

# University Senate Plenary

February 7, 2020



University Senate

Proposed: February 7, 2020

Adopted: February 7, 2020

## PROPOSED AGENDA

University Senate

Friday, February 7, 2020 at 1:15 p.m.

Joseph D. Jamail Lecture Hall, Pulitzer Hall (Journalism)

1. Adoption of the agenda
2. Adoption of the minutes of December 12, 2019
3. President's report
4. Executive Committee chair's report
5. New business:
  - a. Resolution to Amend the University Statutes to Strengthen and Modify Appointments for Full-Time Non-Tenure-Track Faculty across Columbia University (Faculty Affairs, Academic Freedom, and Tenure)
  - b. Resolution to Reduce the Use of Paper in the Deliberations of the University Senate and its Committees (Research Officers, External Relations and Research Policy, Student Affairs, and Alumni Relations).
  - c. Resolution to Establish a University Senate Task Force on Sustainability (Student Affairs, Campus Planning and Physical Development, Alumni Relations).

## MEETING OF DECEMBER 12, 2019

In the absence of President Lee Bollinger, Executive Committee chair Jeanine D'Armiento (Ten., VP&S) called the Senate to order shortly after 1:15 pm in 501 Schermerhorn. Fifty-four of 108 senators were present during the meeting.

**Minutes and agenda.** The minutes of November 22 and the agenda were adopted as proposed.

**Executive Committee chair's remarks.** Sen. D'Armiento addressed the loss of first-year Barnard student Tessa Majors, who had been fatally stabbed in the course of a robbery in Morningside Park the evening before. Sen. D'Armiento said everyone in the Senate was feeling this setback. She said the news is particularly devastating at this time of the year, as students begin their final exams, and as the holidays approach. She said there would be much more to say about this, but for the moment she wanted only to offer sympathy to the family, friends and classmates of Tessa Majors. She asked Student Affairs Committee co-chair Jonathan Criswell (GS) to speak.

Sen. Criswell introduced Sen. Adara Rosenbaum (Stu., Barnard). She said a terrible tragedy had occurred the day before. Columbia University and all of Barnard College were grieving. She appreciated the support that the Barnard community had received, and that she had received from fellow senators. She announced a gathering for everyone in the Barnard and Columbia community to be held for Ms. Majors on the Barnard campus at 7 pm that day.

Sen. D'Armiento reminded students that everyone in the Senate and the administration was there to support students. She invited students to reach out to her directly. She said Senate director Geraldine McAllister could provide her contact information.

At Sen. D'Armiento's request, the Senate observed a moment of silence.

### **Annual committee reports, 2018-19.**

*Libraries and Digital Resources.* Sen. Susan McGregor (NT, Journalism) and Prof. Arthur Langer, the committee's co-chairs, presented the report, referring to slides on the screen. Ann Thornton, Vice Provost and University Librarian, and a committee member, joined them in making the presentation.

**Further discussion of the Executive Committee chair's remarks.** Sen. Benjamin Rudshiteyn (Post-doc, Research Officers) invited senators to join him in drafting and supporting a resolution to reduce the amount of paper that the Senate produces for its meeting packets.

He estimated that full meeting packets for 8 plenaries of a Senate with more than 100 members would provide enough pages, laid end to end, to exceed the length of many football fields, and

this estimate didn't include the paper produced by Senate committees. Sen. Rudshiteyn said all senators want Columbia to be more environmentally friendly, and discontinuing printing at this rate would help. He noted that the IT and Research Officer committees have already sharply reduced their paper use, printing only agendas and critical documents for their meetings.

### **New business.**

*--Statement from the Commission on the Status of Women, and report from Sen. Anne Taylor, Vice Dean for Academic Affairs, Vagelos College of Physicians and Surgeons. Sens. Paola Valenti (NT, A&S/Social Sciences) and Susan Witte (Ten., SW), co-chairs of the Commission on the Status of Women, read a short statement about Dean Taylor's report. The statement commended Dean Taylor and the VP&S Advisory Committee for Women Faculty for their report addressing the lack of employment parity and equity in VP&S.*

The statement also emphasized two concerns about Dean Taylor's report and offered a friendly amendment or request. It noted first that the Advisory Committees included very few tenured or tenure-track women from the clinical departments, a group whose members were perhaps in a better position to advise on issues related to promotion and leadership in those departments where inequity in leadership has been identified. The second point was that Dean Taylor's report surprisingly didn't mention the findings of the original Commission on the Status of Women study on the lack of senior leadership roles or advancement for women through the pipeline. The statement noted that since the Commission's study preceded the work of the VP&S Advisory Committee, the co-chairs were disappointed to see it excluded from the later study, except for a small reference related to findings of the Senate's Faculty Quality of Life Survey. The co-chairs appreciated that several female faculty had been appointed to leadership positions in VP&S departments and centers since the original Commission study of 2017. They said they would also appreciate notation of the findings of the original Commission study in the introduction and background sections of the VP&S report, along with a brief mention of actions taken since the Commission's report. Not to mention these efforts by the Commission would effectively silence the voices of the women at the institution who led the way in identifying these issues in the first place—an unfortunate paradox in direct contradiction to the recommendations offered.

Finally, the co-chairs said, Commission members want to ask about operational timelines for the action items in the CSW recommendations. When, for example, can Commission members expect concrete metrics in diversity updates, including transparency on promotions, as well as on search processes and appointments for female leaders?

Sen. Anne Taylor then presented the VP&S report, referring to slides projected on the screen.

At the end of the report Sen. D'Armiento thanked Dean Taylor for her leadership in addressing this issue, and invited questions.

Sen. Daniel Savin, a senior research scientist and chair of the Research Officers Committee, noted the absence of professional research officers (whose titles parallel those of faculty) from either the Commission study and the VP&S study. He noted that professional research officers, a more diverse group than the faculty, are an important part of the academic pipeline, for several reasons. First, they are a source of faculty hires. They are vitally important in research efforts at

CUIMC, but also for teaching there. Sen. Savin strongly encouraged the inclusion of professional research officers in future studies of this kind.

Sen. Taylor took the point. She said many CUIMC program announcements go out to all faculty and researchers. But she acknowledged there was no specific focus on research officers in her study.

Sen. Savin said research officers were not asking for a unique focus, but only to be included.

*Alumni Relations.* Committee co-chairs Michelle Kaiser and Daniel Billings presented the report, referring to slides projected on the screen.

At the end of the report Sen. Eli Noam (Ten., Bus.) said he had had a chance to look at alumni participation rates across the University, in comparison to peer institutions. He said Columbia doesn't do well by this measure. The medical school does very well, with a 67 percent participation rate, but the rate for the School of Public Health next door is below 3 percent. The professional schools on Morningside--Law, Journalism, and Business--have fairly good levels, but SIPA is much lower. The School of Social Work is doing quite well compared to, say, Public Health. So the question is, What can be done to increase the commitment of alumni groups from various schools? He noted that Columbia College does reasonably well compared to other Columbia schools, but not compared to colleges at peer institutions. In a table compiled by *Forbes*, Columbia College ranks 75th, dead last among the Ivy institutions. Columbia Business and Law do reasonably well, but their counterparts at peer institutions do twice as well. He invited the committee to study this problem and provide some answers in its next report.

Sen. Kaiser said she would like to see those data. She said she tends to focus on Giving Day, and sees Columbia College and Athletics doing very well and the Medical School doing poorly. She expressed interest in following up on this issue.

Sen. Billings said he thought alumni participation shouldn't be measured only in dollars or donations, but also in time spent. He thought that once alumni start to participate the money will flow a little more. If Columbia can make more meaningful connections to students, they will continue to participate as alumni. But he also agreed that it would be helpful to see how everyone is participating dollar-wise, and how that can be increased.

Sen. Kaiser invited senators to email her and Sen. Billings before their Columbia Alumni Association Board retreat at the end of January. She particularly welcomed faculty input.

*Ombuds Office annual report.* Ombuds Officer Joan Waters was pleased to report that her team had now been together for almost three years. She introduced Assistant Ombuds Officer Marilyn Molina and Administrative Manager Jeimy Batista. She then presented her report, referring to slides projected on the screen.

At the end of the report Sen. Robert Pollack (Ten., A&S/Pure Sciences) asked about the confidentiality of the work of the Ombuds Office. How does Ms. Waters escape the obligation that faculty and other officers have to report issues that students raise.

Ms. Waters said her office was purposely created outside the scope of that reporting structure. When she or Ms. Molina meets with someone, they are meeting as individuals, not as members of the Columbia community. She suggested that mandated reporters can steer people to the Ombuds Office, where they can puzzle their issue through without it getting reported.

Sen. Pollack asked if he and a student could both go to the Ombuds Office to discuss the student's issue, because of the freedom there from the obligation to report.

Ms. Waters advised him to just send the student in that situation.

Sen. Savin expressed concern that only 26% of Ombuds Office visitors are from CUIMC. He said that in his 16 years as chair of the Research Officers Committee, the vast majority of complaints that the group has received have come from people employed at CUIMC. He urged the Ombuds Office to broaden its outreach efforts at the uptown campus. He suggested asking Sen. Anne Taylor to give presentations in CUIMC schools and departments.

Ms. Waters said she and Ms. Molina give many presentations at CUIMC.

Sen. Taylor said she is one of Ms. Waters' biggest fans, and regularly sends faculty and students and postdocs to speak to her. She said Ms. Waters has also collaborated with the VP&S administration on coaching programs. She said the Ombuds Office has space on the uptown campus, though it is a little of the way, a few blocks up Haven Avenue.

**Adjournment.** Sen. D'Armiento, in closing the meeting, asked all present to take care of themselves and people around them, and to pay attention during the holidays to people near and far, and to lend a hand to those in need. She adjourned the meeting shortly after 2:15 pm.

Respectfully submitted,

Tom Mathewson, Senate staff

**RESOLUTION TO AMEND THE UNIVERSITY STATUTES TO STRENGTHEN AND  
MODIFY APPOINTMENTS FOR FULL-TIME NON-TENURE-TRACK FACULTY  
ACROSS COLUMBIA UNIVERSITY**

WHEREAS the University Senate adopted, on February 5, 2016, its Resolution to Strengthen Appointments for Non-Tenure-Track Faculty on the Morningside Campus, which called for a significant expansion of the notice period for nonrenewal, from the current level of at least 12 months for full-time Non-Tenure-Track faculty with two or more years of service, as follows:

- At least 18 months' notice of nonrenewal after seven and up to 12 years of service
- At least 24 months' notice of nonrenewal after 12 or more years of service

WHEREAS In 2016, the Senate Faculty Affairs Committee resolved to prepare a proposal strengthening the commitment to full-time Non-Tenure-Track faculty at Columbia University Medical Center<sup>1</sup>, accounting for differences in budgetary conditions on the two campuses; and

WHEREAS the Columbia University Irving Medical Center (CUIMC) proposes strengthening and modifying notice periods for full-time Non-Tenure-Track faculty in its four schools: the Vagelos College of Physicians and Surgeons, the Mailman School of Public Health, the College of Dental Medicine, and the School of Nursing; and

WHEREAS CUIMC proposes to extend non-renewal notice for full-time Non-Tenure-Track faculty with more than eight years of service from the current level of at least six months, with end dates of June 30 or December 31, to 12 months, to be counted as exactly one year from the date of the non-renewal notice; and

WHEREAS CUIMC<sup>2</sup>, understanding its unique practice environments and the unique responsibilities of health caregivers to patients, proposes immediate suspension or termination of full-time Non-Tenure-Track *clinical* faculty found to be unfit to practice following a formal due process review conducted by the respective accrediting body<sup>3</sup>, or following voluntary relinquishment of a New York State medical, nursing or dental license as part of a legal procedure; and

<sup>1</sup> Columbia University Medical Center was renamed Columbia University Irving Medical Center on September 21, 2016.

<sup>2</sup> This applies to Vagelos College of Physicians and Surgeons, the College of Dental Medicine, and School of Nursing.

<sup>3</sup> The New York State Office of Professional Misconduct; a formal hospital Medical Board review process; or The U. S. Drug Enforcement Agency

WHEREAS in other serious circumstances, including where the continuation of a full-time Non-Tenure-Track *clinical* faculty member's active appointment would present a serious reputational or legal liability, CUIMC proposes to establish a peer-review process, under which the faculty member may be removed from clinical duties and suspended, with or without pay;

THEREFORE BE IT RESOLVED that the University Senate propose specific amendments to Sec.72c [*Notice of nonrenewal*] and Sec.75 [*Dismissal procedures*] of the University Statutes to reflect the changes set out above.

BE IT FURTHER RESOLVED that the University Senate ask the University Trustees to approve these amendments to the University Statutes.

Proponent: Faculty Affairs, Academic Freedom, and Tenure Committee

September 24, 2019

## **Proposal to Amend the University Statutes Governing Notice to Faculty of Non-Renewal of Appointment of Non-Tenured Faculty at CUIMC**

### **CURRENT POLICY (Faculty Handbook)**

1. Full time officers of instruction in the Faculties of Dental Medicine (CDM) , Medicine (VP&S) , Nursing (SON) and Public Health (MSPH) who hold clinical appointments or titles indicating appointments in an affiliated hospital or institute are entitled to six months' notice after completing two years of full-time service, except when nonrenewal results from the termination or modification of an affiliation agreement between the University and another institution, the closing of an affiliated institution, or significant curtailment of its operations. Those with less than two years of full-time service normally must receive at least three months of notice. Exceptions require the prior approval of the Provost. With the exception of those faculty who are appointed for a single term, full-time officers of instruction are normally appointed through the end of the academic year. They may be given notice that their appointments will end on dates other than June 30 only in unusual circumstances and only with the special prior permission of the Provost. Part-time officers of instruction are not given notice of nonrenewal. The duration of their appointments is specified in the offer letters they receive from their department chair or dean. The end of their period of service is also specified in the letter of appointment from the Secretary of the University.

### **PROPOSED POLICY**

A. Faculty with less than 2 years' service will still receive three months' notice of non-renewal.

B. Faculty with more than 2 years but less than 8 years of service must receive six months' notice of non-renewal, with appointment end date on either December 31 or June 30.

C. Faculty with more than 8 years of service must receive 12 months' notice, which may be given at any time during the academic year, with appointment end date 12 months from the notice of non-renewal, whether or not that date falls on June 30 or December 31. Faculty will be expected to continue to productively carry out their assigned duties during the notice period.

D. When nonrenewal results from the termination or modification of an affiliation agreement between the University and another institution, the closing of an affiliated institution, significant curtailment of its operations, the appointment may end with the change in the status of the affiliation.

E. Irrespective of length of service, six months' notice could be given when there are grounds for dismissal as outlined in the Faculty Handbook including "evidence of gross inefficiency, habitual and intentional neglect of duty or serious personal misconduct".

F. The VP&S Faculty Council, the CDM and the SON also propose that the University Statutes on non-renewal of non-tenured VP&S faculty with clinical duties be amended to provide for immediate suspension, with or without pay, or

dismissal under certain circumstances. Currently the University Statutes provide that an appointment may be terminated before the end of its stated term, regardless of the severity of the misconduct, after a hearing procedure before the Senate, and that a faculty member may not be suspended, even with pay, unless the President, in consultation with the Senate, determines that the faculty member is a danger to himself or others.

The VP&S, CDM and SON Propose:

1. Since a valid New York State license, privileges at a Columbia-affiliated hospital or practice, and a valid Drug Enforcement Administration (DEA) certificate are requirements for a VP&S medical practice, CDM dental practice and SON nursing practice, a non-tenured faculty member with clinical responsibilities may have his/her clinical salary discontinued immediately, may be suspended with or without pay, or may be terminated immediately if he or she is unable or unfit to practice medicine, nursing or dentistry at VP&S, CDM or SON based on the following formal processes that include extensive examination of evidence and due process for the involved faculty member:

- a.) suspended or terminated hospital privileges as determined by a Medical, Dental or Nursing Board hearing including Columbia faculty
- b.) loss of New York State medical, dental or nursing license resulting from a hearing before the State of New York's Office of Professional Conduct
- c.) the voluntary relinquishment of a New York State medical, dental or nursing license as part of a legal procedure
- d.) loss of DEA certification after a formal federal proceeding

2. Since some behaviors that do not meet the criteria under #1 may also be inconsistent with practices at Columbia, and since the adjudication required in #1 may take some time, VP&S, CDM and SON also endorse a 3-step procedure that may be used in other serious circumstances. A non-tenured faculty member with clinical responsibilities may be removed from clinical duties and suspended, with or without pay, when faculty peer-review determines that continuation of active appointment presents a serious liability, reputational or legal, to VP&S, CDM or SON. The faculty peer review process would require consideration by three independent faculty advisory groups and function as follows:

- The Executive Committee of ColumbiaDoctors, with the concurrence of the Dean's Advisory Committee (a standing committee of senior faculty advisory to the Dean) finds good cause (as defined by the Faculty Practice Guidelines) to recommend that he or she is unable or unfit to practice medicine at VP&S.
- The faculty member can appeal this suspension in writing within seven days. Any such appeal will be reviewed promptly by the Vice Dean for Academic Affairs and the Executive Committee of the Faculty Council, or the equivalent offices in the CDM and SON.
- The faculty member's status during the interval prior to routine non-renewal (e.g., continue suspension, reinstatement, termination) will be presented to and reviewed by the Executive Committee of the Faculty Council or equivalent body at CDM and SON within six weeks of appeal, and its decision will be final.
- The CDM and the SON will also have formal faculty driven processes based within CDM or SON to review such situations, to make recommendations regarding continuation of clinical responsibilities, as well as a mechanism by which the faculty member to may appeal any such decisions.

University Senate

Proposed: February 7, 2020

Adopted: February 7, 2020

In favor-opposed-abstained: 51-4-6

**RESOLUTION TO REDUCE THE USE OF PAPER  
IN THE DELIBERATIONS OF THE UNIVERSITY SENATE AND ITS COMMITTEES**

WHEREAS Columbia University is committed to protecting the environment; and

WHEREAS the digital revolution has in recent decades largely replaced paper communications, documents, and archives with electronic formats; and

WHEREAS several committees of the University Senate have sharply reduced their use of paper in recent years, with no apparent loss in efficiency; yet

WHEREAS the Senate office still prints full meeting packets for all Senators expected to attend plenaries, even though these packets can now be read in their entirety on widely available digital devices;

THEREFORE BE IT RESOLVED that the Senate adopt an “opt-in” system for print material at plenaries and committee meetings with exceptions for documents that the Executive Committee anticipates may prompt significant debate or amendments;

Proponents:

Research Officers Committee

External Relations and Research Policy Committee

Student Affairs Committee

Alumni Relations Committee

Proposed: February 7, 2020 Adopted:

February 7, 2020

In favor-Opposed-Abstained: 60-0-1

University Senate

**RESOLUTION TO ESTABLISH A UNIVERSITY SENATE TASK FORCE ON SUSTAINABILITY**

WHEREAS the climate crisis constitutes an existential threat to the lives of the world's people and the health of our planet, and

WHEREAS Columbia University, including the Earth Institute, is a global leader among institutions studying the climate crisis, and has recently formed the Climate Change Task Force to develop proposals addressing the climate crisis on a global scale, and

WHEREAS Columbia University will be better enabled to reach ambitious sustainability goals if information on the progress of campus sustainability is aggregated and discussed collectively with key stakeholders under the auspices of the University Senate; and

THEREFORE BE IT RESOLVED that the University Senate establish the University Senate Task Force on Sustainability to study the progress of sustainability on our campuses and to make recommendations on matters of sustainability policy through an annual report, informed by the Sustainability Plan, surveys, town halls, and regular and confidential updates from University units that deal with sustainability, including the Chief Climate Officer, University Facilities (and the Office of Environmental Stewardship, the Advisory Committee on Socially Responsible Investing, and the Office of Alumni and Development;

BE IT FURTHER RESOLVED that the membership of this task force shall consist of eight senators, at least one each from the Student Affairs; Faculty Affairs, Academic Freedom, and Tenure; Campus Planning and Physical Development; and Alumni Relations committees; and six non-senators, each possessing expertise in the matters before the task force, and the task force shall elect its chair from among the senator members.

BE IT FURTHER RESOLVED that this task force shall meet monthly during the academic year to deliberate, receive updates from administrative offices and extra-administrative stakeholders, and to prepare its annual report;

BE IT FINALLY RESOLVED that this task force shall undertake a biennial review of its work and its continued relevance, and decide on its continuation or dissolution.

**PROPOSERS:**

Student Affairs Committee, Campus Planning and Physical Development Committee, Alumni Relations Committee

## THEORY OF CHANGE

*If information on the progress on campus sustainability is aggregated and collectively discussed with key stakeholders, then Columbia University will reach ambitious sustainability goals.*

### Inputs:

- A task force under the University Senate comprised of senators representing various constituencies as well as non-senator experts
- Regular confidential updates from:
  - Chief Climate Officer
  - University Facilities, Morningside and CUIMC
  - Office of Environmental Stewardship (OES)
  - Advisory Committee on Socially Responsible Investing (ACSRI)
  - Office of Alumni and Development
- Comprehensive OES Sustainability Plans and Reports
- Surveys, town halls & focus groups on campus-wide sustainability sentiment

### Outputs:

- Campus-wide communications crafted collectively by the Task Force and input bodies
- Increased student and alumni buy-in
- Significant improvements in third-party sustainability ratings (LEED, stars, etc.)
- Annual internal compilation of received information

### Outcomes:

- Increased awareness of University progress on sustainability goals
- Trust restored among various stakeholders through collaboration and dialogue
- Solutions-based engagement in sustainability from a broader range of stakeholders
- Rapid progress toward sustainability goals

Impact: *Columbia University becomes a global leader in urban sustainability, mirroring its global leadership position in climate change research.*

### Impact measurement mechanisms:

- Survey responses
- Sustainability metrics assessments:
  - Greenhouse gas (GHG) emissions
  - Energy
  - Transportation
  - Waste
- Dollar increase in alumni donations, possibly earmarked for sustainability

## SUPPORTING MATERIALS

### The Intergovernmental Panel on Climate Change (IPCC):

Fifth Assessment Report (AR5), Synthesis Report (2014)

[https://www.ipcc.ch/site/assets/uploads/2018/02/SYR\\_AR5\\_FINAL\\_full.pdf](https://www.ipcc.ch/site/assets/uploads/2018/02/SYR_AR5_FINAL_full.pdf)

Special Report on Global Warming of 1.5°C (SR15), Summary for Policymakers (2018) h

[https://www.ipcc.ch/site/assets/uploads/sites/2/2019/05/SR15\\_SPM\\_version\\_report\\_LR.pdf](https://www.ipcc.ch/site/assets/uploads/sites/2/2019/05/SR15_SPM_version_report_LR.pdf)

### Columbia University Office of Environmental Stewardship (OES):

Sustainability Plan 2017-2020

[https://sustainable.columbia.edu/sites/default/files/content/Columbia%20University%20Sustainability%20Plan\(1\).pdf](https://sustainable.columbia.edu/sites/default/files/content/Columbia%20University%20Sustainability%20Plan(1).pdf)

2017-2018 Progress Report

<https://sustainable.columbia.edu/sites/default/files/content/Sustainable%20Columbia%20Annual%20Progress%20Report%202017-18.pdf>

2018 Progress Report

<https://sustainable.columbia.edu/sites/default/files/content/Sustainable%20Columbia%20Annual%20Progress%20Report%202018.pdf>

### The Sustainability Tracking and Assessment & Rating System (STARS):

Columbia University (2018)

<https://reports.aashe.org/institutions/columbia-university-ny/report/2018-08-29/>

### Columbia University Task Force on Climate:

Report (2019)

<https://president.columbia.edu/sites/default/files/content/Report%20of%20the%20Climate%20Change%20Task%20Force.pdf>

### Columbia Spectator:

Teddy Ajluni: “Bollinger announces task forces on Columbia’s role in climate solutions, pressing global problems” (September 19, 2019)

<https://www.columbiaspectator.com/news/2019/09/19/bollinger-announces-two-new-task-forces-to-address-climate-change-pressing-human-problems-on-a-global-scale/>

Teddy Ajluni & Katriel Tolin: “Columbia and Barnard students join thousands of youth activists, including Greta Thunberg, for New York climate strike” (September 20, 2019)

<https://www.columbiaspectator.com/news/2019/09/21/columbia-and-barnard-students-join-thousands-of-youth-activists-including-greta-thunberg-for-new-york-climate-strike/>

Vidhima Shetty & Kate Huangpu: “University-wide Climate Change Task Force seeks to involve students in steps toward sustainable future” (November 12, 2019)

<https://www.columbiaspectator.com/news/2019/11/12/university-wide-climate-change-task-force-seeks-to-involve-students-in-steps-toward-sustainable-future/>

## PROJECTED SCHEDULE OUTLINE, 2020-2021

### September 2020: First meeting

- Introductions
- Brainstorming and scheduling for upcoming year
- Discussion of inputs for review
- Delegation of individual tasks

### October 2020 - December 2020: Monthly meetings

- Discussion of a particular area of campus sustainability (transportation, waste, etc.)
- Invitation of administrative officials overseeing area
- Aggregation of information in a common document in preparation for annual report

### January 2021 - April 2021: Monthly meetings

- Continued discussion of particular areas
- Invitation of extra-administrative stakeholders (i.e. relevant student groups, alumni, etc.)
- Preparation of annual report

### April 2021 (or other suitable date)<sup>1</sup>:

- Presentation of annual report to Senate
- Issuance of communications to the University community on the committee's progress and proposal

## ENVISIONED ROSTER OUTLINE

### Senators (8):

1. Student Affairs Committee Senator
2. Faculty Affairs Committee Senator
3. Campus Planning and Physical Development Committee Senator
4. Alumni Relations Committee Senator
5. Senator (any)
6. Senator (any)
7. Senator (any)
8. Senator (any)

### Non-Senators (6):

1. Earth Institute faculty member
2. Facilities
3. Law/policy expert
4. Business/economics expert
5. Climate science expert
6. Student representative

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<sup>1</sup> If the Task Force and Senate officials deem that an earlier date would be more appropriate for the scheduled presentation of the Task Force's Annual Report, it may be presented then.