the future; and

WHEREAS, the University Senate's resolution reflected grave concern not only about the harms experienced by patients, but also about the profound breakdowns in oversight and accountability that allowed those harms to persist over decades; and

WHEREAS, the University has now released the Hadden report, representing an important step toward transparency and acknowledgment of institutional responsibility; and

WHEREAS, the report documents serious failures in systems, reporting structures, and institutional culture, while also leaving important questions regarding institutional decision-making and accountability unresolved; and

WHEREAS, the institution continues to face inconsistencies in accountability when confronted with indiscretions by leadership and senior faculty members; and

WHEREAS, the findings of the Hadden report and recent disclosures regarding institutional affiliations (e.g., documented relationships with Jeffrey Epstein) underscore the need for and importance of clear, consistent, and transparent systems of accountability across all domains of University activity.

THEREFORE, BE IT RESOLVED that the University Senate:

1. Acknowledges the release of the Hadden report and the courage of survivors whose persistence made this investigation possible. Nevertheless, also recognizes that the report fell significantly short in addressing accountability and responding to questions from the community;

2. Requests that the University administration and Board of Trustees provide to the University Senate:

- the **role, scope, and membership of trustee committees involved in overseeing the investigation**, and
- a clear explanation of **how the independence of the investigative process was defined and ensured**;
- a transparent accounting to the community of the institutional decisions and circumstances that contributed to the financial outcomes of the Hadden case, including the factors that led to more than **\$1.2 billion in settlements**;

3. Calls on the University to strengthen and clearly communicate protections for individuals who report misconduct, including mechanisms that ensure that concerns raised by patients, staff, students, and faculty can be reported without fear of retaliation and are acted upon in a timely and accountable manner;

4. Requests that the University address leadership failings and ensure accountability in cases where actions, affiliations, or relationships raise serious ethical concerns, including those related to the Jeffrey Epstein case, through fair, consistent institutional policies;

5. Establishes a formal mechanism for ongoing consultation between the University administration and University Senate governance bodies on matters involving gender-based harm (e.g., sexual assault and sexual harassment), ethical risk, and institutional accountability. For example, to create clear and consistent institutional policies and processes for evaluating ethical concerns involving affiliates, donors, and individuals associated with the University, including publicly articulated standards and procedures for review and response; and

6. Requests that the University report back to the University Senate no later than June 30, 2026, on steps taken to address the questions posed in the letter presented at University Senate Plenary on April 10, 2026, regarding issues identified in the Hadden report and to implement reforms consistent with this resolution.

Proponents:

Commission on the Status of Women

External Relations and Research Policy

Committee

Commission on Diversity

Faculty Affairs, Academic Freedom and Tenure

Committee

Research Officers Committee

Student Affairs Committee

Remarks from the Student Affairs Committee On The Actions of the Board of Trustees and the Administration

I want to note that these remarks were voted and endorsed by the Student Affairs Committee, and as a spokesperson I will read them in full:

The Student Affairs Committee was recently made aware of a [public letter and petition](#) to President-designate Jennifer Mnookin circulating in the Columbia community. This document raises the following eight grievances against Columbia's Board of Trustees and Administration:

1. Failing to take accountability in the Robert Hadden case
2. Entering into an agreement with the federal government
3. Expanding undergraduate population despite limitations to physical space and staffing on campus
4. Undermining existing rules and processes for student conduct and discipline
5. Refusing to investigate or sanction Epstein-related affiliates
6. Ongoing policing and costly lockdown of campus
7. Disempowering the Senate and shared governance
8. Tolerating Trustee misconduct

After hearing the concerns of our constituents on these issues, we have come to the conclusion that the actions of Columbia leadership are deeply troubling and contradictory to our university's academic mission and stated principles. Failures of ethical and fiduciary responsibility in the Hadden case cost Columbia more than \$1.2 billion in settlements to the victims and resulted in an ongoing investigation by the New York Attorney General. Columbia's agreement with the federal government undermined longstanding practices of shared governance on issues of free speech and protest. This agreement has also influenced recent hiring and curricula decisions, and was unsuccessful in keeping Columbia students safe from detention by ICE, whether those individuals were politically active or not. Furthermore, this agreement was facilitated by Jay Lefkowitz, who also negotiated Jeffery Epstein's 2007 plea deal, and who continued socializing with Epstein thereafter. Lefkowitz is only one of numerous Epstein associates who remain in positions of prominence at Columbia.

In its treatment of these three issues—Hadden, Epstein, and Trump—Columbia stands alone amongst not only its Ivy League peers, but across universities nationwide. No other institution in the United States has, in such short time, undergone a case of persistent sexual assault of Hadden's magnitude, then signed away its academic mission under coercion from Trump, and then turned a blind eye to Epstein's involvement with affiliates, including exchanging donations to gain admittance for victims of human trafficking. In all three issues, Columbia's leadership had the choice to act with integrity

and moral clarity, but refused. While other institutions, like Harvard, have responded to Trump's threatened withdrawal of federal funds through aggressive legal measures, and commissioned comprehensive investigations into Epstein connections at their institutions, Columbia chose to compromise on its values and tolerate the misconduct of those in power. In these decisions, Columbia has proven itself as exceptional, not in its academic or research excellence, but in its misjudgement, corruption, and rampant authoritarianism.

We, the Student Affairs Committee, condemn these choices. We diverge from the public community letter, however, by highlighting the members of the Board of Trustees and Administration, who made these decisions and executed them: Co-Chairs of the Board of Trustees David Greenwald and Secretary Jeh Johnson, former Chair of the Board of Trustees and Acting President Claire Shipman, Provost Angela Olinto, and General Counsel Felice Rosan. These five individuals have abused the powers and privileges of their positions and demonstrated their unfitness as leaders of our institution. We therefore submit for the record that **these members of leadership have lost the confidence of the student body at Columbia.** In order to reestablish proper governance at Columbia, President-Designate Mnookin has an obligation to start her presidency with a team of new leaders who can genuinely guide Columbia back to its position as a world-renowned research and academic institution which protects the liberties and freedoms of its students, faculty, and staff.

The failures of our leadership were not inevitable. They have come partly as a result of their refusal to engage in dialogue and work productively with the Senate. To **regain** the confidence of the students, we suggest that the Administration and the Board of Trustees adopt the following five policies moving forward:

- (i) To cease any unilateral changes to the Statutes, without Senate consultation and approval**
- (ii) To commit to preserving the current structure of Senate membership, which includes student members in the Executive Committee**
- (iii) To commit to respecting the statutory obligation to consult the Senate Executive Committee in matters including the involvement of NYPD on campus**
- (iv) That the Chairs of the Board of Trustees, President, Provost, and General Counsel convene with the Senate Executive committee in quarterly public meetings accessible to all Columbia affiliates.**
- (V) That to improve communication the Provost meets weekly with Senate leadership to discuss ongoing efforts in the Senate and Provost office.**

**RESOLUTION TO REVISE STANDARDS FOR NON-DEGREE PROGRAMS BY
REVISING MINIMUM CREDIT REQUIREMENTS FOR CERTIFICATES AND APPROVING NO
NEW CERTIFICATIONS OF PROFESSIONAL ACHIEVEMENT**

WHEREAS the University Senate, through its Education Committee, is authorized under the University Statutes to set standards and procedures for the awarding of statutory certificates; and

WHEREAS the University Senate, through its Education Committee, has also been responsible for setting standards and procedures for the awarding of certifications of professional achievement, previously known as statements of attendance; and

WHEREAS the standards for the awarding of statutory certificates were last reviewed by the University Senate in November 1995 and were established at a minimum of 24 points of course work for those certificates that were standalone, that is, were not issued to those simultaneously completing a graduate degree at Columbia; and

WHEREAS this review of standards in November 1995 also established a minimum 12 points of coursework for certifications of professional achievement, and

WHEREAS having undertaken in the 2025-26 Academic Year a review of certificates offered by Columbia University and by peer institutions, the University has noted a reduction in the minimum points of course work; and

WHEREAS the University seeks to maintain the relevance and attractiveness of certificates and to broaden the benefits of a Columbia education and has proposed, therefore, a reduction in the minimum points of coursework required from 24; and

WHEREAS the University Senate Education Committee has favorably reviewed this proposal and has advised that the standard now be set at a minimum of 15 points of coursework;

THEREFORE BE IT RESOLVED that the University Senate approve this revision in the standard for certificates to a minimum of 15 points of coursework for standalone certificates; and

BE IT FURTHER RESOLVED that, in the interests of aligning standards for credentials, no new certifications of professional achievement be approved.

Proponent: Education Committee

FAQs for University Senate on Certificates and CPAs (Certifications of Professional Achievement)

May 2026

Prepared by the Office of Vice Provost for Academic Programs

1. What is the Resolution on Certificates and CPAs (Certifications of Professional Achievement) about?

The Senate Education Committee has approved a request from the Provost Office to revise Columbia's credit hour requirement for state-registered certificates. At present, Columbia requires a minimum of 24 credits for stand-alone certificates and 20 credits for certificates embedded in degree programs. New York State Education Department (NYSED) approves all certificates, and therefore, students in these programs are generally eligible for federal financial aid. But there is no minimum credit requirement on the part of NYSED; the thresholds are unique to Columbia. The requested new minimum will be 15 credits for both stand-alone certificates and certificates embedded in degree programs. The committee voted and approved the reduction during its November 2025 meeting.

In parallel, the committee has been considering whether CPAs (Certifications of Professional Achievement) should continue to be an option for schools/departments, in light of concerns about its educational quality. Currently, a CPA is a stand-alone curriculum of a minimum of four credit-bearing courses, totaling at least 12 credits and taken for letter grades. CPA is not approved by NYSED, and therefore, students in these programs are generally not eligible for federal financial aid. During its February 2026 meeting, the committee voted to place a moratorium on approving proposals on new CPAs.

These two issues are intrinsically connected, for at least two reasons. Given the 24-credit requirement for free-standing certificates, CPAs serve as a lower-cost alternative; if at a minimum of 15 credits, certificates can become a more robust and state-approved credential to replace the need for CPAs.

2. What is the rationale for moving from 24 credits to 15 credits for Certificates?

Our threshold sits very close to the NYSED-required 30-credit minimum for a master's degree, and students can reasonably question why they would commit to a certificate when a graduate degree requires just six additional credits. Reducing the requirement to a 15-credit minimum would bring Columbia into alignment with our peers, lower barriers to access, and allow schools to create certificates that reach a broader community of learners.

3. Are there differences between certificate programs offered by Graduate Schools of Arts and Sciences (Humanities, Natural Sciences, Social Sciences) and certificate programs offered in professional schools or offered in Medical and Law Schools?

No. Certificates are state-registered programs that show a student has completed training and gained specific skills in a certain field. While the content differs between GSAS and professional schools, the approval process and credit requirements are the same.

4. Do certificate programs in various peer institutions require the same number of credits?

No. Among our peer institutions, as shown below, some offer credit-bearing certificates while others use certificates for non-credit professional education.

Institution	Credits	Links	Notes
Harvard	12-18	Graduate Certificates	
Princeton	9-15	Certificates	
Yale	15-18	Graduate Non Degree	
UPenn	12	Stand-Alone Certificates	
Cornell		Exec Ed - Online Cert https://ecornell.cornell.edu/certificates/online/	Most certificates offered for Professional Development Units as opposed to credits
Brown		Embedded in Undergrad Curricula	Most certificates are 3-5 courses.
Stanford	12	Doerr School of Sustainability Certificates	
NYU	12	A&S Advanced Certificates	
MIT		Professional Education	Non-credit
UChicago		Embedded in Graduate Degrees Non-Credit Certificates	4-5 courses for certificates embedded in graduate degrees

5. How many students are currently enrolled in certificate programs and CPAs at Columbia?

Annual enrollment below is based on the average number of students for whom the program was part of their academic record across fall terms 2023, 2024, and 2025. Please see a full list with program names and enrollments in the Appendix.

	Number of programs	Number of students
Free-standing certificate	12 with enrollment (GS 1, SPS 4, GSAPP 1, Journalism 1, Dental 4, VP&S 1) 3 with no enrollment	434 (largest: GS Post-Bac of 49 credits with 249 students)
Embedded certificate	32 with enrollment (GSAS 5, Law 1, Nursing 1, Public Health 25) 28 with no enrollment	510 (largest: GSAS Comparative Literature & Society of 24 credits with 94 students)
CPA	26 with enrollment (CBS 1, SEAS 7, SPS 11, Nursing 1, Public Health 1, VP&S 5) 27 without enrollment	237 (largest: SPS Narrative Medicine of 12 credits with 105 students)

6. Would the revised credit requirement apply to existing certificate programs or to new certificate programs only?

The revised minimum 15-credit requirement will apply to new certificate programs. Existing certificate programs have the option to make changes if so desired.

7. If applicable to existing certificate programs, how would these programs address the change in credits?

All certificate programs that decide to reduce their required credits will need to submit a substantive change proposal to the Office of the Vice Provost for Academic Programs (OVPAP). Programs making such changes must present a coherent rationale and justification.

8. Would those individual certificate programs that would see a reduction in credit hours be resubmitted to the Education Committee for the review and approval of the committee and University Senate?

Substantive changes to programs are not reviewed by the Senate Education Committee.

9. Would these require review or re-review by NYSED?

New certificates will need to be approved by NYSED, and existing certificates that propose a reduction in credits will also be reviewed by NYSED.

10. Would the contents of a free-standing certificate program be adjusted based on the reduced number of credits?

If an existing certificate program chooses to reduce the number of credits, it can do so by decreasing the number of courses and/or reducing the credits of courses. The revised minimum 15-credit requirement, however, does not automatically lead to this change for existing certificates. These programs have the option to change if so desired.

11. How do we explain the reduced number of required credits to recent graduates who have just earned a Certificate based on the currently required credits?

This will be applicable to existing certificate programs that choose to make the change. Reduction in credit requirements takes place from time to time in various types of programs, including some doctoral and master's degrees recently reviewed by OVPAP and NYSED. Proposals for such changes must include a coherent rationale and justification.

12. Can an embedded certificate automatically become free-standing after the credit reduction from 20 to 15?

An embedded certificate necessarily builds on a set of required courses in a hosting degree program; the scaffolding would be removed if the embedded certificate were to become free-standing. To become free-standing, the certificate curriculum will need to undergo substantive change, and this will entail reviews by OVPAP and NYSED.

13. What will happen to current CPAs once a moratorium is imposed on the review of proposals for new CPAs?

OVPAP has reached out to the three schools with the largest number of CPAs, to discuss options. If a school is interested in adding course(s) to a current CPA so as to transform it to a free-standing certificate, OVPAP will review their proposal and submit to NYSED for approval. Otherwise, existing CPAs will be permitted to continue as is.

List of Certificate Programs and CPAs in Columbia's Student Information System (SIS) as of 01.23.2026

Notes:

¹ Certificate programs include undergraduate certificates and advanced certificates (postbaccalaureate), both of which are approved by NYS. Certifications of Professional Achievement (CPAs) do not go through the NYS approval process and until recently were not required to go through the

² Programs are differentiated by whether they are "Free-standing" (i.e. are offered independently of another degree program) or "Embedded," offered as part of another approved degree program (e.g. MPH)

³ Field definitions:

"Avg Enrl" is the mean number of students for whom the program was part of their academic record across fall terms 2023, 2024, 2025.

"Credits" is the number of points required to be awarded the credential. The source is APAS for those programs with an APAS ID. Dental (except Orthodontics) & Psychoanalysis are measured in hours.

⁴ The list is sorted by program character, degree type, (campus), school and SIS Program Name. Programs shown with enrollments are listed first; Certifications of Professional Achievement (CPAs) are list separately below.

Postbaccalaureate and Advanced Certificates

Program Character	Degree Type	School	SIS Program Name	Avg Enrl
With Enrollments				
Free-standing	Postbac Certificate	General Studies	PREMEDICAL SCIENCES	249
Free-standing	Postbac Certificate	Professional Studies	Classics	11
Free-standing	Postbac Certificate	Professional Studies	Ecology, Evolution & Environmental Biology	7
Free-standing	Postbac Certificate	Professional Studies	Psychology	36
Free-standing	Postbac Certificate	Professional Studies	Quantitative Studies for Finance	4
Free-standing	Advanced Certificate	GSAPP	THE SHAPE OF TWO CITIES: NEW YORK AND PARIS	13
Free-standing	Advanced Certificate	Journalism	ECONOMICS AND BUSINESS JOURNALISM	10
Free-standing	Advanced Certificate	Dental	Advanced Education in General Dentistry 2	22
Free-standing	Advanced Certificate	Dental	Advanced Education in General Dentistry 3	8
Free-standing	Advanced Certificate	Dental	Endodontics	12
Free-standing	Advanced Certificate	Dental	Periodontics	16
Free-standing	Advanced Certificate	VP&S-Psychoanalysis	PSYCHOANALYSIS	46
Number of Programs		12	Sum of Average Enrollments	434

No Enrollments

Free-standing	Advanced Certificate	Dental	Orthodontics	0
Free-standing	Advanced Certificate	Dental	Prosthodontics	0
Free-standing	Advanced Certificate	VP&S-Psychoanalysis	PSYCHOANALYSIS ONLINE PROGRAM	0
Number of Programs		3	Sum of Average Enrollments	0

With Enrollments

Embedded	Advanced Certificate	GSAS	COMPARATIVE LITERATURE & SOCIETY	94
Embedded	Advanced Certificate	GSAS	COMPARATIVE MEDIA	4
Embedded	Advanced Certificate	GSAS	MEDIEVAL AND RENAISSANCE STUDIES	1
Embedded	Advanced Certificate	GSAS	PSYCHOANALYTIC STUDIES	5
Embedded	Advanced Certificate	GSAS	THE HARRIMAN INSTITUTE (<i>Russian Studies</i>)	1
Embedded	Advanced Certificate	Law	GLOBAL BUSINESS LAW AND GOVERNANCE	7
Embedded	Advanced Certificate	Nursing	FAMILY NURSE PRACTITIONER	2
Embedded	Advanced Certificate	Public Health	ADVANCED EPIDEMIOLOGY	11
Embedded	Advanced Certificate	Public Health	APPLIED BIOSTATISTICS AND PUBLIC HEALTH DATA SCIEN	40
Embedded	Advanced Certificate	Public Health	CHILD, YOUTH AND FAMILY HEALTH	10
Embedded	Advanced Certificate	Public Health	CLIMATE AND HEALTH	8
Embedded	Advanced Certificate	Public Health	COMPARATIVE EFFECTIVENESS & OUTCOMES RESEARCH	41
Embedded	Advanced Certificate	Public Health	ENVIRONMENTAL HEALTH POLICY	5
Embedded	Advanced Certificate	Public Health	EPIDEMIOLOGY OF CHRONIC DISEASE	21
Embedded	Advanced Certificate	Public Health	EPIDEMIOLOGY OF POPULATION MENTAL HEALTH	13
Embedded	Advanced Certificate	Public Health	FOOD SYSTEMS AND PUBLIC HEALTH	6
Embedded	Advanced Certificate	Public Health	GLOBAL HEALTH	13
Embedded	Advanced Certificate	Public Health	HEALTH AND HUMAN RIGHTS	12
Embedded	Advanced Certificate	Public Health	HEALTH COMMUNICATION	16
Embedded	Advanced Certificate	Public Health	HEALTH OF AN AGING SOCIETY	10
Embedded	Advanced Certificate	Public Health	HEALTH POLICY ANALYSIS	31
Embedded	Advanced Certificate	Public Health	HEALTH POLICY AND PRACTICE	26
Embedded	Advanced Certificate	Public Health	HEALTH PROMOTION RESEARCH & PRACTICE	12
Embedded	Advanced Certificate	Public Health	HISTORY, ETHICS AND LAW	5
Embedded	Advanced Certificate	Public Health	INFECTIOUS DISEASE EPIDEMIOLOGY	31
Embedded	Advanced Certificate	Public Health	INJURY AND VIOLENCE PREVENTION	3
Embedded	Advanced Certificate	Public Health	MOLECULAR EPIDEMIOLOGY	8
Embedded	Advanced Certificate	Public Health	PUBLIC HEALTH & HUMANITARIAN ACTION	11
Embedded	Advanced Certificate	Public Health	PUBLIC HEALTH RESEARCH METHODS	19
Embedded	Advanced Certificate	Public Health	SEXUALITY, SEXUAL & REPRODUCTIVE HEALTH	23
Embedded	Advanced Certificate	Public Health	SOCIAL DETERMINANTS OF HEALTH	15

Embedded	Advanced Certificate	Public Health	TOXICOLOGY	6
Number of Programs		32	Sum of Average Enrollments	510
No Enrollments				
Embedded	Advanced Certificate	Climate	Certificate in Climate and Disaster Management	0
Embedded	Advanced Certificate	Climate	Certificate in Climate and Food Systems	0
Embedded	Advanced Certificate	Climate	Certificate in Climate Systems and Analytics	0
Embedded	Advanced Certificate	GSAPP	Conservation of Historic Buildings and Archaeological Sites	0
Embedded	Advanced Certificate	GSAS	Human Rights	0
Embedded	Advanced Certificate	GSAS	THE INSTITUTE OF LATIN AMERICAN STUDIES	0
Embedded	Advanced Certificate	GSAS	THE MIDDLE EAST INSTITUTE	0
Embedded	Advanced Certificate	GSAS	THE SOUTHERN ASIAN INSTITUTE	0
Embedded	Advanced Certificate	GSAS	THE BLINKEN EUROPEAN INSTITUTE	0
Embedded	Advanced Certificate	GSAS	THE HARRIMAN INSTITUTE EAST CENTRAL EUROPE	0
Embedded	Advanced Certificate	GSAS	THE INSTITUTE OF AFRICAN STUDIES	0
Embedded	Advanced Certificate	GSAS	THE WEATHERHEAD EAST ASIAN INSTITUTE	0
Embedded	Advanced Certificate	Journalism	PSYCHOANALYTIC STUDIES	0
Embedded	Advanced Certificate	Law	INTERNATIONAL CRIMINAL LAW	0
Embedded	Advanced Certificate	Law	THE HARRIMAN INSTITUTE (Dual CER/JD)	0
Embedded	Advanced Certificate	SIPA	PUBLIC POLICY CONSORTIUM	0
Embedded	Advanced Certificate	Dental	DENTAL PUBLIC HEALTH	0
Embedded	Advanced Certificate	Dental	POST-DOCTORAL CERTIFICATE EXTENDED	0
Embedded	Advanced Certificate	Nursing	ADULT-GERONTOLOGY ACUTE CARE NURSE PRACTITIONER	0
Embedded	Advanced Certificate	Nursing	ADULT-GERONTOLOGY PRIMARY CARE NURSE PRACTITIONER	0
Embedded	Advanced Certificate	Nursing	ADVANCED CERTIFICATE IN ACUTE PEDIATRIC CARE	0
Embedded	Advanced Certificate	Nursing	ANESTHESIA	0
Embedded	Advanced Certificate	Nursing	NURSE MIDWIFERY	0
Embedded	Advanced Certificate	Nursing	PEDIATRIC PRIMARY NURSE PRACTITIONER	0
Embedded	Advanced Certificate	Nursing	PSYCHIATRIC-MENTAL HEALTH NURSE PRACTITIONER	0
Embedded	Advanced Certificate	Public Health	DEMOGRAPHY	0
Embedded	Advanced Certificate	Public Health	HEALTH MANAGEMENT	0
Embedded	Advanced Certificate	Public Health	PUBLIC HEALTH INFORMATICS	0
Number of Programs		28	Sum of Average Enrollments	0
Certifications of Professional Achievement (CPAs)				
Program Character	Degree Type	School	Program Name	Avg Enrl
With Enrollments				
Free-standing	CPA	Business	Business Research CPF	10
Free-standing	CPA	Engineering	Applied Mathematics	1
Free-standing	CPA	Engineering	Data Sciences CPF	3
Free-standing	CPA	Engineering	Data Sciences CPF Online	2
Free-standing	CPA	Engineering	Financial Engineering	2
Free-standing	CPA	Engineering	Information Systems	1
Free-standing	CPA	Engineering	Medical Physics	2
Free-standing	CPA	Engineering	Operations Research	1
Free-standing	CPA	Professional Studies	Bioethics	2
Free-standing	CPA	Professional Studies	Bioethics -- Online	5
Free-standing	CPA	Professional Studies	Critical Issues in International Relations	1
Free-standing	CPA	Professional Studies	Enterprise Risk Management	3
Free-standing	CPA	Professional Studies	Enterprise Risk Management -- Online	2
Free-standing	CPA	Professional Studies	Human Rights	1
Free-standing	CPA	Professional Studies	Narrative Medicine -- Online	105
Free-standing	CPA	Professional Studies	Sustainability Analytics	6
Free-standing	CPA	Professional Studies	Sustainable Finance	10
Free-standing	CPA	Professional Studies	Sustainable Finance -- Online	3
Free-standing	CPA	Professional Studies	Sustainable Water Management	1
Free-standing	CPA	Nursing	PALLIATIVE CARE THROUGHOUT THE LIFESPAN (FOR APRN	12
Free-standing	CPA	Public Health	Clinical & Translational Research CPF	1
Free-standing	CPA	VP&S-Medicine	DBMI HIT CERTIFICATION PROGRAM	5
Free-standing	CPA	VP&S-Psychoanalysis	Adult Psychodynamic Psychotherapy (APP)	23
Free-standing	CPA	VP&S-Psychoanalysis	Child and Adolescent Psychodynamic Psychotherapy (CAPP)	8
Free-standing	CPA	VP&S-Psychoanalysis	Parent-Infant Psychotherapy (PIP)	7
Free-standing	CPA	VP&S-Psychoanalysis	Transference-Focused Psychotherapy (TFP)	20
Number of Programs		26	Sum of Average Enrollments	237
No Enrollments				
Free-standing	CPA	Engineering	Business & Technology	0
Free-standing	CPA	Engineering	Chemical Engineering Electrochemical Energy	0
Free-standing	CPA	Engineering	Chemical Engr Biotechnical and Pharmaceuticals	0
Free-standing	CPA	Engineering	Civil Engineering	0

Free-standing	CPA	Engineering	Construction Management	0
Free-standing	CPA	Engineering	Earth and Environmental Engineering	0
Free-standing	CPA	Engineering	Industrial Engineering	0
Free-standing	CPA	Engineering	Intelligent Systems	0
Free-standing	CPA	Engineering	Low Carbon Efficiency Technology	0
Free-standing	CPA	Engineering	Manufacturing Engineering	0
Free-standing	CPA	Engineering	Materials Science	0
Free-standing	CPA	Engineering	Nanotechnology	0
Free-standing	CPA	Engineering	Networking and Systems	0
Free-standing	CPA	Engineering	Sustainable Energy	0
Free-standing	CPA	Engineering	Systems Engineering	0
Free-standing	CPA	Engineering	Telecommunications	0
Free-standing	CPA	Engineering	Wireless and Mobile Communications	0
Free-standing	CPA	GSAPP	Applied Building Science CPF	0
Free-standing	CPA	Journalism	CPF IN COMPUTATIONAL COMPETENCY	0
Free-standing	CPA	Professional Studies	United Nations Studies	0
Free-standing	CPA	SIPA	CPF IN COMPUTATIONAL COMPETENCY	0
Free-standing	CPA	Dental	IMPLANTOLOGY CPF -- 1 DAY X WEEK	0
Free-standing	CPA	Dental	IMPLANTOLOGY CPF -- 2 DAYS X WEEK	0
Free-standing	CPA	Dental	IMPLANTOLOGY CPF -- INTERNATIONAL	0
Free-standing	CPA	Nursing	CERT IN TRANSGENDER AND NON BINARY HEALTHCARE FC	0
Free-standing	CPA	Public Health	ADVANCED CERTIFICATE IN FOOD SYSTEMS AND PUBLIC H	0
Free-standing	CPA	VP&S-Human Nutrition	MEDICAL NUTRITION SCIENCE CPF	0
Number of Programs		27	Sum of Average Enrollments	0

Data source: SIS

Prepared by: OVPAP (led)

University Senate

Proposed: May 8, 2026

Adopted: May 8, 2026

51-0-5: In favor-opposed-abstained

**RESOLUTION TO AMEND THE UNIVERSITY SENATE ELECTIONS CODE
TO CREATE SECTION 2.e. (iii)**

BE IT RESOLVED that the University Senate approve the update to the University Senate Elections Code, as set out, below.

SEC.2: PROVISIONS RELATING TO ALL ELECTIONS

e. Elections Practices

(iii) Candidates and their supporters may engage in electioneering activities at any time during the election process, including during the voting period, except as otherwise limited by this Code or by rules duly adopted by the Elections Commission.

Proponent:

Senate Structure and Operations Committee

	Columbia University Senate Elections Code	Reviewed: December 4, 2020
		Adopted: December 11, 2020
		Effective: December 11, 2020

University Senate Elections Code

1. **ESTABLISHMENT.**

- a. Elections Code. This code shall be known as the Elections Code.
- b. Elections Commission. The University Senate hereby creates an Elections Commission whose primary duty shall be to supervise the conduct of elections to the Senate and all other elective bodies whose power derives from the Senate, and all elections authorized under the Statutes of the University and the By-Laws of the University Senate, except for the election of members of the Elections Commission. The Senate, in plenary session, shall choose the members of the Elections Commission, nominations being made initially by the Executive Committee.
- c. Membership. The Elections Commission shall consist of five members who may or may not be members of the University Senate and who shall be elected as follows: one tenured faculty member, one non-tenured faculty member, one student, one administration member, and one member from among the administrative, library and research staffs. The terms of the tenured faculty member, the non-tenured faculty member and the student shall begin at the first plenary session of the Senate in academic years that begin in even-numbered years, and run to the first plenary session of the academic year two years thence. The terms of the other members shall begin at the first plenary session of the Senate in academic years that begin in odd-numbered years, and run to the first plenary session of the academic year two years thence. The Elections Commission shall elect a chair at its first meeting following the first plenary session of the Senate in an academic year that begins in an even-numbered year. The Chair shall serve a two-year term as chair and until a successor has been chosen by the Elections Commission. The tradition of the Senate has been that the student member be a student at the Law School and that that student be chosen to chair the Elections Commission. In the event of a vacancy in the office of chair, the Elections Commission, at one of its next two meetings, shall select a replacement to complete the term. In the event of a member vacancy, the Senate, at one of its next two plenary sessions, shall select a replacement to complete the term.

- d. Purpose and Scope. The purpose of this Elections Code is to provide a comprehensive set of rules and regulations to all parties concerning the conduct of University Senate elections. For such elections, these rules and regulations take precedence over any rules, regulations, policies, or practices adopted or followed by the various Divisional Elections Commissions established under this Code.
- e. Operations. The Elections Commission shall follow the By-Laws of the University Senate regarding the operations of committees.
- f. Additional Rules. The Elections Commission may make such further rules, consistent with this Elections Code, as it deems necessary and appropriate for the conduct of elections, and shall report such further rules to the University Senate, which may overrule or amend them.
- g. Guidance from Previous Elections Commission Rulings. The Elections Commission shall maintain and make available a record of its rulings as guidance for future matters.

2. PROVISIONS RELATING TO ALL ELECTIONS.

- a. Definitions. The word “constituency” is used with the same sense as in Section 1(c) of the By-Laws of the University Senate. The words “electoral caucus” are used with the same sense as in Section 3 of the By-Laws of the University Senate.
- b. Election Dates. The Elections Commission shall declare the dates of all University Senate elections, except as specified in the By-Laws of the University Senate and in this Elections Code. The Elections Commission may from time to time delegate such responsibilities to the Divisional Elections Commissions or the Senate staff, as appropriate.
- c. Divisional Elections Commissions.
 - i. The Elections Commission may request the assistance of a Divisional Elections Commission for any constituency or electoral caucus. The Elections Commission shall work with the appropriate administrative officers, including the deans of the faculties and presidents of the affiliated institutions, to establish such commissions, giving due regard to the advice of such divisional representative bodies as exist. Such Divisional Elections Commissions may be appointed or elected. In case a Divisional Elections Commission does not exist at the time of an election, the Elections Commission may make whatever ad hoc arrangements it deems necessary.
 - ii. Insofar as University Senate elections are concerned, all Divisional Elections

Commissions must abide by rules and regulations laid down by the Elections Commission. If a Divisional Elections Commission would like to adopt rules, regulations, or practices in addition to the Senate's, they must be submitted to the Elections Commission for approval the semester before each election. In no case can Divisional Elections Commissions adopt rules, regulations or practices affecting eligibility to vote or stand in an election.

- iii. Divisional Elections Commissions shall adopt procedures for candidates to petition the Divisional Elections Commission for redress of any alleged infraction of this Elections Code and shall notify candidates of such procedures in accordance with this Code.
- d. Notice. Every candidate shall be informed that a copy of this Elections Code and of the Statutes, By-Laws, and Rules of the Columbia University Senate are available on the [Senate website](#).
- e. Election Practices. Each Divisional Elections Commission shall observe the following practices in dealing with nominations:
 - i. All candidates shall be permitted to publicize their own candidacies and all persons may seek support for themselves or for others. Each Divisional Elections Commission shall, however, issue stringent limits on campaign expenditures so that no prospective candidate shall suffer a financial handicap. Each Divisional Elections Commission shall make available, to the extent possible, a common form of publicity (e.g., bulletinboard) enabling all candidates to announce their candidacies free of charge.
 - ii. Every candidate is accountable not only for violations of campaign rules and regulations that they might commit, but also for any such violations committed by people that the candidate has allowed to work on their campaign.
- f. Electronic Communications.
 - i. All candidates shall be permitted to publicize their own candidacies and all persons may seek support for themselves or for others through means of electronic communications, on University systems, or on third party systems over the internet, except as restricted or prohibited under this Elections Code.
 - ii. The following are prohibited with regard to electronic communications conveying electioneering statements: vulgar, obscene, or abusive language or images; unsupported accusations, defamation, or threats of any kind; offensive terms targeted at persons or groups of persons in a way intended to be disparaging; advertisements or language

focused primarily on promoting commercial interests or services; spam, or communications containing subject matter wholly unrelated to elections.

- iii. In governing the use of electronic communications for campaigning, the Elections Commission or the Divisional Elections Commissions may restrict or prohibit the use of electronic communications on third party systems for campaigning and publicity statements, as reasonably appropriate.
- g. Balloting Practices. Each Divisional Elections Commission shall observe the following practices in dealing with balloting:
 - i. Unless otherwise specific in this Elections Code, all voting shall be secret, either (1) in designated polling places, or (2) by written ballot in one or more meetings, or (3) by mail ballot using the double envelope system, or (4) by electronic ballot. Should the Divisional Elections Commission decide to conduct voting by electronic means, the system used shall provide for password-protected voting or other means reasonably calculated to ensure that all voting is carried out by the proper constituents of the relevant constituency and that each voter may cast only the proper number of votes. In all cases, a reasonable time (preferably at least seven days) shall be allowed for balloting.
 - ii. On the ballots and in all statements and announcements related to elections, the Elections Commission and Divisional Elections Commissions shall supply only the following kinds of information about candidates: name, department, and position. The Elections Commission and Divisional Elections Commissions shall in no way distinguish incumbent candidates or any preferred list from any other candidate on ballots and all election-related statements. These restrictions do not apply to the statements of the candidates themselves, including written candidates' statements that may accompany the ballot, which shall be consistent with this Elections Code.
 - iii. Election may require a majority vote or plurality, according to previously established practice or decision of the Elections Commission or Divisional Elections Commission, provided that in no case may a plurality of less than a third be deemed to warrant election, using as a basis of calculation the total number of voters voting in an election; and if a plurality of a third thus calculated is not attained, there shall be a run-off election for those seats which are unfilled.
 - iv. In place of the balloting method described in the previous paragraph, a constituency may substitute a system of preferential balloting, in which voters rank several candidates in order by preference. In preferential balloting, the one-third plurality requirement set forth in the previous paragraph is waived.

- v. In case a run-off election is needed, the Elections Commission or Divisional Elections Commission shall fix a date and shall declare eligible the highest-ranking candidates from the first election willing to continue to stand, up to twice the number of vacancies still to be filled, with the following exception: if two or more candidates in the first election tie for the last runner-up position eligible for the run-off (e.g., second place in a one-seat election), each can take part in the run-off, even though there will then be more than twice as many candidates as seats. In a run-off election the highest-ranking candidate(s) shall be elected. The run-off election must meet the same plurality requirements as other elections.
- vi. Each candidate may have a poll-watcher present at polling places and at the counting of ballots for his or her constituency. Ballots shall be counted by the Divisional Elections Commission and reported immediately to the Elections Commission.
- h. Due Process. When the Elections Commission receives a complaint filed with it in connection with any University Senate election, it shall proceed as follows:
 - i. Distribute promptly a copy of the complaint to each candidate in that election, the Divisional Elections Commission, and any other person with a bona fide interest in the matter;
 - ii. Give any candidate who may be materially affected by the decision an opportunity to be heard before rendering the decision;
 - iii. Put any decision in response to such a complaint in writing, with copies given to each candidate in that election, the Divisional Elections Commission, and any person with a bona fide interest in the matter; and
 - iv. Dismiss the complaint on written notice to the complainant without complying with other aspects of this rule, if the Commission determines that a complaint is plainly baseless.
- i. Appeals before Ballots have been counted. If, between the declaration of a vacancy and the counting of ballots, a member of a constituency, whether or not a candidate, feels aggrieved by the rules or practices of a Divisional Elections Commission, they may appeal to the Elections Commission for adjudication, which shall act and redress, where appropriate as expeditiously as possible.
- j. Contested Elections after Ballots have been counted. Once the ballots have been counted, any challenge to the credentials of a successful candidate on the grounds of substantial

error in procedure shall be heard by the Elections Commission, which shall report its recommendations to the University Senate. The decision of the Elections Commission shall be final unless overturned by the Senate. For elections to the Senate, any person whose victory has been certified shall have a vote in the Senate, unless and until the Senate refuses to accept their credentials, on all matters except a vote on their own credentials.

- k. Authority of the Chair in Time-Sensitive Matters. In the event that a time-sensitive matter comes before the Elections Commission and it would not be practicable to timely convene the full membership of the Commission, the Chair of the Commission shall have the authority to decide the matter on behalf of the Commission. If the Chair makes such a decision, the Chair shall promptly inform the membership of the Commission, which may deliberate and vote to modify the decision of the Chair. Additionally, the Commission may reconsider the decision of the Chair in a time-sensitive matter so long as the matter has not become moot before the appeal can be heard.

3. **ELECTION OF UNIVERSITY SENATE MEMBERS.** Elections for members of the Senate shall be held in accordance with the Statutes of the University and the By-Laws of the University Senate.

- a. Definitions. The word “category” is used with same sense as in Chapter II of the Statutes of the University. The word “faculty” is used with the same sense as in Section 30 of the Statutes of the University.
- b. Apportionment. The Elections Commission shall advise the University Senate on the apportionment of seats as provided in Chapter II of the Statutes of the University and subject to the additional provisions in the By-Laws of the University Senate. The populations to be compared for this purpose shall be counted for officers of instruction as prescribed in Sections 20.b.1 and 20.b.2 of the Statutes, and for students as prescribed in Section 20.c of the Statutes.
- c. Constituency Membership. The Elections Commission shall determine, in case of dispute, into which constituency an elector falls. Any individual who believes he or she has been incorrectly omitted from a constituency or incorrectly assigned to a constituency shall inform the Divisional Elections Commission and, if the problem is not resolved, may appeal to the Elections Commission for adjudication, which shall act and redress, where appropriate, as expeditiously as possible.
- d. Election Notice. Whenever the election of one or more Senators is required, the Elections Commission shall issue an election notice. This election notice shall specify the membership of the Divisional Elections Commission that shall conduct the election and

the approximate date of the election subject to final determination by the Divisional Elections Commission. The election notice shall also delineate the members or affiliates of the University community who are eligible to vote in this election and who are eligible to be candidates in this election

- e. Election Practices. Each Divisional Elections Commission shall observe the following practices in dealing with nominations:
 - i. Notice of all information pertinent to an election (including relevant deadlines) must be provided at least seven calendar days before the nomination deadline to all eligible constituency members, using the method most likely to give actual notice to those members. Such notice may not include references to any potential candidates.
 - ii. During the nomination period, each member of a constituency has the right to make nominations up to the number of candidates to be elected. Self-nominations are allowed and can be made by submitting a signed statement of intent to run to the Divisional Elections Commission by the nomination deadline.
 - iii. The nomination of anyone who is not a member of the constituency on the day before the election commences shall be invalid.
 - iv. Notice shall be provided, using the method most likely to give actual notice, of the names of the candidates and the election process (including all deadlines and a description of the quorum requirement) to all members of the constituency eligible to vote. This information may be provided on the election ballot. This notice shall be given at least seven calendar days before the actual balloting period commences.
- f. Election Materials. Each Divisional Elections Commission shall submit its election materials to the Elections Commission no later than when the materials become available to the constituency. The Elections Commission may require any relevant materials to be submitted in the event of a dispute about an election.
- g. Electronic Communications. Each Divisional Elections Commission may adopt rules governing the use of such communications and electronic media, which shall be consistent with this Elections Code, and shall notify candidates of such regulations in a timely manner prior to commencement of elections.
- h. Vacancies. The Elections Commission shall declare a vacancy in the University Senate if a member dies, resigns, is recalled, or ceases to belong to the constituency from which they were elected, and shall direct that a by-election be held within a reasonable time. The

Elections Commission may from time to time delegate such responsibility to the Senate staff.

- i. Recall. A recall petition, as provided in Section 21.h of the Statutes, shall be submitted to the Elections Commission, which shall certify its validity, in consultation with the Divisional Elections Commission, and shall direct that a recall election be held as expeditiously as reasonable.

4. ELECTION OF UNIVERSITY SENATE OFFICERS BY THE SENATE, BY ELECTORAL CAUCUSES OF THE SENATE, OR BY SENATE COMMITTEES.

- a. Eligible Voters. The eligible voters for an office are the Senators, or appropriate subset of Senators, who are currently serving on the day preceding the start of the voting period for that office. For the election of the chair of a committee other than the executive committee, any individual who is not a Senator but is a member of the committee may also vote.
- b. Quorums. All University Senate bodies require a quorum, as defined in the By-Laws of the University Senate, to take any actions under this Elections Code. Whenever any Senate body does not have a quorum to take an action required under this Code, the action will be required at the next regularly scheduled meeting for which there is a quorum.
- c. Election of the Chair of the Executive Committee. Whenever there is an election for Chair of the Executive Committee, the Elections Commission shall determine the rules for this election and shall supervise this election. The [rules](#) shall be posted on the University Senate website no later seven days before the nomination period begins. The nomination period shall last at least seven days. The campaign period shall be no longer than seven days. The election period shall be at least seven days.
- d. Election of Other Elected Members of the Executive Committee. Each electoral caucus election process shall take place in a meeting of the respective caucus, and shall be by secret ballot. The election of members of the Executive Committee by electoral caucuses shall be conducted by Divisional Elections Commissions appointed by the Elections Commission. The Elections Commission shall appoint a Divisional Elections Commission for each electoral caucus only after consulting with the caucus, and considering its traditional mode of nominating or electing members of the Executive Committee.
- e. Election of Chairs of Committees other than the Executive Committee. Each committee as part of its first meeting after a reorganization of the University Senate shall elect its chair or co-chairs.

- f. Election of Members of Committees other than the Executive Committee. The University Senate, in its first plenary session of the academic year, shall elect the members of each of the other committees as a regular order of business. Senators shall be elected in odd-numbered years to two-year terms. In even-numbered years, continuing Senators who are a member of a committee continue to serve and are therefore not subject to election. Non-senators shall be elected to one-year terms. In the event of a member vacancy, the Senate, at one of its next two plenary sessions, shall elect a replacement to complete the term.
- g. Election Practices. The Elections Commission and each Divisional Elections Commission shall observe the following practices in dealing with nominations:
 - i. For the elections for the Chair and Members of the Executive Committee, the Elections Commission or Divisional Elections Commission must provide notice of all information pertinent to an election (including relevant deadlines). Notice shall be provided at least seven calendar days before the nomination deadline to all eligible members of any category and shall use the method most likely to give actual notice to those members. Such notice may not include references to any potential candidates.
 - ii. For the elections for the Members of the Executive Committee by the Electoral Caucuses, the Elections Commission or Divisional Elections Commission shall provide notice (as defined in paragraph i of this Subsection) of the names of the candidates and the election process (including all deadlines and a description of the quorum requirement) to all members of the constituency eligible to vote. The Elections Commission or Divisional Elections Commission shall allow a reasonable time (not less than three calendar days) to elapse before the actual balloting period commences.
- h. Additional Balloting Practices. The Elections Commission and each Divisional Elections Commission shall observe the following practices in dealing with balloting:
 - i. Voting does not need to be secret for the election of committee members (other than the Executive Committee) or for the election of chairs (other than the Chair of the Executive Committee).
 - ii. Voting shall be secret for the Chair of the Executive Committee or the Members of the Executive Committee.
 - iii. For elections to the Executive Committee by Electoral Caucuses, each voter shall be entitled to vote for as many candidates as there are senators to be elected. No Electoral Caucus may subdivide itself into subconstituencies for the purpose of these elections.

University Senate | Committee on Rules of University Conduct

Statement to University Senate Plenary: May 8, 2026

Recent developments in Columbia's disciplinary processes have raised significant concerns about consistency, transparency, and the protection of core university values. Actions taken by the Columbia administration, including responses to student expression such as demonstrations, written commentary, and campus events, have prompted questions among students and faculty about how policies are being applied and whether they adequately safeguard principles of free expression and academic freedom.

Section 440 of the University Statutes provides an affirmative statement on the importance of freedom of expression and open debate. However, such a statement is meaningless if due process rights are not afforded to those who choose to voice their opinions via demonstration. Fundamental due process issues have arisen as a result of the changes to the Rules that the Board of Trustees adopted in the summer of 2025 without any Senate or community consultation.

In response, the Rules Committee drafted proposed revisions to the Rules addressing a number of key points. At the February 27, 2026 Senate plenary, the Rules Committee stated our intention to present to the plenary a proposal for revisions to the Rules. On April 27 the Rules Committee met with the Provost and the Advisory Committee on Conduct and Accountability (ACCA) that she had created, to begin discussions of our proposed revisions that we had previously shared with them. While we are not yet ready to bring a full proposal for a complete document to the Senate, the Rules Committee has nonetheless identified some areas of significant and pressing concern that should be addressed immediately to prevent long-lasting harm to members of our community.

Of course the University has a duty to meet its legal obligations associated with Title VI, Title IX, and other laws, but those obligations do not negate the protections of freedom of expression to which the Rules of University Conduct pertain.

Here are four particular passages of concern:

1. The Trustees deleted following words from the Rules of University Conduct in Summer 2025:

No notation, letter, or other record may be placed into the file of any community member in connection with activities covered by these rules, either temporarily or permanently, unless the respondent has been found responsible for a Rules of University Conduct violation and has been sanctioned under these Rules.

This deletion implies that notations may now be made on, for example, student transcripts even

if a student was found not responsible for an alleged violation. An individual who was found ‘not responsible’ should not have a notation placed on their transcript indicating that they underwent a disciplinary hearing – this is a de facto punishment that could have lingering effects on their academic and professional future. This deletion is our matter of most urgent concern.

2. The changes to the Rules that the Rules Committee proposed in August 2024 included the following sentence, which was not included in the revisions adopted by the Trustees in the summer of 2025:

Interim measures may not remove a Respondent's access to their housing, dining, or healthcare services unless their alleged conduct involved serious actual or threatened harm to or in such facilities.

We think this sentence is crucial. Students who have not been found guilty of a disciplinary charge should have some protection from sanctions that would severely disrupt their lives.

3. The Summer 2025 revision to the Rules of University Conduct abridges a respondent’s right to video footage pertinent to their case:

To make reasonable requests following receipt of charges, for specific University documents or camera footage that can be used in one’s defense so long as the requests are narrowly tailored and not overly burdensome.

A respondent should be able to request, and generally be granted, any documents or camera footage in the possession of the University pertaining to the incident that is the subject of the charges, except for communications subject to the attorney-client privilege, and communications that have been sealed by a court. While the Federal Educational Rights and Policy Act (FERPA) restricts use of some surveillance videos (arguably requiring that the faces of non-respondents be blurred out), it does not restrict the use of footage taken by campus security. 20 U.S.C. Sec.

1232g(a)(2)(B) (ii), 34 C.F.R. Sec. 99.8(b)(1). The University has recently made massive investments in its disciplinary mechanisms and should not withhold material connected to a respondent’s case. The UJB Chair rather than the Rules Administrator (who acts as a prosecutor and thus has an apparent conflict of interest) should have discretion over granting or denying such a request. If a request is denied, justification should be given.

4. The Trustees added the following text to the Rules of University conduct:

[The UJB] may determine that a hearing is not necessary when a majority of panel members agree that the information in the investigation report and the written submissions (if any) is sufficient to make a determination (for example, where the respondent does not dispute relevant facts or is non-responsive). If the panel decides that a hearing is not necessary, the panel will proceed directly to make a determination, including an explanation of why a hearing is not necessary.

Every respondent should have the right to a fair hearing, even if they do not openly dispute relevant facts prior to a hearing. This right must be protected in the Rules. Testimony at the hearing may be relevant to a finding of responsibility and to the nature of any sanctions imposed.

We have drafted proposed revisions to the Rules addressing these key points and others. Our April 27 meeting with the Provost and the ACCA underscored how closely the Rules of University Conduct and the processes for enforcing them are now interconnected with alternate disciplinary paths the University administration has created (OIE, CSSI). As a result, it appears that meaningful reform will likely require further coordination beyond the scope of the Rules Committee acting alone. At present, the ACCA provides advice across these areas and reports to the Provost, who in turn reports to the Board of Trustees. Prior to the Trustees' revisions in the summer of 2025, the Statutes of the University provided that the Rules Committee would submit proposed revisions to the Rules to the University Senate, which (if it approved) would then submit them to the Trustees. The revisions no longer specify this process, but the Rules Committee nonetheless intends to follow that course in accordance with its original Senate mandate. It will consult further with the Provost and the ACCA but plans to continue to make its own independent recommendations.

Co-Chairs William Hunnicutt and Marc Younker,
Committee on Rules of University Conduct

DRAFT

**RESOLUTION TO AMEND THE UNIVERSITY SENATE BY-LAWS TO ADD 12-YEAR
TERM LIMITS FOR SENATORS AND TERM LIMITS FOR COMMITTEE CHAIRS**

WHEREAS the University Senate endorses the “carefully considered recommendation” of the Senate Review Committee to “establish 12-year term limits for Senators, aligned with those for Trustees.”

WHEREAS the University Senate recognizes “the importance of balancing the value of institutional memory with the importance of democratic turnover” regarding University Senate Committee leadership.

BE IT RESOLVED that the Senate approves the updates to the University Senate By-Laws, aligned with the By-Laws of the Trustees, as set out, below.

SEC. 3: ELECTORAL CAUCUSES AND EXECUTIVE COMMITTEE

1. Establishment of Electoral Caucuses. There shall be the following Electoral Caucuses: Tenured Faculty Caucus, TTOT Faculty Caucus, Student Caucus, and Research Officer Caucus.
2. Other Caucuses: Nothing in Section 3 of these By-Laws shall preclude the establishment of other Senate entities that use the word “Caucus” in their name.
3. The composition and jurisdiction of the several electoral caucuses shall be as follows:
 - a. Tenured Faculty Caucus. The Tenured Faculty Caucus shall consist of all members of the Senate elected pursuant to Section 20.b.1 of the Statutes of the University. The Tenured Faculty Caucus shall select members of the Executive Committee, as specified in Section 3.d. of these By-Laws, and shall conduct other business as appropriate
 - b. TTOT Faculty Caucus. The TTOT Faculty Caucus shall consist of all members of the Senate elected pursuant to Section 20(b)(2) of the Statutes of the University. The TTOT Faculty Caucus shall select members of the Executive Committee, as specified in Section 3.d. of these By-Laws, and shall conduct other business as appropriate.
 - c. Student Caucus. The Student Caucus shall consist of all members of the Senate elected pursuant to Section 20(c) of the Statutes of the University. The Student Caucus shall select members of the

Executive Committee, as specified in Section 3.d. of these By- Laws, and shall conduct other business as appropriate.

- d. The Research Officer Caucus. The Research Officer Caucus shall consist of all members of the Senate elected pursuant to Section 20.f. of the Statutes of the University. The Research Officer Caucus shall select a member of the Executive Committee, as specified in Section 3.d. of these By-Laws, and shall conduct other business as appropriate.
4. Composition of the Executive Committee. The Executive Committee shall consist of 15 members apportioned as follows: 1 tenured faculty member who shall be Chair, 1 tenured faculty member who shall be Vice Chair, 5 additional tenured faculty, 2 TTOT faculty, 1 research officer, 2 administrators, and 3 students. All shall be members of the Senate. The two administration representatives shall be the President and another officer of administration of their choice. Elected members of the Executive Committee, except for the Chair and Vice Chair, shall be chosen by the appropriate electoral caucuses established in Section 3.a. of these By-Laws.
5. Powers of the Executive Committee. The Executive Committee shall be the Senate's agenda committee and its committee on committees. It may authorize standing committees without regular and recurring duties, if they request to be put on a stand-by basis, to meet once a semester and otherwise be on the call of the Senate or the Executive Committee or of a majority of the Committee concerned as the need for the activity of such committees may arise. The Executive Committee shall have the power to call the Senate into extraordinary session, and shall have such powers, functions and duties as the Senate may delegate to it during periods when the Senate is not in session.
6. Liaison with central administration. The Executive Committee shall serve as a continuing liaison between the University Senate and the central administration. The Executive Committee may create subcommittees and may delegate any of its powers, functions, and duties. The Executive Committee shall participate pursuant to the Statutes of the University and the By-Laws of the Trustees, in the selection of University Professors, the President of the University, the Provost or Provosts, and six Trustees. In performing these functions, the Executive Committee or the appropriate subcommittee thereof shall act in executive session and in a confidential manner and shall not be required to report its deliberations or actions to the Senate as a whole.
7. Recognition of service. To the extent possible, officers of instruction may be allowed a reduction in their teaching loads and students may be granted appropriate credit for serving as members of the Executive Committee.

8. In the spring of each odd-numbered year, the Senate shall nominate and elect the Chair of the Committee and shall nominate and elect the Vice Chair of the Committee. Both officers shall take office on the following September 1. A candidate for Chair or Vice Chair must be a member of the Tenured Caucus at the time of their nomination. In addition, they must have served on the Senate at least two years in the immediately preceding four years. Each nomination shall require a petition signed by at least six current members of the Senate, at least 3 of whom shall be members of the Tenured Caucus and at least 2 of whom shall not be members of the Tenured Caucus. The Elections Commission shall prescribe the format and timing of the nominations. The current members of the Senate shall elect the Chair and the Vice Chair by confidential electronic ballot as prescribed and supervised by the Elections Commission. A separate ballot shall be used for each position, and votes shall be tallied separately for each position. Each ballot shall include an option to abstain.
9. Vacancies. If the position of chair becomes vacant the Vice Chair shall become Chair for the remainder of the term of the Chair. If the position of Vice Chair becomes vacant, the remaining members of the Executive Committee, voting as a whole, shall select an interim Vice Chair until a new Vice Chair is elected for the remainder of the term of the Vice Chair. The election shall be held as soon as possible on a date determined by the Elections Commission. In the event of any other vacancies in the Executive Committee other than the Chair or Vice Chair, a new member shall be selected in the same way that the departing member was selected and shall serve for the unexpired term.
10. Term limits:
 - a. Chair of the Executive Committee

No person shall be elected as chair of the Executive Committee more than three consecutive times. A person who becomes ineligible to be elected as chair because of the number of consecutive times that they have been elected shall not become eligible to become chair or vice chair until at least one year has elapsed since the completion of their previous term.
 - b. Vice Chair of the Executive Committee

No person shall be elected Vice Chair of the Executive Committee more than three consecutive times. A person who becomes ineligible to be elected as Vice Chair because of the number of consecutive times they have been elected shall not become eligible to be elected as Vice Chair until at least one year has elapsed since the completion of their previous term.
 - c. Chairs of Committees

No person shall be elected as Chair of a Committee more than three consecutive terms. A person who becomes ineligible to be elected as chair because of the number of consecutive terms that they have been elected shall not become eligible to become chair until at least one year has elapsed since the completion of their previous term.

d. Senators

No person may serve as a Senator for more than 12 years, unless the University Senate shall determine in its sole discretion that such Senator's years of consecutive service as Senator shall be extended for a period or periods to be determined by the University Senate from time to time.

Proponent:

Executive Committee

TRUSTEES' BY-LAWS AND RULES OF ORDER

COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK



With Amendments to September 2019

Prepared by the
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AMENDED AND RESTATED BY-LAWS
OF
THE TRUSTEES OF COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK

ARTICLE I

Offices

The principal office of The Trustees of Columbia University in the City of New York (the “University”) shall be located at such place in the City of New York, State of New York as the University’s Board of Trustees (the “Board”) may from time to time determine. The University may also have other offices at such other places both within and without the State of New York as the Board may from time to time determine or the business of the University may require.

ARTICLE II

Board of Trustees

§2.01. *Powers.* The Board of Trustees shall have general power to control and manage the affairs and property of the University in accordance with the purposes and limitations set forth in the University’s Charter of 1810, as amended (the “University Charter”).

§2.02. *Qualifications.* Each Trustee elected to the Board shall be subject to such qualifications as are set forth in the University Charter or are otherwise set by the Board from time to time.

§2.03. *Number, Election, and Term.*

(a) In accordance with the University Charter, the Board shall consist of no more than twenty-four (24) Trustees.

(b) The affirmative vote of a majority of the Trustees then in office shall be required to elect any Trustee. Each Trustee shall be elected for a six-year term that commences the first day of the academic year following his or her election; except as provided in Section 2.04 of these By-Laws and provided that the President may be elected to serve as a Trustee for a term concurrent with his or her term of office as President. A Trustee shall hold office until the expiration of the term for which he or she is elected, or until such Trustee’s earlier death, resignation, or removal. At the expiration of any term of six years, any Trustee may be reelected for one additional six-year term. No Trustee may serve as a Trustee for more than two consecutive terms, unless the Board shall determine in its sole discretion that such Trustee’s years of consecutive service as Trustee shall be extended for a period or periods to be determined by the Board from time to time.

(c) Individuals shall be nominated to serve on the Board in accordance with the nomination procedures set forth in Article IX of these By-Laws. A Trustee who is reelected for an additional term upon expiration of the Trustee's term shall serve in the same Trustee category in which the Trustee was initially nominated under Article IX of these By-Laws, unless otherwise determined by the Board.

§2.04. *Vacancies.* In the case of any vacancy among the Trustees, a successor to the Trustee whose position has become vacant may be elected by the affirmative vote of a majority of the Trustees then in office. Each successor to a Trustee, other than the President, whose position has become vacant shall be elected to serve for a period ending on the expiration date of the term of the Trustee whose position has become vacant, which period shall consist of (a) the period remaining, if any, before the first day of the academic year following the successor's election, and (b) a term of up to five years that commences the first day of the academic year following the successor's election. At the expiration of such term, a successor Trustee may be reelected for one additional six-year term. Individuals shall be nominated to fill vacancies among the Trustees in accordance with the nomination procedures set forth in Article IX of these By-Laws.

§2.05. *Removal.* A Trustee may be removed for cause by the vote of a majority of the Trustees then in office.

§2.06. *Resignations.* Any Trustee may resign at any time by giving written notice to the Chair of the Board (the "Chair") or the Secretary of the University (the "Secretary"). The resignation shall take effect at the time specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. Whenever any Trustee shall have absented himself or herself from five successive meetings without excuse, it shall be the duty of the Secretary to give a written notice to such Trustee that pursuant to the provisions of the University Charter his or her seat may be declared vacant by the Trustees, and to report the fact of such absence and notice to the Board at its next meeting.

§2.07. *Meetings.* The Board shall convene regular meetings at least four times per year. Regular meetings of the Board shall be held at such times and places as may from time to time be fixed by the Board. Unless otherwise fixed by the Board, the final regular meeting of the Board in each academic year shall be the annual meeting of the Board. Special meetings of the Board may be held at any time upon the call of (i) the Chair, or in his or her absence, by any Vice Chair or (ii) the Secretary, upon the written demand of not less than one-fifth of the Trustees then in office.

§2.08. *Notice of Meetings.* Notice of all meetings of the Board, other than meetings the time and place of which have been fixed by the Board, shall be given in advance in writing and shall be addressed to each Trustee. Notice of a meeting of the Board need not be given to a Trustee who submits a waiver of notice in writing

before or after the meeting or who attends the meeting without protesting, prior thereto or at its commencement, the lack of notice to him or her.

§2.09. *Place and Time of Meetings.* Meetings of the Board shall be held at the location, within or without the State of New York, which is fixed by the Board or, in the case of a special meeting, by the person or persons calling the special meeting.

§2.10. *Quorum.* At each meeting of the Board, as required by the University Charter, eleven of the Trustees then in office shall constitute a quorum for the transaction of business, except for the disposal of real estate or for the choice or removal of the President, in which case thirteen Trustees shall constitute a quorum. If a quorum is not present at any meeting of the Board, the Trustees present shall adjourn the meeting and may do so without notice other than announcement at the meeting, until a quorum is present.

§2.11. *Manner of Acting.* Except as otherwise provided herein or required by the University Charter or applicable law, the vote of a majority of the Trustees present at any meeting at which there is a quorum shall be the act of the Board.

§2.12. *Conduct of Meeting.* At each meeting of the Board, the Chair, or, in the Chair's absence, the senior Vice Chair, shall preside. The Secretary shall act as recording officer of each meeting of the Board. In the absence of the Secretary, the chair of the meeting shall appoint a secretary of the meeting.

§2.13. *Meeting by Conference Telephone.* Any one or more members of the Board or any committee or subcommittee thereof appointed pursuant to Article IV of these By-Laws may participate in a meeting of the Board or such committee or subcommittee by means of a conference telephone or similar communications equipment allowing all persons participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.

§2.14. *Action without a Meeting.* Any action required or permitted to be taken by the Board or any committee or subcommittee thereof appointed pursuant to Article IV of these By-Laws may be taken without a meeting if all members of the Board, such committee, or subcommittee consent in writing or electronically to the adoption of a resolution authorizing the action. The resolution and the written or electronic consents thereto by the members of the Board, such committee, or subcommittee shall be filed with the minutes of the proceedings of the Board, such committee, or subcommittee.

§2.15. *Compensation of Trustees.* The University shall not pay any compensation to Trustees for services rendered to the University, except that (i) Trustees may be reimbursed for reasonable expenses incurred in the performance of their duties to the University, and (ii) the President may be compensated in his or her capacity as President.

§2.16. *Conflicts of Interest and Other Policies.* The Board shall adopt a conflict-of-interest policy that applies to the Trustees. The Board may adopt additional policies, including independence criteria, applicable to service on any committee or subcommittee of the Board.

§2.17. *Written Communications.* Subject to applicable law, any notice, consent, or other communication required or permitted under these By-Laws may be given by electronic mail message or other electronic means and shall constitute a notice, consent, or other communication in writing.

ARTICLE III

Officers of the Board

§3.01. *Officers.* The Officers of the Board shall consist of the Chair, one or more Vice Chairs of the Board, and such other Officers, including associate or assistant Officers, as the Board shall determine, all of whom shall be chosen by and shall serve at the pleasure of the Board.

§3.02. *Election, Term of Office, and Qualifications.*

(a) The Board shall elect each year from its membership, upon the recommendation of the Committee on Trusteeship, a Chair and such Vice Chairs and other Officers as the Board determines. The Chair, each Vice Chair, and other Officers of the Board shall be elected for a term of one year or until the earlier election of a successor to such Officer or such Officer's earlier death, resignation, or removal.

(b) The Officers of the Board must also be Trustees. One person may hold, and perform the duties of, more than one office. More than one person may hold any office, and any duties of such office may be performed by any such office holder. All Officers of the Board shall be subject to the supervision and direction of the Board.

§3.03. *Removal.* Any Officer of the Board may be removed from his or her office by the vote of a majority of the Board, either with or without cause, at any meeting of the Board at which a majority of the Trustees is present.

§3.04. *Resignations.* Any Officer of the Board may resign from his or her office at any time by giving written notice to the Chair and to the Secretary. The resignation shall take effect at the time specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

§3.05. *Vacancies.* A vacancy in any office may be filled for the unexpired portion of the term at any meeting of the Board in the manner prescribed in these By-Laws for regular appointment to such office.

§3.06. *Chair.* The Chair shall preside at meetings of the Board and shall do and perform such other duties as the Board may assign to the Chair.

§3.07. *Vice Chairs and Other Officers.* The Vice Chairs and other Officers shall have such powers and perform such other duties as the Chair or the Board may assign to them.

ARTICLE IV

Committees

§4.01. *Appointment and Description of Standing Committees.* The following committees shall be the Standing Committees of the Board: (1) Academic Affairs, (2) Alumni Relations and Development, (3) Audit, (4) Compensation, (5) Finance, (6) Health Sciences, (7) Physical Assets, (8) Public Affairs, (9) Student Life, and (10) Trusteeship. The name of each Standing Committee may be modified by the Board from time to time. The Board may appoint additional Standing Committees or disband an existing Standing Committee by amendment of these By-Laws.

(a) The Committee on Academic Affairs shall assist the Board with respect to the Board's supervision and oversight of the educational administration of the University, including its libraries, and the University's educational and research policies, plans, and programs.

(b) The Committee on Alumni Relations and Development shall assist the Board with respect to the supervision and oversight of all issues concerning alumni relations, development, Trustees Emeriti, and athletics.

(c) The Committee on Audit shall assist the Board with respect to the Board's supervision and oversight of the quality and integrity of the University's accounting, internal controls, auditing, and financial reporting practices; the University's compliance with legal, regulatory, and other applicable requirements; the independent auditors' qualifications and independence; the performance of the University's internal auditing function and independent auditors; the assessment and management of risk to the University's assets; and the promotion of ethical conduct in the execution of the University's financial, administrative and business activities.

(d) The Committee on Compensation shall assist the Board with respect to determination of the compensation of the University's President and senior executive officers.

(e) The Committee on Finance shall assist the Board with respect to the supervision and oversight of the University's financial affairs, including, without limitation, financial policies and planning; investing (including considerations with respect to socially-responsible investing); assets, debt, revenue,

receipts, and expenditures; patenting and technology content transfer and licensing; and human resources, including employee benefits.

(f) The Committee on Health Sciences shall assist the Board with respect to the Board's supervision and oversight of all matters related to the University's Health Sciences schools and programs, including its College of Physicians and Surgeons, College of Dental Medicine, School of Nursing, and School of Public Health and the graduate programs in the basic sciences located at the Columbia University Medical Center.

(g) The Committee on Physical Assets shall assist the Board with respect to the supervision and oversight of the construction, operation, and maintenance of the University's buildings, facilities, infrastructure, and grounds, and of other affairs relating thereto, except as such are within the province of the Committee on Finance.

(h) The Committee on Public Affairs shall assist the Board with respect to the supervision and oversight of public affairs matters involving or affecting the University.

(i) The Committee on Student Life shall assist the Board with respect to supervision and oversight of matters affecting student life.

(j) The Committee on Trusteeship shall assist the Board with respect to Board affairs, including Trustee nominations, orientation and education, and Board evaluation.

§4.02. Duties and Powers of the Standing Committees.

(a) Each Standing Committee shall have a written Charter approved by the Board. The Charter shall set forth the Standing Committee's purposes and the common recurring duties of the Standing Committee in carrying out such purposes. Each Standing Committee shall also carry out any other responsibilities required by these By-Laws, delegated to it by the Board or required or appropriate under applicable law or in light of changing business, legislative, regulatory, or other circumstances. The Board may also determine that any duty falling within the Charter of any Standing Committee shall be fulfilled by the Board itself or another Standing Committee or by a Special Committee (as defined in Section 4.08 of these By-Laws).

(b) Unless otherwise set forth in the Standing Committee's Charter, the University Charter, or Statutes or these By-Laws, or otherwise determined by the Board, each Standing Committee shall have all the authority of the Board in carrying out the duties set forth in its Charter and assigned by the Board.

(c) All Standing Committee Charters shall be subject to the requirements of the University Charter and Statutes, these By-Laws, and such other restrictions as the Board may impose from time to time.

(d) Each Standing Committee shall regularly evaluate its activities and report this assessment to the Board. Such review may include a review of the Standing Committee's Charter, confirmation that the purposes and duties set forth in the Charter have been fulfilled, and a review of the Standing Committee's membership to evaluate whether the Standing Committee has the requisite background and knowledge to carry out the Standing Committee's duties. Each Standing Committee shall recommend to the Committee on Trusteeship any changes to its Charter, provided that a Committee of the Whole of the Trustees may act to amend its Charter to reflect changes in the duties to be performed by subcommittees it establishes in accordance with Section 4.04 of this Article. All Charter amendments, other than such amendments to the Charter of a Committee of the Whole of the Trustees adopted by such Committee of the Whole, shall be approved by the Board upon the recommendation of the Committee on Trusteeship.

(e) In addition to the duties described in its Charter, each Standing Committee, in discharging its duties, is empowered to study or investigate any matter within its purposes that the Standing Committee in its sole discretion deems appropriate for study or investigation by the Standing Committee. Each Standing Committee shall be given full access to the University's administration, the Board, and the University's outside consultants and advisors as necessary or appropriate to carry out its duties. A Standing Committee may retain and/or remove independent legal advisors, other consultants, or advisors as it determines, provided that prior to retaining an independent advisor or consultant, the Standing Committee shall obtain prior approval of the Officers Committee with respect to fees and other retention terms. A Standing Committee shall report to the Board with respect to the retention of any advisor or consultant, including the terms of the retention and fees to be paid.

§4.03. Composition, Appointment, and Removal of Standing Committee Members; Committee Chairs.

(a) Each Standing Committee shall have at least four members. The members of each Standing Committee shall be appointed by the Board, upon the recommendation of the Committee on Trusteeship. The Board may, upon the recommendation of the Committee on Trusteeship, designate one or more Trustees as alternate members of any Standing Committee. The Board may remove a member or alternate member of a Standing Committee at any time, with or without cause. A Trustee shall be deemed to resign from each

Standing Committee on which he or she serves simultaneously upon that Trustee's resignation or removal from the Board. Standing Committee vacancies shall be filled by the Board, upon the recommendation of the Committee on Trusteeship. The University's Secretary shall keep a complete and accurate roster of the membership of each Standing Committee

(b) The Board may set forth additional qualifications or requirements for a Standing Committee's members in the Standing Committee's Charter.

(c) Standing Committee Chairs, and any Vice Chairs, shall be approved by the full Board, upon the recommendation of the Committee on Trusteeship. Each Standing Committee Chair shall set the agendas for meetings of that Committee and chair the meetings.

§4.04. *Subcommittees of Standing Committees.* Each Standing Committee may by resolution establish subcommittees as it deems necessary or appropriate. Such resolution shall set forth the composition, duties, and powers of the subcommittee and such other provisions as to the subcommittee as the Standing Committee deems necessary or appropriate. A Standing Committee may, with the approval of the Board, include on a subcommittee Trustees who are not members of the Standing Committee. Each subcommittee consisting of fewer than three members must be advisory in nature and may not be authorized to exercise any delegated authority of the Standing Committee. The creation and dissolution of a subcommittee shall be reported to the Board.

§4.05. *Standing Committee Meetings.*

(a) Unless otherwise specified in its Charter, each Standing Committee shall meet at least four times per year, at such times and places as may be fixed by the Committee.

(b) Each Standing Committee may invite to its meetings or request assistance from any Trustee, administrator, or other employee of the University and any other person whom it deems appropriate to consult in order to carry out its duties. Each Standing Committee may also exclude from its meetings any person (other than a Trustee) it deems appropriate to exclude in order to carry out its duties.

§4.06. *Standing Committee Liaisons.* Each Standing Committee shall have one or more administrative liaisons who shall be identified in the Standing Committee's Charter. The administrative liaisons shall work with the Standing Committee's Chair on the Committee's agenda (including the forward agenda) and coordinate attendance by staff at Standing Committee meetings and preparation of materials for Standing Committee members. The liaisons shall also work with the Committee's Chair to develop a process for orientation of new Standing Committee members and continuing education of existing members with respect to the duties of the Standing Committee.

§4.07. Minutes and Reports to the Board of Trustees.

- (a) Each Standing Committee shall maintain minutes or other records of its meetings in accordance with procedures set by the Secretary or the Committee's Charter.
- (b) Each Standing Committee shall report regularly to the Board as to its activities and the discharge of its duties and provide such recommendations to the Board as the Standing Committee deems appropriate. The report may take the form of an oral report by the Chair or any other member of the Standing Committee designated by the Chair to make such report.

§4.08. *Special Committees.* The Board may appoint Special Committees, each consisting of at least three members. Special Committees shall have only the powers and duties specifically delegated or assigned to them by the Board.

§4.09. *Officers Committee.*

- (a) The Officers of the Board appointed in accordance with Article III of these By-Laws shall constitute a Committee of the Board, which may exercise the authority of the Board between Board meetings, if necessary or advisable, subject to the limitations set forth below.
- (b) The Officers Committee shall have no authority to (a) amend the University Charter or Statutes or these By-Laws, (b) select or remove the President, (c) dispose of real property, or (d) take any action required by the University Charter or applicable law to be taken by the full Board.
- (c) To the extent possible, the Officers Committee shall consult with the Chair of the appropriate Standing Committee on matters that relate to a Standing Committee's duties or responsibilities.
- (d) The Chair (or in the Chair's absence, the most senior Vice Chair available) may upon notice call a meeting of the Officers Committee with respect to any matter he or she believes requires Board action before the next regular meeting of the Board. The Chair of the Board shall serve as Chair of the Officers Committee.
- (e) The Officers Committee shall maintain minutes or other records of meetings at which it exercises the authority of the Board in accordance with procedures set by the Secretary. In addition, the Officers Committee shall report to the Board as to such activities at the next meeting of the Board. The report may take the form of an oral report by the Chair or any other member of the Officers Committee designated by the Chair to make such report.

§4.10. *General Provisions Relating to Committees.*

- (a) At each meeting of a Standing Committee (or subcommittee thereof),

Special Committee, or Officers Committee (each referred to in this Section 4.10 as a “Committee”), a majority of the members of the Committee shall be present to constitute a quorum. An alternate member of any Standing Committee may replace any absent member at any meeting of such Standing Committee (or subcommittee thereof). The vote of a majority of the members and alternate members of a Committee present at any meeting at which there is a quorum shall be the act of the Committee.

(b) With respect to meetings of a Committee other than meetings the time and place of which have been fixed by the Board or the Committee, notice of such meeting shall be in writing and shall be addressed to each Committee member. Notice of a Committee meeting need not be given to a Committee member who submits a waiver of notice in writing before or after the meeting or who attends the meeting without protesting, prior thereto or at its commencement, the lack of notice to him or her.

(c) Only Trustees may serve on any Committee.

ARTICLE V

Officers of the University

§5.01. *President.*

(a) The University shall have a President, who shall be chosen by and shall serve at the pleasure of the Board. The President shall be the chief executive officer of the University and, subject to the Trustees, shall have general charge of the affairs of the University. Article I of the University Statutes shall set forth any additional provisions with respect to the powers and duties of the President.

(b) In connection with the selection of each future President of the University, the Board shall directly or indirectly (through an *ad hoc* Presidential Search Committee established by the Trustees) work with the Executive Committee of the University Senate (or a subcommittee thereof appointed by it for that purpose) on a confidential basis, by conferring with such Executive Committee or subcommittee, exchanging with it suggestions and comments as to possible nominees and their qualifications, and endeavoring through consultation to resolve any differences in viewpoint, all to the desired end that a common endorsement of the ultimate nominee for the post may result.

§5.02. *Officers of Administration.* Officers of Administration, in addition to the President, shall be appointed in accordance with Article V of the University Statutes, and shall have such powers, duties, and responsibilities as are set forth therein.

§5.03. *Other Officers.* Other Officers of the University may be appointed in accordance with the provisions of the University Statutes.

§5.04. *No Service as Trustee.* Other than the President, no Officer of the University may serve as a Trustee of the Board.

ARTICLE VI

University Honors

§6.01. *General.* The Board shall consider and act on all proposals for the conferring of honorary degrees, the award of University Medals for Excellence, the appointment of emeritus officers, and the award of other honors and prizes by the University.

§6.02. *Forms of Proposals.* All proposals with respect to honorary degrees, the award of University Medals for Excellence, the appointment of emeritus officers, and the award of other honors and prizes by the University shall be presented to the Board by the President of the University, shall be in writing, and shall contain a statement of the grounds upon which it is claimed the honor should be awarded, provided that any requirements contained in gift or other agreements relating to the award of an honor or prize will apply. The Board may set additional requirements for proposals.

§6.03. *Qualifications of Candidates.*

(a) *Honorary Degrees and University Medals for Excellence.* No honorary degree or University Medal for Excellence shall be awarded to any person who is a full-time regular officer of the University; provided, however, that an honorary degree may be conferred upon any President of the University who has not received an earned or honorary degree from the University. Persons proposed to receive an honorary degree or be awarded a University Medal for Excellence must be entitled to the distinction upon one of the following grounds:

(i) That he or she is the author of some original work of such character as to leave no doubt of the learning, attainments, and literary or professional ability of the writer.

(ii) That, in addition to other claims to recognition for distinguished ability and learning, he or she holds an official position in some university or college or in some school of law, medicine, theology, or science in this country or elsewhere.

(iii) That he or she is a person of acknowledged eminence in arts, letters or science, or in the profession of theology, law, or medicine, or in the public service, or in public life or has contributed by his or her discoveries or services to the advancement of arts, letters, or science.

(b) *Emeritus Officers.* Persons proposed for appointment as an emeritus officer must be entitled to the distinction by reason of the length and character

of his or her services to the University and also by reason of eminence in his or her profession.

ARTICLE VII

Financial Administration

§7.01. *Books and Records.* The University shall keep correct and complete books of account of the activities and transactions of the University, including a minute book, which shall contain a copy of the University Charter and Statutes, a copy of these By-Laws, all Standing Committee Charters, and all minutes of meetings of the Board and committees thereof.

§7.02. *Fiscal Year.* The fiscal year of the University shall begin on the first day of July in each year.

§7.03. *Checks, Notes, Contracts, and Securities.* The Board, or any appropriate committee thereof, shall determine (by resolution or adoption of appropriate policies and procedures) who shall be authorized from time to time on the University's behalf to (a) sign checks, notes, drafts, acceptances, bills of exchange, and other orders or obligations for the payment of money, (b) enter into contracts, (c) authorize the sale, transfer, or other disposition of stock certificates, notes, bonds, or other securities held or owned by the University, and (d) execute and deliver other documents and instruments.

ARTICLE VIII

Indemnification

§8.01. The University shall to the fullest extent permitted by law indemnify any person (and that person's heirs, executors, guardians, administrators, assigns and any other legal representative of that person) who was or is made a party or is threatened to be made a party or is required to appear as a witness or otherwise in any threatened, pending, or completed action, suit, proceeding or inquiry (brought in the name of the University or otherwise), whether civil, criminal, administrative, or investigative, and whether formal or informal, including appeals, by reason of the fact that the person is or was a Trustee or Officer of the Board or Officer of the University, or, while a Trustee or Officer of the Board or of the University, is or was serving at the request of the University as a director, officer, partner, trustee, employee, or agent of another University, partnership, joint venture, trust, employee benefit plans, or other enterprise, for and against all expenses (including attorneys' fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by that person or that person's heirs, executors, guardians, administrators, assigns, or legal representatives in connection with that action, suit, proceeding, or inquiry, including appeals. The University may, in accordance with

applicable law, pay the reasonable expenses incurred by any person described in this Section 8.01 in advance of the final disposition of any such action, suit, proceeding, or inquiry; provided that if it is ultimately determined that such person is not permitted under applicable law to be indemnified under this Article, amounts so advanced may by law be required to be repaid.

§8.02. *Insurance.* The University may purchase and maintain insurance on behalf of any person described in Section 8.01 herein against any liability asserted against that person, whether or not the University would have the power to indemnify the person against that liability under the provisions of this Article or otherwise.

§8.03. *Policies and Procedures.* The University may from time to time adopt policies and procedures to implement the indemnification provisions described in this Article.

ARTICLE IX

Nominating Procedures

§9.01. *General.* The Committee on Trusteeship shall (a) consider and report to the Board on (i) Trustees who have been proposed for reelection at the expiration of their terms, and (ii) candidates who have been proposed to succeed Trustees whose terms expire at the start of the next academic year or to fill vacancies otherwise occurring among the Trustees, and (b) nominate (i) those Trustees it recommends for reelection and (ii) successors to Trustees whose terms are expiring or whose positions have become vacant. Twelve designated Trustee positions shall be nominated by the Committee acting alone; six designated Alumni Trustee positions shall be nominated by the Committee in consultation with a Nominating Committee of the alumni as set forth in Section 9.02 herein; and six designated Trustee positions shall be nominated by the Committee in consultation with the University Senate as set forth in Section 9.03 herein.

§9.02. *Alumni Trustees.* Nominations of candidates to fill any of the six designated Trustee positions reserved for Alumni Trustees or any vacancies in such positions shall be made in the manner hereinafter set forth.

(a) *A Nominating Committee* of the alumni composed of representatives from the different schools of the University shall maintain a qualified pool of recommended candidates for service as Alumni Trustee. The governance, membership, and proceedings of the Nominating Committee shall be set forth in rules and procedures adopted by the Columbia Alumni Association from time to time. The candidate pool maintained by the Nominating Committee shall, to the extent possible, contain a diverse selection of candidates representing a variety of schools and having a variety of skills and expertise in diverse areas.

(b) *Representatives of the Nominating Committee* shall consult with representatives of the Trusteeship Committee at least once a year to discuss alumni representation on the Board as well as the needs of the University and other matters pertinent to the selection of candidates for the candidate pool and to receive recommendations from the Trustees.

(c) *The Trusteeship Committee* shall select candidates as needed from the pool for nomination to fill any of the six designated Alumni Trustee positions or any vacancies in any such positions.

(d) *The Trusteeship Committee*, in consultation with representatives of the Nominating Committee, shall determine whether to nominate for reelection Alumni Trustees whose terms are expiring.

§9.03. *Nominations in Consultation with University Senate.* In connection with the selection of candidates to fill any of the six designated Trustee positions to be filled in consultation with the University Senate or any vacancies in such positions, the Trusteeship Committee shall work with the Executive Committee of the University Senate (or a subcommittee thereof appointed by it for that purpose) on a confidential basis by conferring with such Executive Committee or subcommittee, exchanging with it suggestions and comments as to possible nominees and their qualifications, and endeavoring through consultation to resolve any differences in viewpoint, all to the desired end that a common endorsement of the ultimate nominees for each post may result.

ARTICLE X

General Provisions

§10.01. *Members.* The University has no members. The University, however, may use the terms “members” and “membership” regarding dues, fees, goods, benefits, privileges, and services as authorized by the Board.

§10.02. *Seal.* The seal shall be in the custody or under the control of the Secretary. It may be affixed to papers, diplomas, certificates, bonds, or other instruments, by the Secretary or by any Officer of administration of the University who has authority to execute instruments on behalf of the University. A duplicate of the seal may be in the possession of the University’s Treasurer.

ARTICLE XI

Amendments

§11.01. *By-Laws.* The Board may amend or repeal these By-Laws at any meeting of the Board at which a quorum is present, by a vote of a majority of the Trustees present.

RULES OF ORDER

I

Order of Business

The order of business shall be as follows:

1. The roll shall be called by the Secretary.
2. The minutes of the preceding meeting shall be read and passed upon; but reports of committees shall be omitted in such reading, unless called for.
3. The minutes of the Committees on Academic Affairs, on Physical Assets, Alumni Relations and Development, on Finance, on Audit, on Public Affairs, and on the Health Sciences shall be laid before the Trustees.
4. The President shall lay before the Trustees the minutes of the University Senate and of the several Faculties.
5. Communications from the President
He shall present in writing:
 - a. A statement of any resolution of the University Senate, or of any Faculty, involving a change in the educational policy of the University in relation to the requirements of admission, the course of study, or the conditions of graduation, or which changes any existing rule or regulation or requires the concurrence of the Trustees in accordance with the Statutes of the University.
 - b. Other communications.
6. Special Orders.
7. Reports of Committees shall be received and considered in the following order:
 - Committee on Academic Affairs
 - Committee on Physical Assets
 - Committee on Alumni Relations and Development
 - Committee on Finance
 - Committee on Audit
 - Committee on Public Affairs
 - Committee on the Health Sciences
 - Committee on Compensation
 - Committee on Trusteeship
 - Special Committees

8. The Secretary shall announce any vacancies that may exist among the Trustees, or in the office of Chairman, President, Vice Chairman, or in any of the Standing Committees.
9. Nominations and elections to fill such vacancies. A majority of all the votes cast shall be necessary for a choice.
10. Motions and resolutions.
11. Communications, memorials, and addresses to the Trustees. The Trustee presenting the same shall briefly state the purport and object thereof.
12. Miscellaneous business.

RULES OF ORDER

II

Motions and Resolutions

1. No motion or resolution, except motions to adjourn, to lay on the table, to postpone indefinitely or to a certain day, or to commit, shall be considered until it be seconded. It shall not be necessary to enter upon the minutes that it was seconded.
2. When a question is before the Trustees no motion shall be received, except a motion to adjourn, to lay on the table, to postpone indefinitely, to postpone to a certain time, to commit, or to amend; which motions shall have precedence in the order named.
3. All amendments shall be considered in the order in which they are moved. When a proposed amendment is under consideration, a motion to amend the same may be made; no amendment to such second amendment shall be in order, but a substitute for the whole matter may be received. No proposal on a subject different from that under consideration shall be received under color of a substitute.
4. A motion to adjourn, to lay on the table, or to postpone indefinitely, shall be decided without debate. A motion to adjourn shall always be in order when made by a Trustee entitled to the floor.
5. The mover may withdraw a motion or resolution at any time before a vote shall have been taken upon it, or upon an amendment thereto. If a motion or resolution is withdrawn the same shall not be entered upon the minutes.
6. If a question under debate contains several distinct proposals, the same shall be divided if requested, and a separate vote taken upon each proposal.
7. No person may speak more than twice on the same question without leave of the Trustees, nor more than once until every one wishing to speak shall have had an opportunity of so doing.
8. Every Trustee present shall vote whenever a question is put unless excused by the Trustees; and no Trustee shall withdraw from a meeting unless excused by the Trustees.
9. A question, being decided, shall not be reconsidered unless the motion to reconsider be made at or before the meeting next after such decision; nor unless the motion for that purpose be made by one of the majority on the first decision. No question shall be reconsidered more than once.

10. When a Trustee is called to order by the Chairman, or by another Trustee, he shall immediately sit down, unless permitted to explain. All questions of order shall be determined by the Chairman, but any Trustee may appeal from the decision of the Chair; and on such appeal, no person shall speak more than once without leave of the Trustees.
11. All resolutions appropriating money shall specify whether the expenditures thereby authorized are to be made out of income. If such expenditures are not to be made out of income, the resolution shall further specify whether the necessary money is to be provided by the use of funds then in the Treasurer's hands, by the sale of property, or by borrowing.
12. The prescribed order of business shall not be departed from nor shall any By-Laws or Rules of Order be suspended except by unanimous consent of all the Trustees present at the meeting at which it is sought to depart from or suspend such By-Laws or Rules of Order.

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