

# University Senate Plenary

September 20, 2019



PROPOSED AGENDA

University Senate

Friday, September 20, 2019 at 1:15 p.m.

The Lantern, Lenfest Center for the Arts (Manhattanville Campus)

1. Adoption of the agenda
2. Adoption of the minutes of May 3, 2019
3. President's remarks
4. Executive Committee chair's remarks:
  - a. Summer powers
  - b. Nominations to University Senate committees
  - c. Welcome new senators
5. New business:
  - a. Resolution to Rename the Department of Pharmacology (Education Committee)
  - b. Resolution to Amend the University Statutes to Expand the Terms of the Parental Workload Relief Plan (Faculty Affairs Committee)
6. Annual committee reports:
  - a. Research Officers Committee
  - b. Commission on the Status of Women
  - c. Campus Planning and Physical Development Committee

### MEETING OF MAY 3, 2019

President Lee Bollinger called the Senate to order shortly after 1:15 pm in 104 Jerome Greene Hall. Sixty-nine of 104 senators were present during the meeting.

#### **President's remarks.**

*Appointments to be made.* The president said he hoped first to appoint a new provost in the next few weeks. He said he had worked closely for many years with Provost John Coatsworth, whose career he said was a good illustration of why it's a bad idea to retire. When Provost Coatsworth retired from Harvard and came to Columbia to teach part time, he was quickly drafted into service as dean of SIPA, and a few years later as provost. The president said he could not think of anyone who had given more of himself to Columbia, especially at this stage of life. He said Provost Coatsworth had brought wisdom and intelligence, and a profound understanding of scholarship, and proved to be a decisive, no-nonsense administrator and academic leader, capable of making things happen in an institution. Because of these strengths, the president said, Columbia had been extremely fortunate to have Provost Coatsworth.

There was applause. The provost thanked the president.

The president mentioned other major positions that he hoped to fill soon: Executive Vice President for Arts and Sciences; Business School Dean, for which a search committee under the president's leadership had just met; and Social Work Dean, for which a search committee had just produced three finalists. The president said appointments like these are among the most important decisions he makes. He said each of these searches was in good shape.

The president mentioned two important new hires in cancer research: Anil Rustgi, who came from Penn to lead the Herbert Irving Comprehensive Cancer Center at CUIMC, and Simon Tavaré, who will coordinate cancer research among Morningside schools. A University-wide committee will work with both new leaders.

*Fundraising.* The president mentioned major recent gifts from Herbert and Florence Irving for the Medical Center, as well as Morningside and Manhattanville. All of these donations together make up one of the largest gifts in the history of higher education.

*"Posing Modernity" at the Lenfest Center in Manhattanville.* The president mentioned this highly successful exhibit, about the black figure in modern art.

*Other awards and distinctions.* The president mentioned recent National Academy of Sciences inductee Michal Lipson, Higgins Professor of Electrical Engineering; Souleymane Bachir Diagne, Professor of French and Romance Philology, recently added as a member of the American Academy of Arts and Sciences. The president also named the following new members of the American American Academy of Arts and Sciences: Michael Harris, Professor of

Mathematics; Kellie Jones, Professor of Art History and Archeology; Kathy McKeown, Professor of Computer Science, and Gordana Novakovic, from Biomedical Engineering. Guggenheim fellowships went to faculty members Rachel Adams, Branka Arsić, Richard John, Shane McCrea, Constance Allan Nathanson, and Matthew Jonathan Ricketts.

**Executive Committee chair’s remarks.** Sen. Sharyn O’Halloran (Ten., SIPA) said the Senate was celebrating its 50th birthday in 2019 with a cake in the back of the room. There would be more serious celebrations in the coming year, with a committee to think about the Senate’s *next* 50 years.

Sen. Alfredo Dominguez (Stu., CC) asked for an update on the commitment that Columbia made a few years ago to provide affordable housing in the area in Harlem near Columbia’s Manhattanville campus. A *Spectator* article said only 1 percent of that money had been spent.

President Bollinger replied that Columbia has an elaborate set of community agreements. He couldn’t report at the moment on affordable housing. But the perennial question is, How is Columbia doing for the community? The president said he had taken this question seriously since the start of his presidency in 2002. He listed actions Columbia had taken in or near the Manhattanville campus: the science education program in the Mind Brain Behavior Institute, which has by now taught thousands of local children; the training program for community health workers there, along with a diagnostic facility; Columbia’s joint high school on 123<sup>rd</sup> Street with New York City; public events at the Lenfest Center like the “Posing Modernity” exhibit; and the open design of Columbia’s Manhattanville buildings, including public spaces on the ground floor. The president said the goal of all of these efforts is to be a university that is not walled off—physically or metaphorically—from the surrounding community.

On affordable housing the president said Columbia has met every commitment it has made, but he also noted that the housing needs of the Columbia population can compound problems of gentrification. He said administrators are constantly trying to figure out ways to mitigate these effects—the subject of a meeting he had held that morning. But he said he would provide more specifics at a subsequent plenary.

*Report of the Joint Subcommittee on the School of Professional Studies.* Sen. O’Halloran introduced Sen. June Cross (Ten., Journalism), chair of the SPS subcommittee. She also thanked other participants in the committee’s deliberations, including Sen. Maya Tolstoy, EVP for Arts and Sciences, and SPS Deans Jason Wingard and Steve Cohen.

Sen. Cross said SPS is a sprawling enterprise, offering a wide range of programs and initiatives, from Girls in STEM to fellowships for students at historically black colleges, to the American Language program, and opportunities for students to prepare for advanced degrees. It offers twenty certificate programs of various kinds, as well as executive education. Sen. Cross said SPS programs using space in the Journalism School seemed to her professional and knowledgeable. She commended Dean Wingard for his efforts to reach students who otherwise would never have had access to Columbia University. She said the student body was truly diverse, enhancing Columbia’s relevance as a presence in New York City.

Sen. Cross noted, however, that the 16 Master of Science programs that SPS offers have become a focus of conflict with some of Columbia's professional schools. Since 2002, when the Senate approved the awarding of M.S. degrees in the School (then called the School of Continuing Education), there have been persistent complaints that SPS has launched its M.S. programs without sufficient consultation.

Sen. Cross said her subcommittee, a panel of 10 representing both campuses and a range of schools, focused on two main issues. The first was the growth rate of SPS, which despite assurances to the contrary given to the Senate in 2017, has been extremely rapid, raising the question of whether it is undermining the quality of the admitted student body, and harming the reputation of the University. The second concern is the implications for Columbia of the dependence of the Arts and Sciences for budget solvency on SPS tuition revenue. She said this is a question for President Bollinger to consider.

Sen. Cross said the SPS Subcommittee was formed in April 2018 as a joint panel of the External Relations and Budget Review committees and later received a mandate from the Executive Committee. In mid-June of 2018 the group met with Provost Coatsworth and Vice Provost for Academic Programs Melissa Begg, and in early December with Interim A&S EVP Maya Tolstoy. The subcommittee looked at how SPS-type programs are organized at peer institutions, and at the composition of the SPS faculty. At some length, it looked at the school's governance structure, and met with Steve Cohen, Senior Vice Dean and Chief Operating Officer, in early April. It considered some of SPS academic programs, and consulted with an SPS senator and other leaders on student satisfaction. Sen. Cross also spoke to a number of other SPS people off the record.

On the question of the subcommittee's warrant to examine these issues, Sen. Cross cited the Senate's mandate to consider issues affecting the entire University or more than one school. She said SPS is one of five schools in the Arts and Sciences, and all of them are affected by the issues she was raising. In addition the School of Social Work, Business and Engineering had also raised concerns about overlaps between their own M.S. programs and those of SPS. For example, how does an applicant interested in conflict resolution know how to distinguish between similarly named master's degrees in conflict resolution at SPS and SIPA?

Sen. Cross said the SPS growth rate and the issues raised by its Master of Science degrees had significant implications for the future of the entire institution. She noted a recent projection that within five years, half of Columbia's graduate diplomas will be awarded by SPS. She said such a trend raises the question of what kind of institution Columbia will be, a question she saw as worthy of discussion in the full Senate.

Sen. Cross said SPS was now developing a meaningful governance structure. Dean Steve Cohen had reassured the subcommittee about the school's admissions policies and external relationships. Sen. Cross said the subcommittee encouraged these efforts and hoped to see greater involvement from departmental faculty around the University on SPS committees. She said she hoped to resume discussion of a useful way to distinguish SPS graduate credentials from M.S. degrees offered by other Columbia graduate schools. She added that there has been some strategic marketing of SPS to include lifelong learning, but subcommittee members felt that this strategy deserves more emphasis.

Sen. Cross said responsibility for review of academic programs falls to the Education Committee, and she encouraged Education to consult with other schools and to continue to consider possible overlaps in content or student populations. She said such an evaluation process is important regardless of which school is proposing a program and which one is opposed to it. She said this kind of issue is simply a matter of collegiality and consultation, like the issue she raised the first time she spoke in the Senate the previous fall.

Sen. Cross said the SPS subcommittee also encouraged some flexibility in the timing of Education Committee reviews of existing programs. Steve Cohen had assured the group that SPS will be conducting its own academic reviews, but the subcommittee would like to see Dean Cohen get more involved in those reviews. She said it may make sense to shorten the regular five-year interval for Education Committee program reviews if a program has raised concerns.

Sen. Cross said the subcommittee looked forward to more dialogue, and noted that she had finished her remarks in under 10 minutes.

Sen. O'Halloran thanked Sen. Cross for her presentation, which she described as a briefing or update on the subcommittee's ongoing work. She anticipated further dialogue about how to pursue the subcommittee's recommendations.

Sen. James Applegate (Ten., A&S/Pure Sciences) asked if there could be discussion of Sen. Cross's briefing. Speaking as co-chair of the Education Committee, he said there was not much in the report that Education did not know already. His committee already has a procedure for vetting programs for overlaps, and would continue to follow it.

*Fall report from Sen. Anne Taylor.* Sen. O'Halloran said Sen. Taylor (Admin.), Senior Vice President for Faculty Affairs and Career Development at CUMC, was leading an effort to support female faculty advancement at the Medical Center. The group had produced a report, but would present it in the fall, when there would be more space on the agenda.

*Update from Sen. Julia Hirschberg (Ten., SEAS) on the Travel and Business Expense Reimbursement System (TBERS).* Sen. Hirschberg updated senators on her remarks at the Marcy 8 plenary about Columbia's current initiative to develop a new expense reimbursement process. In her March 8 briefing she had expressed concern that faculty were not being involved in planning discussions. But thanks to some people in the Senate, there had been some progress. Shortly after her previous briefing for the Senate, she heard from EVP for Finance Anne Sullivan, and they had a great meeting on March 21 for over an hour and a half. In preparation Sen. Hirschberg had collected a lot of information on Concur (the name of the platform for the new system), as well as input from colleagues at other universities who were already using it. She shared all reports (mostly good, a few bad) with EVP Sullivan, who was already familiar with some of them. EVP Sullivan took a lot of notes and asked good questions, which Sen. Hirschberg thought the faculty and students using the new system should see. Sen. Hirschberg agreed to keep sending information to EVP Sullivan, who also agreed to establish a faculty advisory committee, which held its first meeting in mid-April. Sen. Hirschberg's colleague Xiang-Dong Edward Guo, chair of Biomedical Sciences, was appointed to the new committee, and he provided an update on early deliberations to the Senate IT Committee, which Sen. Hirschberg co-chairs.

Sen. Hirschberg mentioned some of the good features of the new system: the option of per diem expense accounts in place of the current approach, which requires receipts for every expense. In addition, the maximum allowed dinner expense has been raised from \$50 to \$75. EVP Sullivan has also confirmed that Columbia travelers don't have to use a particular travel software system to arrange their trips. Sen. Hirschberg concluded that the situation had improved a great deal since her previous briefing.

Sen. Daniel Savin (Professional Research Officers) said Anne Sullivan, accompanied by 8 finance people, made a presentation in April to the Research Officers Committee, which he chairs. The committee's two biggest concerns were that there were no research officers or students on EVP Sullivan's advisory committee. He urged the Student Affairs Committee to contact EVP Sullivan and request representation.

Sen. Hirschberg said EVP Sullivan was now meeting on this subject with many groups, including the SEAS faculty executive committee and various departments and schools. Sen. Hirschberg had also urged EVP Sullivan to include department-level administrators in the planning process, since they will be heavily involved in the new system. She said the idea of student reps had also come up at the last IT Committee meeting.

Sen. O'Halloran said she went to a meeting of prospective users of the new system. There were no students there, but there were some departmental administrators and two faculty. There was clearly an effort to reach out to a larger audience, but no decision about students yet.

Sen. Hirschberg said the number of categories of students makes that issue more complex.

Sen. O'Halloran said the present process is a great improvement over the rollout of the Accounting and Reporting at Columbia system (ARC) in 2012.

*University Judicial Board appointments.* Sen. O'Halloran announced three new student members of the UJB, which adjudicates cases involving the Rules of University Conduct Governing Political Rallies and Demonstrations: Nicholas Campbell (Law), Kaleigh McCormick (Columbia College), and Peter Trevino (General Studies).

*Retirement of Senate staffer Jessica Raimi.* Senate manager Tom Mathewson spoke briefly about Ms. Raimi, a longtime friend whom he had hired as a Senate staffer in 2008 and who was now retiring. He focused on the numerous Senate committees that had thrived under her care, and he thanked her for her contributions to the Senate. At the end of the remarks there was applause.

## **Resolutions.**

*Resolution to Honor John C. Coatsworth on his Retirement as Provost.* President Bollinger read the resolution aloud. At the end there was applause.

[Resolution Concerning Summer Powers.](#) The president read the resolution aloud.

Sen. James Piacentini (Stu., GSAPP), vice-chair of Student Affairs, said SAC understood the Executive Committee's responsibility to act in the name of the Senate under summer powers.

But he said SAC was also concerned about the process of final approval for the university policy governing sexual and romantic relationships between faculty (or staff) and graduate students. He said SAC recognized that New York State law requires the use of certain language that General Counsel will provide. But SAC was uncomfortable with the prolonged current delay in receiving that language and the truncated timeline for providing feedback before the administration posts this policy over the coming summer.

Sen. Piacentini said SAC strongly believes that all concerned Senate constituencies should be involved in the crafting of policies governing sexual and romantic relationships involving those constituencies. He said the policy for graduate students would be a priority in the coming months for SAC, which hopes faculty colleagues will join it in this work.

The president then called for a voice vote on the resolution, which passed with a few nays.

Sen. Jonathan Criswell (GS), a newly elected SAC co-chair, asked for a clarification on the role of chairs-elect in summer deliberations of the Executive Committee.

Sen. O'Halloran said that was a question for the Executive Committee to take up separately.

A senator pointed out that the Senate had not voted on the resolution to honor John Coatsworth for his service as Provost.

Sen. O'Halloran said that resolution could be understood to have been approved by acclamation.

### **Reports.**

*Report on the Advancement of Women Faculty at the School of Law.* (Commission on the Status of Women). Law School professor Jessica Bulman-Pozen, a non-senator CSW member, presented the report, along with CSW chair Jeanine D'Armiento (Ten., CUMC).

At the end of the report, Sen. Andrew Marks (Ten., P&S), a CSW member, asked about the tenure process in the Law School. It seemed to him that the school was mainly recruiting already tenured professors, plus some non-tenured. How long are the non-tenured recruits at the Law School before they go up for tenure?

Prof. Bulman-Pozen said that in recent years the Law School has been building its faculty in roughly equal parts from the tenure track and from lateral offers with tenure--at a rate of roughly two per year in each category. The school recently regularized its tenure procedures. Whereas in the past people went up as soon as four years after arrival, the clock now runs somewhat longer, and includes a third-year review with outside letters and evaluations of teaching and scholarship. After the next two years there is a full review, with 10 outside letters, and internal reviews of teaching, scholarship, and service, and then a vote by the full tenured faculty.

Sen. D'Armiento said the Commission looks for barriers that may be impeding the progress of women. and the Law School is also examining itself in this way. One problem that may be particularly onerous for female faculty is to come and be visiting professors at a law school, leaving families behind, and then not get an offer.

Prof. Bulman-Pozen said she didn't think the tenure determination had been a particular obstacle for women at Columbia as it has been at some other schools. The real challenge is getting women in through either of the two channels.

Sen. Marks asked whether there are statistics on the proportion of female law school graduates—a likely pool of candidates for law faculty positions.

Sen. Bulman-Pozen said she didn't have the figures in front of her, but there has been parity in male and female law school graduation rates for some time. So that main pipeline is robust.

[Education Committee annual report](#). Sen. James Applegate, a committee co-chair, briefly summarized the report.

Sen. Joseph Slaughter (Ten., A&S/Hum) asked Sen. Applegate to respond to the SPS Subcommittee's report. Sen. Slaughter expressed surprise that the subcommittee was established without the involvement of the Education Committee. Would Education take up some of the questions the SPS Subcommittee had raised?

Sen. Applegate said Education had been dealing with the issues raised in the report for about as long as there had been a School of Professional Studies. He said the subcommittee that had reported earlier formed itself as an ad hoc group of people interested in the subject. He said Education talks with these people, and will certainly continue doing so.

Sen. D'Armiento said the subcommittee on SPS did not form itself, but was formed by the Executive Committee.

Sen. O'Halloran said the group was a joint subcommittee of the External Relations and Budget Review committees, and was not formed by the Executive Committee.

Sen. D'Armiento said it was discussed by the Executive Committee. She said senators don't just form their own committees.

Sen. Applegate said that Sen. Irving Herman (Ten., SEAS) was on both the Education Committee and the SPS Subcommittee, so there was some overlap between those groups.

Sen. Herman said he served on both groups. He was asked to serve on the SPS Subcommittee but he was not appointed by Education. But he was able to describe regular practices of the Education Committee to the SPS Subcommittee.

Sen. O'Halloran said she understood the SPS Subcommittee to be asking for follow-up from Education or other committees. She said that process remained to be determined.

[External Relations and Research Policy Committee annual report](#). Sen. Howard Worman (Ten., P&S), the chair, summarized the report along with vice-chair Megan Mroczkowski (NT, P&S).

There were no questions or comments.

*Commission on Diversity annual report.* Sen. Zoha Qamar (SEAS), the Diversity Commission's student co-chair, presented the report, along with Sen. Claire Kao (Bus.), a DC member.

Sen. O'Halloran suggested combining survey questions from the Diversity Commission and other concerned groups into a single SAC-led survey. She said the more surveys sent out into the field, the lower the response rate.

A senator asked whether the discussion with Core Curriculum directors and other stakeholders described in the report would lead to a set of recommendations to the Core office.

Sen. Kao said this was an ongoing conversation. The main idea was not to provide a list, but to open a channel of communication with a constructive feedback loop.

Sen. Susan Bernofsky (Ten., Arts) asked about the process by which the findings of the CBS Reflects survey were shared with the administration and the faculty of the Business School. Are there lessons for other professional schools to learn from this process?

Sen. Kao welcomed the question. She said one reason the CBS Reflects survey is taken seriously is that students know the administration is really paying attention. That's why she was pleased to bring this news to the Senate, which has administrators and faculty from all schools who can implement their own versions of this project. She said she was impressed with the response of the Business School administration.

Sen. Susan McGregor (NT, Journalism) asked if there was a way to see the survey.

Sen. Kao said the questions could be shared, and she had provided them to Senate staff.

*Student Affairs Committee annual report.* SAC co-chairs Zoha Qamar (SEAS) and Artrease Benoit (Bus.), and vice-chair James Piacentini (GSAPP) presented the report.

At the end of the report, Sen. Andrew Hsu (Stu., GSAS/Pure Sciences), spoke briefly about "One Columbia: Spring Street Fair," an event he had helped to organize for SAC in partnership with the Columbia Alumni Association, to be held later that afternoon on the Manhattanville campus.

Sen. de Vegvar thanked Sarah Joseph of the Interschool Governing Board for her role in organizing the event.

Sen. Qamar introduced the three SAC chairs-elect: Co-chairs Jonathan Criswell (GS) and Jacqueline de Vegvar (P&S), and Vice Chair Claire Kao (Business).

*Annual report on ROTC.* Prof. Jeff Kysar, the faculty advisory to the ROTC program, gave the annual report, as he has since the return of ROTC to campus in 2012, accompanied by Lt. Joanna Kyle, a Naval officer on the ROTC staff who was completing a master's degree at SIPA.

Prof. Kysar said Naval ROTC is in a good steady state this year, with 12 students on campus who are in the program. They are all undergraduates from Columbia College, Barnard, General Studies, and Engineering.

Prof. Kysar said there is also an interesting mix of officers--like Lt. Kyle--who are themselves graduate students on campus and who also mentor the undergraduate ROTC cadets. Lieutenant Kyle will be going back to the fleet at the end of this year for a few more years as a surface warfare officer, Prof. Kysar said.

Prof. Kysar said three undergraduates would be getting their commissions this year at the annual ceremony in Low Library the day after Commencement. Next year the ROTC program is expecting four new students, so the total may reach 13.

Sen. Daniel Savin said the program seemed to be functioning well, but the numbers were very small. Were there plans to grow the program?

Prof. Kysar, speaking only for himself, said he would certainly welcome more students in the Naval ROTC program. The commitment for a student is large, but there are also advantages. The Provost's and Admissions offices have always expressed to him an interest in having a robust program as well.

**Other business.** Sen. O'Halloran realized that the Senate had never adopted the [agenda](#) or the minutes of the April 5 plenary. She asked departing senators for their approval, and then declared both documents approved.

Sen. O'Halloran congratulated the Senate on a successful year, and wished senators a happy summer. She adjourned the meeting at 2:50 p.m.

Respectfully submitted,

Tom Mathewson, Senate staff

UNIVERSITY SENATE  
COMMITTEE ROSTERS 2019-2020

Delegation	Full name	Chair	Constituency	Senator / Nonsenator	Contact
<b>Executive Committee (13)</b>					
Ten.	James Applegate		A&S/NS	Sen.	jha@astro.columbia.edu
Ten.	Jeanine D'Armiendo	Chair	P&S	Sen.	jmd12@cumc.columbia.edu
Ten.	Andreas Hielscher		SEAS	Sen.	ahh2004@columbia.edu
Ten.	Mignon Moore		BAR	Sen.	mmoore@barnard.edu
Ten.	Letty Moss-Salentijn		CDM	Sen.	lm23@cumc.columbia.edu
Ten.	Sharyn O'Halloran		SIPA	Sen.	so33@columbia.edu
Nonten.	Greg Freyer		SPH	Sen.	gaf1@cumc.columbia.edu
Nonten.	Soulaymane Kachani		SEAS	Sen.	kachani@columbia.edu
Stu.	Jonathan Criswell		GS	Sen.	jonathan.criswell@columbia.edu
Stu.	Jacqueline de Vegvar		P&S	Sen.	jnd2113@cumc.columbia.edu
Stu.	Claire Kao		BUS	Sen.	ckao20@gsb.columbia.edu
Admin.	Lee C. Bollinger		Adm.	Sen.	lcb50@columbia.edu
Admin.	Ira I. Katznelson		Adm.	Sen.	ikprovost@columbia.edu
<b>Alumni Relations Committee (7)</b>					
Ten.	Robert Pollack		A&S/NS	Sen.	pollack@columbia.edu
Nonten.	Jonathan Susman		P&S	Sen.	js1138@cumc.columbia.edu
Stu.	Jacqueline de Vegvar		P&S	Sen.	jnd2113@cumc.columbia.edu
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Admin.	Donna MacPhee		Adm.	Nonsen.	dhm18@columbia.edu
Alum.	Daniel D. Billings	Co-Chair	Alum.	Sen.	ddb2128@cumc.columbia.edu
Alum.	Michelle Kaiser	Co-Chair	Alum.	Sen.	mjekaiser@gmail.com
<b>Budget Review Committee (12)</b>					
Ten.	Niall Bolger		A&S/NS	Sen.	bolger@psych.columbia.edu
Ten.	June Cross		JOURN	Sen.	jc1339@columbia.edu
Ten.	John Mutter		A&S/NS	Sen.	jcm7@columbia.edu
Ten.	Eli M. Noam		BUS	Sen.	noam@columbia.edu
Ten.	Howard Worman		P&S	Sen.	hjwt14@cumc.columbia.edu
Nonten.	Soulaymane Kachani	Chair	SEAS	Sen.	kachani@columbia.edu
Nonten.	Aaron Myers		CDM	Sen.	agm2112@cumc.columbia.edu
Stu.	Muhammad Akram		SPS	Sen.	ma3913@columbia.edu
Stu.	Jacqueline de Vegvar		P&S	Sen.	jnd2113@cumc.columbia.edu
Research Officers	Daniel Savin		Research Officers - Professional	Sen.	savin@astro.columbia.edu
Alum.	Michelle Kaiser		Alum.	Sen.	mjekaiser@gmail.com
Ten.	Jeanine D'Armiendo		P&S	Sen.	jmd12@cumc.columbia.edu

UNIVERSITY SENATE  
COMMITTEE ROSTERS 2019-2020

**Campus Planning and Physical Development Committee (16)**

Ten.	John B. Donaldson	Co-Chair	BUS	Sen.	jd34@columbia.edu
Ten.	Andreas Hielscher		SEAS	Sen.	ahh2004@columbia.edu
Ten.	Mary Munding		NURS	Sen.	mm44@columbia.edu
Ten.	Colin Nuckolls		A&S/NS	Sen.	cn37@columbia.edu
Ten.	Stephanie Schmitt-Grohe		A&S/SS	Sen.	stephanie.schmittgrohe@columbia.edu
Nonten.	Patrice Derrington	Co-Chair	GSAPP	Sen.	pad2160@columbia.edu
Nonten.	Ellen F. Morris		BAR	Sen.	emorris@barnard.edu
Stu.	Steven Corsello		GSAPP	Sen.	sc4255@columbia.edu
Stu.	Mike Ford		GSAS/HUM	Sen.	m1f2191@columbia.edu
Stu.	Julie Yoshimachi	Vice Chair	NURS	Sen.	jy2519@cumc.columbia.edu
Libraries	Aline Locascio		Libraries	Nonsen.	al230@columbia.edu
Admin. Staff	Paula Goodman		Admin. Staff: Morningside-Lamont	Nonsen.	plg47@columbia.edu
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Admin.	Janet Horan		Adm.	Nonsen.	jih6@columbia.edu
Admin.	James Wang		Adm.	Nonsen.	jw2547@columbia.edu
Alum.	Jerald Boak		Alum.	Observer	jeb11@columbia.edu

**Education Committee (19)**

Ten.	James Applegate	Co-Chair	A&S/NS	Sen.	jha@astro.columbia.edu
Ten.	Irving Herman		SEAS	Sen.	iph1@columbia.edu
Ten.	Zhezhen Jin		SPH	Sen.	zj7@cumc.columbia.edu
Ten.	Letty Moss-Salentijn	Co-Chair	CDM	Sen.	lm23@cumc.columbia.edu
Ten.	Kimberly Noble		TC	Sen.	Noble2@tc.columbia.edu
Ten.	Aaron Pallas		TC	Sen.	pallas@tc.columbia.edu
Ten.	Andrzej Rapaczynski		LAW	Sen.	andrap@law.columbia.edu
Ten.	Open		.	.	.
Nonten.	Ivana Hughes		A&S/NS	Sen.	ih2194@columbia.edu
Nonten.	Shelley Saltzman		SPS	Sen.	sas5@columbia.edu
Nonten.	Mary Zulack		LAW	Sen.	mzulack@law.columbia.edu
Stu.	Adara Rosenbaum		BAR	Sen.	arr2202@barnard.edu
Stu.	Michael Sutton		SEAS	Sen.	mms2306@columbia.edu
Stu.	Open		.	.	.
Stu.	Open		.	.	.
Libraries	Candice Kail		Libraries	Nonsen.	cak2158@columbia.edu
Admin.	Jim W. Glover		Adm.	Observer	jg2794@columbia.edu
Admin.	Catherine E. Ross		Adm.	Nonsen.	cr2979@columbia.edu
Alum.	Tao Tan		Alum.	Nonsen.	tt2124@caa.columbia.edu

UNIVERSITY SENATE  
COMMITTEE ROSTERS 2019-2020

**External Relations and Research Policy Committee (18)**

Ten.	Jeanine D'Armiento		P&S	Sen.	jmd12@cumc.columbia.edu
Ten.	Eli M. Noam		BUS	Sen.	noam@columbia.edu
Ten.	Brendan O'Flaherty		A&S/SS	Sen.	bo2@columbia.edu
Ten.	Bhaven Sampat		SPH	Sen.	bns3@cumc.columbia.edu
Ten.	Howard Worman	Co-Chair	P&S	Sen.	hjwt14@cumc.columbia.edu
Ten.	Open		.	.	.
Ten.	Open		.	.	.
Nonten.	William Duggan		BUS	Sen.	wrd3@columbia.edu
Nonten.	Megan Mroczkowski	Co-Chair	P&S	Nonsen.	mmm2323@cumc.columbia.edu
Stu.	Jacqueline de Vegvar		P&S	Sen.	jnd2113@cumc.columbia.edu
Stu.	Ramsay Eyre		CC	Sen.	rwe2109@columbia.edu
Stu.	Tanner Zumwalt		LAW	Sen.	trz2103@columbia.edu
Libraries	William Vanti		Libraries	Nonsen.	wbv2101@columbia.edu
Research Officers	Manuela Buonanno		Research Officers - Professional	Sen.	mb3591@columbia.edu
Research Officers	Stefaan Van Liefferinge		Research Officers - Professional	Nonsen.	sv143@columbia.edu
Admin.	Karen E. Jewett		Adm.	Nonsen.	kej1@columbia.edu
Admin.	Naomi Schrag		Adm.	Nonsen.	ns2333@columbia.edu
Alum.	Michelle Kaiser		Alum.	Sen.	mjekaiser@gmail.com

**Faculty Affairs, Academic Freedom and Tenure (17)**

Ten.	James Applegate		A&S/NS	Sen.	jha@astro.columbia.edu
Ten.	Raimondo Betti		SEAS	Sen.	betti@civil.columbia.edu
Ten.	Walter Frisch		A&S/HUM	Sen.	wf8@columbia.edu
Ten.	Irving Herman		SEAS	Sen.	iph1@columbia.edu
Ten.	Clarisa Long		LAW	Nonsen.	clong@law.columbia.edu
Ten.	Mignon Moore		BAR	Sen.	mmoore@barnard.edu
Ten.	Letty Moss-Salentijn	Co-Chair	CDM	Sen.	lm23@cumc.columbia.edu
Ten.	Liam Paninski		A&S/NS	Sen.	liam@stat.columbia.edu
Ten.	Robert Pollack		A&S/NS	Sen.	pollack@columbia.edu
Ten.	Michael R. Rosen		P&S	Sen.	mrr1@cumc.columbia.edu
Ten.	Nachum Sicherman		BUS	Sen.	nachum.sicherman@columbia.edu
Ten.	Richard Smiley		P&S	Sen.	rms7@cumc.columbia.edu
Ten.	Daichi Shimbo		P&S	Sen.	ds2231@cumc.columbia.edu
Nonten.	Greg Freyer	Co-Chair	SPH	Sen.	gaf1@cumc.columbia.edu
Nonten.	Ellen Marakowitz		A&S/SS	Sen.	em8@columbia.edu
Nonten.	Susan McGregor		JOURN	Sen.	sem2196@columbia.edu
Nonten.	Nicole Wallack		A&S/HUM	Nonsen.	nicolewallack@columbia.edu

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**Honors and Prizes Committee (15)**

Ten.	Vincent Blasi		LAW	Sen.	blasi@law.columbia.edu
Ten.	David Hajdu		JOURN	Nonsen.	dh2145@gmail.com
Professor Emeritus	Allen Hyman		P&S	Nonsen.	allen.hyman@gmail.com
Ten.	Eli M. Noam		BUS	Sen.	noam@columbia.edu
Ten.	Debra Wolgemuth	Chair	P&S	Sen.	djw3@cumc.columbia.edu
Ten.	Open		.	.	.
Nonten.	Ellen F. Morris		BAR	Sen.	emorris@barnard.edu
Nonten.	Ana Kelly		Nursing	Sen.	ak3825@cumc.columbia.edu
Stu.	Mike Ford		GSAS/HUM	Sen.	m1f2191@columbia.edu
Stu.	Michael Sutton		SEAS	Sen.	mms2306@columbia.edu
Libraries	Ian Beilin		Libraries	Sen.	igb4@columbia.edu
Research Officers	Open		.	.	.
Admin.	Carlos J. Alonso		Adm.	Sen.	ca2201@columbia.edu
Admin.	Deborah Martinsen		Adm.	Nonsen.	dm387@columbia.edu
Alum.	Hartley du Pont		Alum.	Nonsen.	hartleydupont@aol.com

**Housing Policy Committee (11)**

Ten.	Andreas Hielscher	Chair	SEAS	Sen.	ahh2004@columbia.edu
Ten.	Weiping Wu		GSAPP	Sen.	weiping.wu@columbia.edu
Ten.	Open		.	.	.
Ten.	Open		.	.	.
Nonten.	Jonathan Susman		P&S	Sen.	js1138@cumc.columbia.edu
Nonten.	Open		.	.	.
Stu.	Jonathan Criswell		GS	Sen.	jonathan.criswell@columbia.edu
Stu.	Joel Krejmas		CDM	Sen.	jak2277@cumc.columbia.edu
Research Officers	Regina Martuscello	Vice Chair	Research Officers - Professional	Sen.	rm3419@columbia.edu
Admin.	Carrie Marlin		Adm.	Nonsen.	cm3509@columbia.edu
Admin.	James Wang		Adm.	Nonsen.	jw2547@columbia.edu

**Information and Communications Technology Committee (13)**

Nonten.	Maria Luisa Gozzi		A&S/HUM	Sen.	mlg30@columbia.edu
Ten.	Julia Hirschberg	Co-Chair	SEAS	Sen.	julia@cs.columbia.edu
Ten.	Matthew L. Jones	Co-Chair	A&S/SS	Sen.	mjones@columbia.edu
Ten.	Itsik Pe'er		SEAS	Nonsen.	itsik@cs.columbia.edu
Ten.	Henry Spotnitz		P&S	Sen.	hms2@cumc.columbia.edu
Stu.	Joseph Hier		SEAS	Sen.	jdh2190@columbia.edu
Stu.	Andrew Hsu		GSAS/NS	Sen.	ah3242@columbia.edu
Libraries	Teresa Harris		Libraries	Sen.	tmh2004@columbia.edu
Admin. Staff	Joel Rosenblatt		Admin. Staff: Morningside-Lamont	tbc	jlr9@columbia.edu
Research Officers	Nancy J. Lolacono		Research Officers - Professional	Sen.	njl2@cumc.columbia.edu
Admin.	Maneesha Aggarwal		Adm.	Nonsen.	maneesha@columbia.edu
Admin.	Gaspard S. LoDuca		Adm.	Nonsen.	gl2393@columbia.edu
Alum.	Stephen Negron		Alum.	Nonsen.	stephen@negron.org

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**Libraries and Digital Resources Committee (17)**

Ten.	Vincent Blasi		LAW	Sen.	blasi@law.columbia.edu
Ten.	Joseph P. Dubiel		A&S/HUM	Sen.	jpd5@columbia.edu
Ten.	Neslihan Senocak		A&S/SS	Sen.	ns2495@columbia.edu
Ten.	Open		.	.	.
Ten.	Open		.	.	.
Ten.	Open		.	.	.
Nonten.	Arthur M. Langer	Co-Chair	SPS	Nonsen.	al261@columbia.edu
Nonten.	Susan McGregor	Co-Chair	JOURN	Sen.	sem2196@columbia.edu
Stu.	Darold Cuba		GSAS/SS	Sen.	darold.cuba@columbia.edu
Stu.	Open		.	.	.
Stu.	Open		.	.	.
Libraries	Ian Bellin		Libraries	Sen.	igb4@columbia.edu
Libraries	Teresa Harris		Libraries	Sen.	tmh2004@columbia.edu
Research Officers	Nancy J. Lolacono		Research Officers - Professional	Sen.	njl2@cumc.columbia.edu
Admin.	Gaspare S. LoDuca		Adm.	Nonsen.	gl2393@columbia.edu
Admin.	Ann D. Thornton		Adm.	Sen.	adt2138@columbia.edu
Alum.	Daniel D. Billings		Alum.	Sen.	ddb2128@cumc.columbia.edu

**Research Officers Committee (9)**

Research Officers	Manuela Buonanno	Vice Chair	Research Officers - Professional	Sen.	mb3591@columbia.edu
Research Officers	Nancy J. Lolacono		Research Officers - Professional	Sen.	njl2@cumc.columbia.edu
Research Officers	Daniel Savin	Chair	Research Officers - Professional	Sen.	savin@astro.columbia.edu
Research Officers	Regina Martuscello		Research Officers - Professional	Sen.	rm3419@columbia.edu
Research Officers	Open		Staff Research Officer	.	.
Research Officers	Benjamin Rudshsteyn		Research Officers - Postdoctoral	Sen.	br2575@columbia.edu
Research Officers	Adrian Brügger		Research Officers - Professional	Nonsen.	brugger@civil.columbia.edu
Research Officers	Anna Cieslak		Research Officers - Postdoctoral	Nonsen.	aac2209@cumc.columbia.edu
Research Officers	Stefaan Van Liefvering		Research Officers - Professional	Nonsen.	sv143@columbia.edu

**Rules Committee (16)**

Ten.	Susan Bernofsky		ARTS	Sen.	sb3270@columbia.edu
Ten.	Michael R. Rosen		P&S	Sen.	mrr1@cumc.columbia.edu
Ten.	Joseph Slaughter		A&S/HUM	Sen.	jrs272@columbia.edu
Ten.	Alberto Medina		A&S/HUM	Sen.	am3149@columbia.edu
Nonten.	Angela D. Nelson		P&S	Nonsen.	adn2006@columbia.edu
Nonten.	Mary Zulack		LAW	Sen.	mzulack@law.columbia.edu
Stu.	Joseph Hier		SEAS	Sen.	jdh2190@columbia.edu
Stu.	Andrew Hsu		GSAS/NS	Sen.	ah3242@columbia.edu
Stu.	Adara Rosenbaum		BAR	Sen.	arr2202@barnard.edu
Stu.	Oren Ross		TC	Sen.	odr2103@tc.columbia.edu
Stu.	Tanner Zumwalt		LAW	Sen.	trz2103@columbia.edu
Libraries	Candice Kail		Libraries	Nonsen.	cak2158@columbia.edu
Admin. Staff	Janie Weiss		Admin. Staff: CUIMC	Sen.	janie@columbia.edu
Research Officers	Adrian Brügger		Research Officers - Professional	Nonsen.	brugger@civil.columbia.edu
Admin.	Open		Adm.	open	.
Nonten.	Soulaymane Kachani		SEAS	Sen.	kachani@columbia.edu

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**Structure and Operations Committee (13)**

Ten.	Brendan O'Flaherty		A&S/SS	Sen.	bo2@columbia.edu
Ten.	Susan Witte		SSW	Sen.	ssw12@columbia.edu
Ten.	Debra Wolgemuth		P&S	Sen.	djw3@cumc.columbia.edu
Ten.	Open		.	.	.
Ten.	Open		.	.	.
Ten.	Open		.	.	.
Nonten.	Ivana Hughes		A&S/NS	Sen.	ih2194@columbia.edu
Stu.	Andrew Hsu		GSAS/NS	Sen.	ah3242@columbia.edu
Stu.	Miranda Rehaut		LAW	Nonsen.	miranda.rehaut@columbia.edu
Admin. Staff	Paula Goodman		Admin. Staff: Morningside-Lamont	Nonsen.	plg47@columbia.edu
Research Officers	Daniel Savin	Co-Chair	Research Officers - Professional	Sen.	savin@astro.columbia.edu
Admin.	Linda Mischel Eisner	Co-Chair	Adm.	Nonsen.	lmischel@columbia.edu
Admin.	Pearl Spiro		Adm.	Nonsen.	ps27@columbia.edu

**Student Affairs Committee (24+1 Student Observer)**

Stu.	Muhammad Akram		SPS	Sen.	ma3913@columbia.edu
Stu.	Steven Corsello		GSAPP	Sen.	sc4255@columbia.edu
Stu.	Jonathan Criswell	Co-Chair	GS	Sen.	jonathan.criswell@columbia.edu
Stu.	Darold Cuba		GSAS/SS	Sen.	darold.cuba@columbia.edu
Stu.	Jacqueline de Vegvar	Co-Chair	P&S	Sen.	jnd2113@cumc.columbia.edu
Stu.	Jillian Drummond		SSW	Sen.	jd3567@columbia.edu
Stu.	Ramsay Eyre		CC	Sen.	rwe2109@columbia.edu
Stu.	Mike Ford		GSAS/HUM	Sen.	m1f2191@columbia.edu
Stu.	Norma Gonzalez		SPH	Sen.	norma.g@columbia.edu
Stu.	Heven Haile		CC	Sen.	hh2714@columbia.edu
Stu.	Jin Han		SIPA	Sen.	jh3432@columbia.edu
Stu.	Joseph Hier		SEAS	Sen.	jd32190@columbia.edu
Stu.	Andrew Hsu		GSAS/NS	Sen.	ah3242@columbia.edu
Stu.	Claire Kao	Vice Chair	BUS	Sen.	ckao20@gsb.columbia.edu
Stu.	Joel Krejmas		CDM	Sen.	jak2277@cumc.columbia.edu
Stu.	Andre Martins		JOURN	Sen.	afm2158@columbia.edu
Stu.	Danielle Resheff		CC	Sen.	dr2886@columbia.edu
Stu.	Adara Rosenbaum		BAR	Sen.	arr2202@barnard.edu
Stu.	Oren Ross		TC	Sen.	odr2103@tc.columbia.edu
Stu.	Gordon Slater		ARTS	Sen.	gas2152@columbia.edu
Stu.	Michael Sutton		SEAS	Sen.	mms2306@columbia.edu
Stu.	Julie Yoshimachi		NURS	Sen.	jy2519@cumc.columbia.edu
Stu.	Tanner Zumwalt		LAW	Sen.	trz2103@columbia.edu
Stu.	Open		BUS		.
Stu.	Andrew Springer		UTS	Stu. Obs.	avs2131@columbia.edu

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**Commission on the Status of Women (11)**

Ten.	Jeanine D'Armiendo		P&S	Sen.	jmd12@cumc.columbia.edu
Ten.	Andrew R. Marks		P&S	Sen.	arm42@cumc.columbia.edu
Ten.	Susan Witte	Co-Chair	SSW	Sen.	ssw12@columbia.edu
Nonten.	Greg Freyer		SPH	Sen.	gaf1@cumc.columbia.edu
Nonten.	Paola Valenti	Co-Chair	SIPA	Sen.	pv2194@columbia.edu
Stu.	Jillian Drummond		SSW	Sen.	jd3567@columbia.edu
Stu.	Heven Haile		CC	Sen.	hh2714@columbia.edu
Stu.	Danielle Resheff		CC	Sen.	dr2886@columbia.edu
Admin. Staff	Kuheli Dutt		Admin. Staff: Morningside-Lamont	Nonsen.	kuheli.dutt@columbia.edu
Admin. Staff	Janie Weiss		Admin. Staff: CUIMC	Sen.	janie@columbia.edu
Research Officers	Benjamin Rudshteyn		Research Officers - Postdoctoral	Sen.	br2575@columbia.edu

**Commission on Diversity (12 and 1 student observer)**

Stu.	Jillian Drummond		SSW	Sen.	jd3567@columbia.edu
Stu.	Heven Haile		CC	Sen.	hh2714@columbia.edu
Stu.	Claire Kao		BUS	Sen.	ckao20@gsb.columbia.edu
Stu.	Hannah Gehrels		GS	Nonsen.	hag2131@columbia.edu
Stu.	Open		.	.	.
Ten.	James Applegate		A&S/NS	Sen.	jha@astro.columbia.edu
Ten.	Jeanine D'Armiendo		P&S	Sen.	jmd12@cumc.columbia.edu
Nonten.	Yamile M. Marti		SSW	Sen.	ymm2101@columbia.edu
Nonten.	Roosevelt Montas		A&S/HUM	Nonsen.	rm63@columbia.edu
Admin. Staff	Tatum Thomas		Admin. Staff: Morningside-Lamont	Sen.	ts3018@columbia.edu
Admin.	Dennis A. Mitchell		Adm.	Nonsen.	dmitchell@columbia.edu
Admin.	Ixchel Rosal		Adm.	Nonsen.	irosal@columbia.edu
Stu. Obs.	Anne O'Connell		GS	Stu. Obs.	ao2668@columbia.edu

**Elections Commission (5)**

Ten.	Brendan O'Flaherty		A&S/SS	Sen.	bo2@columbia.edu
Nonten.	Mary Zulack		LAW	Sen.	mzulack@law.columbia.edu
Stu.	Miranda Rehaut	Commissioner	LAW	Nonsen.	miranda.rehaut@columbia.edu
Libraries	Dana Neacsu		Libraries	Nonsen.	dana.neacsu@law.columbia.edu
Admin.	Ann D. Thornton		Adm.	Sen.	adt2138@columbia.edu

**Benefits Subcommittee (A joint subcommittee of the Faculty Affairs and Budget Subcommittees)**

Nonten.	Soulaymane Kachani	Co-Chair	SEAS	Sen.	kachani@columbia.edu
Nonten.	Susan McGregor		JOURN	Sen.	sem2196@columbia.edu
Ten.	Letty Moss-Salentijn	Co-Chair	CDM	Sen.	lm23@cumc.columbia.edu
Ten.	Robert Pollack		A&S/NS	Sen.	pollack@columbia.edu
Ten.	Open		.	.	.
Research Officers	Daniel Savin		Research Officers - Professional	Sen.	savin@astro.columbia.edu

University Senate

Proposed: September 20, 2019

Adopted: -----

RESOLUTION TO RENAME THE DEPARTMENT OF PHARMACOLOGY

WHEREAS the Pharmacology Department in the Vagelos College of Physicians and Surgeons has a long and distinguished history of research, and

WHEREAS the Department now seeks to modernize its focus, with a greater commitment to cellular and molecular approaches and enhanced attention to the translational implications of its research, and

WHEREAS the P&S Faculty Council and the Dean have approved a proposal from the Pharmacology Department to rename itself in a way that reflects these new priorities;

THEREFORE BE IT RESOLVED that the Senate approve the attached proposal to adopt the new name: Department of Molecular Pharmacology and Therapeutics.

BE IT FURTHER RESOLVED that the Senate ask the Trustees to amend Chapter IV of the University Statutes (“Departments”) to establish the new name.

Proponent: Education Committee



VAGelos COLLEGE OF  
PHYSICIANS AND SURGEONS

CORY ABATE-SHEN, PH.D.  
*Chair, Dept. of Pharmacology  
Robert Sonneborn Professor  
of Pharmacology and Professor of Urology,  
Pathology & Cell Biology, Medicine,  
and Systems Biology*

Herbert Irving Cancer Center  
1130 St. Nicholas Avenue  
New York, NY 10032  
Tel. 212-851-4731  
Email: cabateshen@columbia.edu

May 22, 2019

Lee Goldman, M.D.  
Executive Vice President and Dean  
Faculties of Health Sciences and Medicine  
Chief Executive, Columbia University Medical Center

Dear Dr. Goldman,

I am writing to request that the name of the Department of Pharmacology be changed to the **Department of Molecular Pharmacology and Therapeutics**. The Department of Pharmacology at Columbia University has a long history of research excellence in classical pharmacology, particularly in the area of ion channels and cardiovascular pharmacology. This name change is consistent with my vision for transforming the department to emphasize a modernized basic research focus with enhanced translational emphasis and integral collaborations with clinical departments. I envision that the department will leverage existing and emerging strengths in cancer pharmacology, cardiovascular pharmacology, and neuropharmacology to focus on cellular and molecular mechanisms and signaling pathways that are of potential clinical relevance. Our recruitment efforts will seek to expand research in cellular metabolism, epigenetics, chemical biology, the cellular proteome, drug discovery, and medicinal chemistry, which I envision will enhance the department and the medical school as a whole.

At the first formal faculty meeting of my tenure as chair, I presented this vision for the department and the proposed name change to the **Department of Molecular Pharmacology and Therapeutics**. Of the 18 faculty (5 primary, 1 emeritus, and 12 secondary) in the department, 11 (4 and 7 secondary) were in attendance at the meeting and all voted in favor of the name change. Those who were not in attendance were queried by email and 6 faculty (1 primary, 1 emeritus, and 4 secondary) responded affirmatively; we are awaiting a response from 1 faculty member.

Given the strong support among the department faculty, I would like to propose this name change for your consideration.

Sincerely,

Cory Abate-Shen, Ph.D.

Chair, Department of Pharmacology  
Robert Sonneborn Professor of Pharmacology  
Professor of Urology, Pathology & Cell Biology, Medicine, and Systems Biology

Lee Goldman, MD

*Dean of the Faculties of Health Sciences  
and Medicine  
Harold and Margaret Hatch Professor*



*Chief Executive  
Columbia University Irving Medical Center*

*Vagelos College of Physicians and Surgeons  
Mailman School of Public Health  
College of Dental Medicine  
School of Nursing*

July 15, 2019

Melissa Begg, PhD  
Vice Provost for Academic Programs  
Columbia University  
405B Low Memorial Library  
535 West 116th Street  
New York, NY 10027

Dear Melissa,

Attached is a request from Dr. Cory Abate-Shen, PhD, newly appointed Chairwoman of the department of Pharmacology, that the name of the department be changed to reflect its expanded and more contemporary research mission. The rationale presented is based on the expansion of the research mission to include a stronger emphasis on basic and translational science that may have clinical therapeutic relevance. Dr. Abate-Shen discussed this change with members of the department who voted unanimously in favor of the name change. The VP&S Faculty Council also unanimously approved the proposal.

I support this proposal as I believe it will facilitate recruitment of new faculty with broader areas of expertise synergistic with existing programs in cancer, cardiovascular disease and precision medicine.

Best personal regards,

Sincerely yours,

Lee Goldman, MD

cc: Anne L. Taylor, MD  
Cory Abate-Shen, PhD

RESOLUTION TO AMEND THE UNIVERSITY STATUTES  
TO EXPAND THE TERMS OF THE PARENTAL WORKLOAD RELIEF PLAN

WHEREAS the Senate Resolution to Amend the Statutes To Provide for Childcare Appointment Extension for Faculty, adopted on February 24, 1995, added a new Section to the University Statutes—71 (c) (2)—that assured parental workload relief for full-time faculty without tenure, with one year of time off at half salary or a half-year at full salary, for each of two children, and

WHEREAS in the years since the adoption of this policy, faculty have asked the administration to lift the two-child-per-family limit on eligibility for parental workload relief, and

WHEREAS in the years since the adoption of this policy, faculty have asked the administration to stop the clock of tenure-track faculty for up to one year for each eligible child, and

WHEREAS Interim Provost Ira Katznelson joins Provost Emeritus John Coatsworth in supporting this principle and recommends its incorporation into University policy;

THEREFORE BE IT RESOLVED that the University Senate seek to expand the parental workload relief policy to cover all eligible children of faculty and to amend Section 71 (c) (2) of the Statutes as follows [matter to be deleted in bold and in brackets]:

Any professor, associate professor, assistant professor, or instructor appointed with stated term who assumes primary responsibility for the care of a child under one year of age may, at the discretion of the President and upon written request to his or her department, be eligible for up to one additional year of full-time service, which will not count in setting the limits on nontenured service set forth in Section 71 (b). Eligibility is limited to one year of full-time service for each child[, **with a maximum of two years**]. Faculty who have periods of appointment excluded from the eight-year limit on nontenured service by virtue of leaves of absence to care for a child may not have additional periods excluded under this Section 71 (c) (2). The additional year or years of nontenured service provided in this Section 71 (c) (2) may be taken in addition to the other exceptions to the normal eight-year limit on nontenured service provided in Sections 71 (b), 71 (c) (1), and 71 (f).

BE IT FURTHER RESOLVED that the Senate ask the Trustees to approve this amendment to the Statutes.

Proponent: Faculty Affairs Committee

COLUMBIA UNIVERSITY  
IN THE CITY OF NEW YORK

PROVOST

September 13, 2019

Letty Moss-Salentijn,  
Co-Chair, Faculty Affairs, Academic Freedom, and Tenure Committee  
Edward V. Zegarelli Professor of Dentistry (in Anatomy and Cell Biology) and Vice Dean for Curriculum  
Innovation and Interprofessional Education

Greg Freyer  
Co-Chair, Faculty Affairs, Academic Freedom, and Tenure Committee  
Professor and Faculty Director of Graduate Education of the Department of Environmental Health Sciences at the  
Columbia University Mailman School of Public Health

Dear Letty and Greg,

In 1994 the Morningside schools adopted a Parental Workload Relief Plan for members of their full-time faculty who become new parents. According to the Plan, eligible faculty members could receive workload relief for one term at full salary or one year at half salary for each of two children.

At this time Section 71(c)(2) was added to the University Statutes which indicated that faculty on tenure track holding appointments at the professorial rank or holding an appointment as an instructor who assume primary responsibility for the care of a child under one year of age or an adopted child could, at the discretion of the President and upon written request to their department, be eligible for up to one additional year of full-time service, which would not count in setting the limits on nontenured service. Eligibility was also limited to one year of full-time service for each child, with a maximum of two years. Faculty who had periods of appointment excluded from the limit on nontenured service by virtue of leaves of absence to care for a child could not have additional periods excluded under this Section 71(c)(2).

The specific paragraph from the Statutes states:

Any professor, associate professor, assistant professor or instructor appointed with stated term who assumes primary responsibility for the care of a child under one year of age may, at the discretion of the President and upon written request to his or her department, be eligible for up to one additional year of full-time service, which will not count in setting the limits on nontenured service set forth in Section 71(b). Eligibility is limited to one year of full-time service for each child, with a maximum of two years. Faculty who have periods of appointment excluded from the eight-year limit on nontenured service by virtue of leaves of absence to care for a child may not have additional periods excluded under this Section 71(c)(2). The additional year or years of nontenured service provided in this Section 71(c)(2) may be taken in addition to the other exceptions to the normal limits on nontenured service provided in Sections 71(b), 71(c)(1) and 71(f).

In the years since these policies were implemented, faculty have asked that the two-child restriction be reconsidered and that they be applied to each child born or adopted. John Coatsworth had already determined that new parents deserve our support regardless of the number of children they have.

Changes to Section 71(c)(2) of the Statutes require the approval of the Provost, the University Senate, and the Board of Trustees. I am therefore submitting this request, to remove the clause "with a maximum of two years" in this section of the Statutes to the Senate Education Committee and then to the full Senate. Please let me know if you need further information.

I warmly appreciate your willingness to consider this proposal on such short notice,

With thanks,



Ira Katznelson  
Interim Provost

cc: Latha Venkataraman

September 20, 2019

## UNIVERSITY SENATE RESEARCH OFFICERS COMMITTEE (ROC)

### 2018-2019 ACADEMIC YEAR FINAL REPORT

Here we summarize some of the highest-priority issues addressed by the ROC over the past year.

*Unionization.* In October 2018, postdoctoral research scientists, scholars, and fellows, along with associate research scientist and scholars, voted to unionize. In the lead-up to the vote, the ROC sent several mailings to these voting constituencies in which we outlined our 15 years of accomplishments in addressing and improving issues such as salary equity, raises, promotions, reappointments, benefits, housing, termination, teaching policy, and effort reporting. We also held town hall meetings at CUIMC and Morningside and via WebEx. But our past accomplishments were not enough. The postdocs and associate researchers (PARS) voted overwhelmingly to unionize. It seems clear that the PARS community does not view the ROC or the Senate as an effective means to address their issues, many of which the ROC has been bringing to the attention of the University administration for over 15 years. We urge the administration to use the current contract negotiations as an opportunity to address and resolve these issues.

*Timely reappointments for postdocs.* A recurring concern for postdocs is that their reappointments are not processed on a timely basis and they are unexpectedly terminated. Often they are unaware of this until they lose access to the Columbia network or they fail to receive their paycheck. This is a particular problem for foreign nationals whose visas are valid only if they are employed at Columbia. The problem lies in the decentralized manner in which appointments are processed. Many departments and centers fail to process the required reappointment paperwork on a timely basis. The ROC has met with members of the university administration to develop a partial fix to the problem that empowers postdocs to more closely monitor their reappointment process. Postdocs now receive email notifications at 90, 60, and 30 days before the end of their appointment. These notifications encourage the postdoc to discuss their reappointment status with their PI and their department administrator and to monitor the progress of any required paperwork.

*The State of Facilities at Columbia University Irving Medical Center (CUIMC).* Over the course of 2018-19, the ROC worked closely with the Campus Planning and Physical Development Committee to better understand facilities and maintenance issues in CUIMC-owned and leased laboratory space affecting the work of research officers. These issues include water leaks/flooding, electrical disruptions, extreme temperature variations, construction-related noise disruptions, and delays in addressing maintenance problems. These issues have led to loss/damage to sophisticated pieces of equipment, interrupted experiments, reduced accuracy of experimental results and, in extreme cases, loss of grant funding. Working closely with the ROC and the CUIMC Facilities Team, the Campus Planning Committee learned that a system of dedicated maintenance teams for specific buildings is being introduced as well as a system for evaluating work orders. These measures go some way to addressing the concerns of the committees

involved, while concerns relating to The New York Brain Bank remain. Committee work in this area will continue to 2019-20.

*Meetings with University administrators and others*

- Catherine Ross, Director, Center for Teaching and Learning (7 Aug. 2018).
- Daniel L. Driscoll, Vice President and Chief Human Resources Officer; Jim Lindner, Assistant Vice President (AVP), HR Information Services; David Austell, Associate Provost and Director, International Students and Scholars Office (ISSO); Jane Acton, Associate Director for Faculty and Scholar Services, ISSO; Kathleen McVeigh, Director, ISSO-CUIMC; Pearl Spiro, Associate Provost; April Armstrong-Studivant, Director, Faculty Affairs, CUIMC (4 Sep. 2018).
- Town halls for PARS at CUIMC (1 Oct. 2018) and Morningside, including WebEx, (1 Oct. 2018).
- Town halls for professional research officers and staff research officers at CUIMC (9 Oct. 2018), Morningside with remote participation via WebEx (11 Oct. 2018), and Lamont (31 Oct. 2018).
- Rudina Odeh-Ramadan, Vice President, Research Administration (11 Dec. 2018).
- Amy Rabinowitz, Director, Office of Work/Life (22 Jan. 2019).
- Patricia Catapano, Deputy General Counsel; Daniel L. Driscoll, Vice President and Chief Human Resources Officer (26 Feb. 2019).
- Heather Parlier, Associate Provost, Equal Opportunity and Affirmative Action (26 Mar. 2019).
- Anne Sullivan, Executive Vice President, Finance and Information Technology; Paul Reedy, AVP, Finance Service Management; Kate Sheeran, AVP, Finance Administration; Hugh Horowitz, AVP, Procurement Services; Rich Mead, Executive Director, Accounts Payable; Terry Park, Director, Travel and Expense Management; Melinda Sledge, Director, Accounts Payable (23 Apr 2019).

*Issues for the coming year include:*

- Title changes for staff research officers.
- Salary equity for staff officers of research.
- Housing for postdocs.
- Email forwarding for former research officers.

Respectfully,

**University Senate Research Officers Committee 2018-2019**

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

HABIB BORJIAN, *Associate Research Scholar*, Center for Iranian Studies

MANUELA BUONANNO, *Associate Research Scientist*, Center for Radiological Research

ANNA CIESLAK, *Postdoctoral Research Scientist*, Medicine

NANCY LOIACONO, *Associate Research Scientist*, Environmental Health Sciences

REGINA MARTUSCELLO, *Postdoctoral Research Scientist*, Pathology

ANGELA D. NELSON, *Senior Staff Associate*, Nephrology

SYLVIA TRZASKA, *Associate Research Scientist*, Center for International Earth Science Information Network

STEFAN VAN LIEFFERINGE, *Associate Research Scholar*, Department of Art History and Archeology

## University Senate

### ADVANCEMENT OF WOMEN FACULTY THROUGH THE ACADEMIC RANKS: COLUMBIA LAW SCHOOL

#### Report by the University Senate Commission on the Status of Women

September 20, 2019

The Commission on the Status of Women (the Commission) continued its work on the advancement of women faculty across Columbia University, focusing on the Law School this year. In undertaking this study, the Commission has worked closely with Faculty Affairs (Office of the Provost) and with Law School Dean Gillian Lester and thanks them for their support and assistance.

The Commission is a permanent subcommittee of the Executive Committee of the University Senate charged with inquiring into the status of and opportunities available to women at Columbia. The findings of the Commission's studies and its recommendations to address inequities found are presented to the Executive Committee and the University Senate for discussion and implementation.

#### **BACKGROUND**

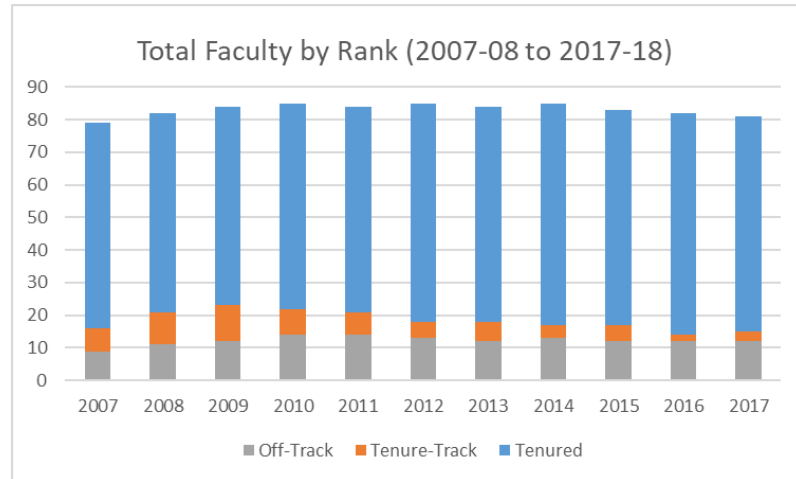
In considering Columbia Law School, the Commission sought to answer the same fundamental question it has posed in prior pipeline studies: What has been the progress of female faculty through the academic pipeline and how does it compare with the progress of male faculty? The methodology for this study also mirrors that of previous studies. The Commission considered the composition of the full-time faculty over a decade-long period: 2007-08 to 2017-18.

Two features, in particular, distinguish the Law School from other schools the Commission has studied. First, the Law School is relatively small: over the decade studied, the total size of the faculty was approximately 80 people. Second, the Law School has a relatively flat hierarchy: there are no chairs of departments or divisions, and the leadership of centers and institutes is an imperfect proxy for leadership, status, or authority.

This study focuses, therefore, on changes in the representation of women in the faculty ranks over time. For each year of the decade studied, the Commission considered the composition of the full-time faculty by gender and tenure status: (1) tenured, (2) tenure track, and (3) non-tenure track.

1. The tenured faculty constitutes the majority of the faculty; this population ranged from 61 to 68 people during the decade studied.

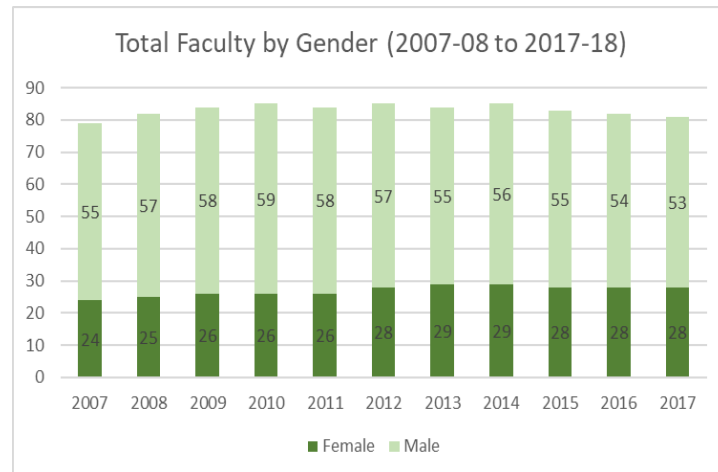
2. The tenure track faculty includes all associate professors<sup>1</sup> who become eligible for tenure after a period of years; this population ranged from 2 to 11 people during the decade studied.
3. The non-tenure track faculty includes all clinical faculty and professors of practice, who may receive presumptively renewable contracts after an early-career review but are not eligible for tenure; this population ranged from 9 to 14 people during the decade studied.



## PRINCIPAL FINDINGS

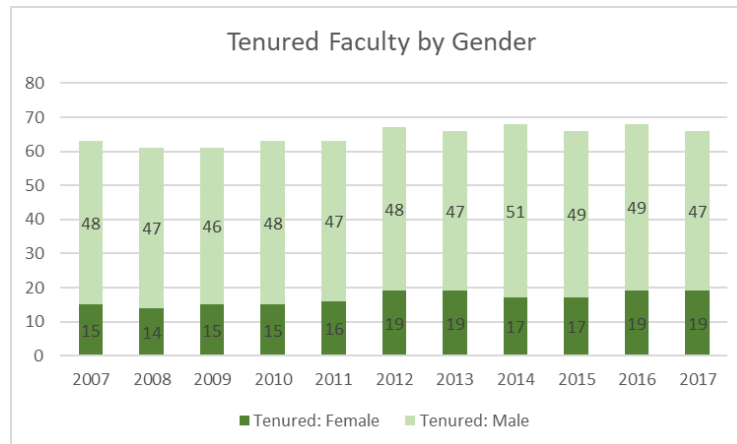
Over the period from 2007-08 to 2017-18, the share of women in the tenured and non-tenure track faculty increased. More specifically, the Commission found as follows:

- **Among total faculty:** The share of women rose from 30.4 percent to 34.6 percent (24 to 28), a 16.7 percent increase over a period that saw total faculty increase by 2.5 percent (79 to 81).

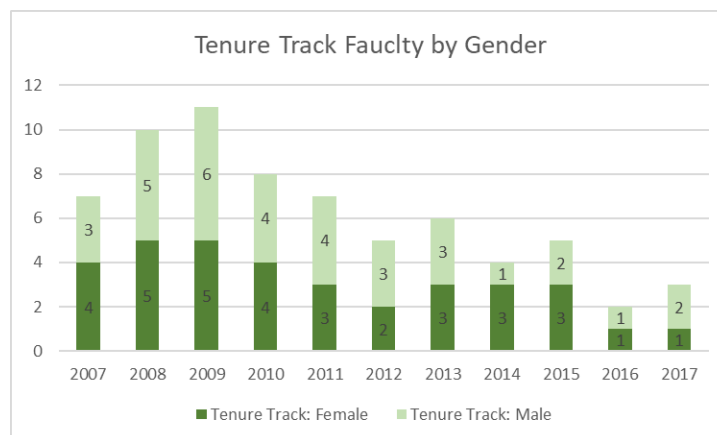


<sup>1</sup> The Law School does not use the “assistant professor” designation.

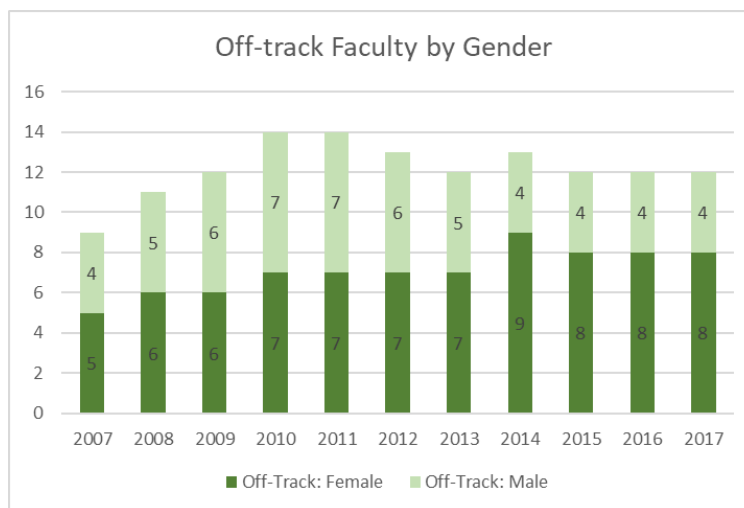
- **Among tenured faculty:** The share of women rose from 23.8 percent to 28.8 percent (15 to 19), a 26.7 percent increase over a period that saw the total tenured rank increase by 4.8 percent (63 to 66).



- **Among tenure track faculty:** The share of women decreased from 57.1 percent to 33.3 percent (4 to 1), a 75 percent decrease over a period that saw the total tenure track rank decrease by 57.1 percent (7 to 3). (The Commission notes that the small size of this population yields considerable fluctuations in the share of women from year to year.)



- **Among non-tenure track faculty:** The share of women rose from 55.6 percent to 66.7 percent (5 to 8), a 60 percent increase over a period that saw the total non-tenure track rank increase by 33.3 percent (9 to 12).



## COMPARISON TO PEERS

Although the Commission did not have similar decade-long data for other law schools, it reviewed the faculty directories of peer institutions to determine how Columbia Law School’s representation of women in its tenured faculty compares to these other schools as of April 2019. The Commission found that NYU School of Law and Harvard Law School each have a lower share of female tenured faculty than Columbia Law School, while Stanford Law School and the University of Pennsylvania Law School each have a higher share:

Law School	Women as Percentage of Tenured Faculty
NYU	23%
Harvard	25%
Columbia	29%
Stanford	35%
University of Pennsylvania	35%

## THE PIPELINE

In addition to reviewing the share of female faculty, the Commission also sought to understand the pipeline by which women join the Law School faculty and advance within its ranks. In prior studies, the Commission has conceptualized the pipeline to include both hiring and promotion decisions, but the Law School has an

extremely high rate of tenure; the Commission understands that every associate professor who was evaluated for tenure during the decade studied received tenure. There was, accordingly, no gender disparity in this process. The Commission therefore does not believe there is a “leak” in the promotion pipeline at the Law School.

Moreover, the Commission did not find evidence of a discriminatory work environment or hostile institutional “culture” within the Law School. For instance, responses to the University Senate’s Faculty Quality of Life Survey in 2015-16 indicated that 89% of female Law School faculty who completed the survey are satisfied with their jobs, and conversations with faculty members and anecdotal evidence about the Law School’s environment are consistent with the Survey’s suggestion that women are supported in their careers at the Law School. Also important, the Survey indicated that 100% of faculty members who responded are satisfied with their life outside of work and that 87% believe they can integrate work with family obligations. Some concerns that have arisen in previous studies—for example, regarding the family leave policy and access to high-quality, affordable childcare—do not appear to be problems for gender equity at the Law School.

The Commission concluded that the principal pipeline question is one of hiring, particularly for tenured and tenure track faculty given the consistently high representation of women in the off-tenure track. The Commission accordingly studied how women join the Law School faculty and whether there is a discrepancy in the hiring of male and female faculty members. Specifically, the Commission considered five years of data concerning offers extended to male and female candidates at both the entry-level stage (those who join the faculty as associate professors without tenure) and the lateral stage (those who join the faculty as tenured professors).

There are distinct hiring paths for associate professors and full professors. For the former, the Law School’s Entry-Level Appointments Committee (constituted anew each year, and containing the Dean and approximately six faculty members) reviews all of the submissions to the Faculty Appointments Register (FAR) assembled by the Association of American Law School (AALS) each summer and fall. The Committee determines which candidates to interview and, of these, which to bring before the faculty for a job talk. The pool is thus determined by candidates’ own submission to the AALS FAR; in recent years, this pool has been approximately 40% female.<sup>2</sup> Following a candidate’s job talk, the Entry-Level Appointments Committee determines whether to recommend him or her for an offer, which requires the approval of two-thirds of the full faculty present and voting yes or no. Between 2014 and April 2019, the Law School made 10 entry-level offers, 6 of which were to women and 4 of which were to men.

For lateral hires, the Law School’s distinct Lateral Appointments Committee (also constituted anew each year, and containing the Dean and approximately six faculty members) determines, based on its own reading and recommendations from colleagues, which professors currently teaching at other schools it should

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<sup>2</sup> More specifically, in 2018-19, there were 203 women and 289 men; in 2017-18, there were 193 women and 287 men; and in 2016-17, there were 170 women and 264 men.

consider.<sup>3</sup> It then discusses the work of these professors and determines whom to invite for a visit, conditional upon a (usually pro forma) vote of the full faculty. A visit has typically been a prerequisite to a full appointment. Most visits are for a full semester or a year; recently, however, the Law School has permitted as an alternative “mini-visits” of a week or two to ensure that family obligations or other commitments do not keep candidates from consideration. Following a visit, including a job talk to the faculty, a candidate may be put forward by the Lateral Appointments Committee for a permanent offer, which requires the approval of two-thirds of the full faculty present and voting yes or no. Between 2014 and April 2019, the Law School made 10 lateral offers, 3 of which were to women and 7 of which were to men.

With respect to offers extended, the Commission therefore finds that 60% of entry-level offers since 2014 have been made to women and women have been consistently represented in this group.

By contrast, only 30% of lateral offers since 2014 have been made to women, and women have not been consistently represented in this group. In 2014-15, 2015-16, and 2016-17, *no* lateral offers were extended to women. More recently, one lateral offer was made to a woman in 2017-18, and two lateral offers were made to women in 2018-19; thus, 60% of lateral offers made between 2017 and 2019 were made to women.

The Commission further finds that the pool of visitors, from which lateral appointments are made, has skewed toward men. According to the Law School’s records, between 2013 and April 2019, 62 visiting offers were made, 40 to men and 22 to women. Women therefore received only 35.5% of visiting offers during this six-year period. Because a visit has traditionally been a prerequisite to a full-time offer, the smaller pool of female visitors has implications for the gender distribution of lateral offers.

Total Permanent Entry-level, Permanent Lateral, & Visiting Offers by Gender

Offer type	Total Offers	Male	Female	Female %
Permanent Entry-level (2014-19)	10	4	6	60.0%
Permanent Lateral (2014-19)	10	7	3	30.0%
Visiting (2013-19)	62	40	22	35.5%

Finally, the Commission notes that the Law School has had more success in recruiting men to whom it has extended offers than in recruiting women to whom it has extended offers. Two of four men accepted entry-level offers, while only two of six women accepted such offers. Moreover, four of seven men accepted

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<sup>3</sup> It is possible that an associate professor could join Columbia without tenure but after a period of teaching at a different law school. This person would be evaluated by the Lateral, rather than Entry-Level, Appointments Committee. To the Commission’s knowledge, no “junior lateral” has joined Columbia Law School’s faculty during the period studied.

lateral offers, while no women (of three) have accepted a lateral offer. The rates of entry-level-offer acceptance are thus 50% for men and 33% for women, and the rates of lateral-offer acceptance are 57% for men and 0% for women.

## **RECOMMENDATIONS**

The Commission concludes that Columbia Law School has been making gradual progress with respect to the status of women. It further concludes that meaningfully increasing the representation of women will require deliberate and concerted efforts involving hiring, recruitment, and retention.

Before providing several recommendations, the Commission wishes to commend Dean Lester for her attention to the status of women at the Law School and her leadership with respect to hiring and recruiting women, including both extending offers and removing potential obstacles, such as allowing for one- or two-week “mini” visits instead of semester-long visits prior to lateral offers. The Commission also acknowledges the recent leadership by Professors Jamal Greene and Christina Ponsa-Kraus of the Lateral and Entry-Level Appointments Committees, respectively.

As Dean Lester and the Law School community continue their efforts to increase the representation of women in the Law School’s tenured and tenure track ranks, the Commission recommends the following:

1. The Law School should continue to engage in robust entry-level hiring. The number of associate professors has declined over time (and some of Columbia’s peer schools, such as NYU, have more dramatically limited their entry-level hiring), but the Commission encourages the Law School to retain a focus on entry-level hiring. The Law School has been substantially more successful in both extending offers to and successfully recruiting women at the entry level than at the lateral level; *all* of the women who joined the tenured/tenure track faculty in the last five years joined as associate professors. This likely reflects, in part, the more substantial representation of women in the AALS pool than in the pool of existing tenured professors. It may also reflect women’s greater willingness to relocate when they seek a law-teaching job in the first instance, as compared to later in their careers. Thus, in addition to conferring other institutional benefits, entry-level hiring will likely continue to help increase the representation of women in both the tenure track and tenured faculty.

The Commission also encourages the Law School to continue to use its Academic Fellows program to give individuals from underrepresented groups, including women and people of color, opportunities to prepare for the entry-level job market and, at the same time, to give Columbia Law School the opportunity to build relationships with these candidates.

2. The Law School should build on its recent efforts to ensure that women receive lateral offers. The lateral hiring process involves more discretion than the entry-level process: whereas the entry-level process involves a set candidate pool from which multiple individuals are chosen at one point in

time, the lateral process involves no set pool, but rather an open-ended search for candidates and individual evaluation of them a rolling basis. The absence of a single lateral offer to a female candidate in 2014-15, 2015-16, and 2016-17 underscores the particular need for vigilance when using such discretionary processes. Again, the Commission applauds the Law School's recent attention to female as well as male candidates, especially female candidates of color (all three women who received lateral offers in 2017-19 are women of color). The Commission encourages the Dean and hiring committees to retain this focus with respect to both permanent offers and visiting offers that may ultimately generate permanent offers. The Commission further recommends that the Law School faculty review demographic data on candidates evaluated and offers extended each year to ensure that women are being considered.

3. Finally, the Commission recommends that the Law School—supported by the University—devote additional resources to recruiting female faculty, especially female faculty of color. As noted above, women have received fewer offers than men in recent years, but a more dramatic disparity emerges following acceptance or rejection of these offers because men are more likely to accept their offers than women. For visiting offers, the Commission recommends that the Law School continue to offer short one- or two-week visits for those who have family or other obligations that may make it difficult to relocate for a full semester or year.

The most apparent concern with respect to recruitment is housing: to attract strong candidates, the Law School must compete with peer schools in lower-cost cities and with NYU, which offers very attractive housing opportunities to recruit candidates. It is the Commission's understanding that the Law School administration is well aware of the need to compete on housing and has sought permission from the University to obtain additional apartments (beyond the Lionsgate building) that it might offer to recruit and retain faculty. The Commission urges the Provost's Office to work collaboratively with the Law School on this request and to provide additional resources to successfully recruit women and people of color.

## **Committee on Campus Planning and Physical Assets**

### **Annual Report 2018-2019**

In the spring of 2018, the Committee resolved to take a much more pro-active role in advocating both for the creation of new physical assets and for the care of existing ones. Practically speaking, the Committee, first and foremost, wished to be made aware of any pending initiatives which were still in the conceptual stage so that it can offer its own comments and recommendations prior to any final decision to adopt or reject a project. The decision was also made to seek a greater intercampus balance, focusing both on the Morningside-Manhattanville and CUIMC campuses equally. The Committee also set as a goal to advocate for new projects which, in its collective wisdom, it believes to be either of exceptional significance or to relieve an exceptional need. It determined no longer to rely exclusively on the Administration to sense the campus needs perfectly. Our style is collaborative. Our ultimate objective is to assist in directing resources to the best use projects and assisting the appropriate administrative office in obtaining the necessary funds for them. While we have made some progress towards both objectives, our experience over the past year suggests that we have a long way to go.

The Committee has continued the practice of inviting senior members of the Administration to present their initiatives and to receive questions. Everyone whom we interviewed was very helpful and accommodating, leading us to make some progress towards understanding how this administrative ‘elephant’ (thoughtful but slow-moving) governing Columbia University operates. The following persons came before the Committee: Scott Wright, Vice-President, Campus Services; David Greenberg, Executive Vice President, University facilities and Operations, Amador Centeno, Senior Vice President, Facilities Management, Operations and Planning, CUIMC: James Thompsen, Assistant Vice-President, Engineering, CUIMC; Ross Frommer, Vice President and Lecturer in the School of Nursing, CUIMC; Jean Howard, George Delacorte Professor in the Humanities and Co-Chair Uris Hall Vision Committee; Barry Kane, Associate Vice President, Finance and University Registrar; Ramond Curtis, Director of Development, Food Pantry at Columbia, Regina Martuscello, Post -Doctoral Researcher and Senator, and Senator Jacqueline de Vegvar, Doctoral Student, P&S, CUIMC. This year we continued our policy of guiding the discussion through the device of specific questions that are given to the invited guests several days prior to their coming before the Committee.

The major accomplishments of the year were three in number, each of which is discussed below:

1. Successfully advocating for the construction of a new satellite library for the Manhattanville Campus, to be located on the ground floor of Business School Building 1.

Originally a large space on the first floor, comprising 3000square feet and facing 12<sup>th</sup> Avenue, of Building 1 of the new Business School Manhattanville Campus was assigned as retail space. At the same time, there was no planned allocation for Library space in any building presently in or anticipated shortly to enter construction at Manhattanville. Such an assignment seemed unwise to the Committee, especially considering the severe shortage of student study space throughout the Columbia campus and the expressed desire on the part of the University to encourage entrepreneurship and collaboration among students. The Committee advocated strenuously that this space be reassigned to the Libraries, and the Office of the Senior Vice-President for Facilities and Operations has graciously agreed to the reassignment. In facilitating this redirection, thanks are particularly due to The Senate Libraries Committee, Anne Thornton and Barbara Rockenbach, Columbia Libraries, Janet Horan of the Business School and Campus Planning Committee and Anne Locascio of Columbia Libraries and Campus Planning. It remains to get this new Library fully funded, and this is the responsibility of the Business School, although the new library will be available to all Columbia people.

2. Advocating for improved maintenance of laboratory space on the CUIMC Campus and for the improved governance and maintenance of the New York Brain Bank, located in space provided by the Presbyterian Hospital, but under the management of CUIMC personnel.

At the Senate's April Plenary Session, a report by the Columbia University Postdoctoral Society and presented by Senator Regina T. Martuscello, PhD was presented that detailed a series of problems in the maintenance of the laboratory space at CUIMC. Some of the problems identified in the report were (1) water leakage into laboratory space that damaged critical equipment, (2) unstable voltage that led to the automatic shut-down of laboratory freezers leading to the loss of critical tissue samples, (3) construction related noise and dust that unsettled laboratory animals and (4) the general perceived lack of responsiveness of maintenance staff in addressing these issues in a timely manner. The New York Brain Bank has been most acutely affected by these shortcomings, even to the extent of losing substantial NIH funding. Various members of the Committee have had numerous helpful conversations with the responsible parties at the Medical Center. It became clear to the Committee that these problems were the result of inadequate administrative structures and the lack of clear lines of responsibility, particularly concerning the Brain Bank which is overseen by Columbia University but housed in the Presbyterian Hospital. The Committee recommended that maintenance experts be assigned to specific buildings, for which they alone would be responsible rather than assigning maintenance personnel to various buildings on an "as-of-need" basis. The Committee is happy to report that CUIMC Facilities has already reorganized the maintenance process whereby each operational area has its own building-by-building, building-specific permanent general maintenance and air-handling personnel. A new

work order system, Maximo, which is like the one already in use of Morningside Campus, has been implemented. We thus anticipate substantial improvements in Columbia controlled areas, but the situation must be monitored and continuously evaluated going forward, something that remains the Committee's responsibility.

The Brain Bank represents a greater problem because of its "joint ownership." A subcommittee of Campus Planning is continuing discussions with the responsible parties to arrive at a better governance structure. Columbia personnel, especially James Thompsen and Amador Centeno, have been extremely helpful, and have expressed a willingness to assume all general maintenance and air handling responsibility for the Brain Bank should the Hospital agree, something that may require a change in its Articles of Governance. This will be a long and drawn out process, but Campus Planning is committed to following through on it. Conversations have continued throughout this past summer. It has been difficult to uncover who exactly makes the maintenance decisions for the Brain Bank and how its needs are communicated to the capable parties. Arriving at his understanding is the first step to a successful resolution of the problems there. Senators Julie Yoshimachi and Janet Horan are especially to be thanked for their continued leadership in this initiative.

3. Advocating for adequate substitute transportation alternatives to cope with the shutdown of the 168th Street #1 Subway Station for elevator replacement.

The Committee took responsibility for encouraging the appropriate University offices both to forewarn the Columbia Community as to its closure and to work closely with the MTA in providing adequate transportation alternatives, especially from the 157<sup>th</sup> Street Station up to 168<sup>th</sup> Street. The Committee's concerns were expressed during a series of meetings with various CUIMC authorities and during the Committee's conversation with Ross Frommer at our September 18<sup>th</sup> meeting. The personal experiences of various Committee members suggest that the resources provided by the MTA and Columbia are jointly adequate to the challenges.

The Committee also became aware of other campus needs during the year, and these will form the basis of our focus going forward. Senators Julie Yoshimachi and Jacqueline de Vegvar made known the acute need for expanded student common space on the CUIMC campus. During our conversation with Scott Wright the pressing need for a new student health center on or adjacent to the Morningside campus became clear. Various members of the Committee have brought to prominence the issue of 'Carbon Neutrality' as a campus objective. The repurposing of Uris Hall for use of the Arts and Sciences students and faculty is another issue of interest to the Committee. While we benefitted hugely from the presentation by Professor Jean Howard Co-chair of the Uris Vision Committee as to that Committee's thoughts for Uris, it seemed to many Campus Planning members that those proposals were likely to be unrealistically expensive, without proportional tangible benefit to the campus community (as well as being in opposition to Carbon Neutrality objectives). Lastly, the Committee is committed to enhancing the "pedestrianization" of the five blocks of Broadway, Claremont and Riverside Drive between the Morningside and Manhattanville Campuses.

Perhaps the area in which the Committee has been least successful is in gaining an understanding for the overall plans for the future of both the joint Morningside-Manhattanville and CUIMC Campuses. It remains unclear to the Committee who exactly makes these decisions. While the Committee had expressed to all its guests the wish to be informed in advance of any large projects, it was asked to approve a multi-million-dollar design contract for a hotel at the McDonald's 125<sup>th</sup> Street location without prior notification. Given the shortage of classrooms and faculty and staff apartments, it seemed odd to the Committee that a hotel should have priority. But there may be good reasons; Campus Planning is simply not well informed. It is also not clear to the Committee why the University is not more active in apartment construction, especially given that three very large apartment buildings are currently in construction in Morningside Heights and that Manhattanville is mandated to incorporate a minimum of 800 new apartments. It is simply unclear to the Committee how these decisions are made and by what long term criteria. Some sort of general plan and an assignment of priorities is especially in order and the perspective of the University faculty and staff, as represented by the Senate and its agent, Campus Planning, can provide valuable perspective. This will be a focus of the Committee in the months ahead, and we hope to gain the support of our parent Trustee committee in our efforts. The Office of the Executive Vice-President has graciously expressed a willingness to enter discussions.

I thank everyone on the Committee for his/her service and especially my co-chairs, Professor Patrice Derrington and Julie Yoshimachi. I wish also to again thank all our guest for their candid responses to our questions and for their expressed desire to work with the Committee, and to the Senate Staff for all their advice and wisdom in dealing with the University bureaucracy. Campus Planning's goal is to be both a cooperative advocate for useful initiatives and gentle critic when that is in doubt.

Yours truly,  
John B. Donaldson, Chairperson