

University Senate Plenary

December 11, 2020



University Senate

Proposed: December 11, 2020

Adopted: December 11, 2020

PROPOSED AGENDA

University Senate

Friday, December 11, 2020 at 1:15 p.m.

[Registration required](#)

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

1. Adoption of the agenda
2. Adoption of the minutes of November 20, 2020
3. President's report
4. Executive Committee Chair's report:
 - a. Covid-19 and vaccines: Dr. Wafaa El-Sadr, University Professor
 - b. Developments in hybrid and online learning at Columbia: Sen. Soulaymane Kachani, Vice Provost for Teaching, Learning and Innovation
 - c. Fiscal update
5. Old business:
 - a. Proposed Senate changes (Senate Structure and Operations Committee):
 - i. Resolution to Update the University Statutes to Clarify Constituency Membership and Eligibility, General Policies and Powers, and to Refer to Electronic rather than Virtual Meetings
 - ii. Resolution to Update the University Senate By-Laws
 - iii. Resolution to Update the University Senate Elections Code

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MEETING OF NOVEMBER 20, 2020

In the absence of President Bollinger, Executive Committee chair Jeanine D'Armiento (Ten., VP&S) called the Senate to order shortly after 1:15 pm on Zoom. Eighty-six of 106 senators were present during the meeting.

Minutes and agenda. The agenda was adopted as proposed (November 20 Plenary [Binder](#), 1).

Adoption of the minutes. The minutes of October 23 were adopted as proposed ([Binder](#), 2-12).

Executive Committee Chair's report:

Update on the COVID-19 pandemic: Dr. Wafaa El-Sadr, University Professor. Prof. El-Sadr presented her slides ([Binder](#), 13-34).

Update on the Fall 2020 surveys on students' instructional experience: Dr. Donna Lynne, Senior Vice President and Chief Operating Officer, CUIMC, and Director of the University's Covid response. Dr. Lynne presented her slides ([Binder](#), 35-38)

Old business:

Proposed Senate changes (Senate Structure and Operations Committee): Sens. Daniel Savin (Research Officers), S&O Committee co-chair, and Brendan O'Flaherty (Ten., A&S/Social Sciences), an S&O member, presented three resolutions.

Resolution to Amend the University Senate By-Laws to Address Electronic Meetings. Sens. Savin and O'Flaherty presented the resolution ([Binder](#), 39-40). With minimal discussion, it was adopted by a unanimous vote of 70-0, without abstentions.

Resolution to Adopt Rules for Electronic Meetings of the University Senate and its Committees. Sens. Savin and O'Flaherty presented the resolution ([Binder](#), 41-43). With minimal discussion, it was adopted by a vote of 74-1, without abstentions).

Resolution to Ratify Senate Actions for the Period from April 3 to October 23, 2020. Sens. Savin and O'Flaherty presented the resolution ([Binder](#), 44). With minimal discussion, it was approved by a vote of 69-1, without abstentions).

New business:

Resolution in Support of the Continuum Program for Diversity in Graduate Education and Career Development (Commission on Diversity and Student Affairs Committee). Stephanie McCurry, the R. Gordon Hoxie Professor of American History in Honor of Dwight D. Eisenhower, and faculty co-chair of the Diversity Commission, spoke to the resolution and

summarized its supporting report, along with Colby King, a Columbia College student and a member of the Commission ([Binder](#), 45-56).

After the initial presentation, Mr. King spoke of his personal experience. He said that it was the idea of a continuum program aimed to fulfill the commitment to diversity that made him fall in love with Columbia. As he was considering colleges in his junior year in high school, he came across “Columbia University and Slavery,” a January 2017 presentation of the results of an extensive study of Columbia’s connections to slavery in the 18th and 19th centuries. Mr. King recited, verbatim, a portion of President Bollinger’s introductory remarks at that event:

I've been deeply involved in affirmative action, higher education issues for a couple of decades. And it is, in my mind, one of the biggest mistakes that we made in the development of constitutional law, in a case called Bakke in the early 80s, to separate out the past and what it means for the present as a rationale for educational diversity, and something we made up called the benefits of educational diversity. As if those two things could be separated. And this is a long and difficult argument, issue, but to me it makes no sense whatsoever to think about constitutional principles or public policies or institutional actions except in the light of what it is that we have today. And what we have today is absolutely and deeply determined by what we've had in the past.

Mr. King said he found these words from an Ivy League university president exciting and shocking. Later he would be admitted to seven Ivy colleges as well as MIT and Stanford. At his graduation party, an uncle noted that Mr. King was six generations away from slavery, bringing assembled family, friends, and teachers to tears. Mr. King said he is a first-generation college student, son of a working-class single mother in Texas, and he was the first student from his majority-minority high school to enroll in an Ivy League school. He chose Columbia because of what he saw then and still sees now as its unique commitment to students from underrepresented backgrounds. He said that if the purpose of academia is to investigate the questions of the world, in order to guide humanity towards its brightest future, it was important to make sure that all people's questions can be openly investigated. And that can only happen if the support and pathways are provided to enable that possibility. He said he had benefited back in high school from programs similar to those outlined in the Commission report, which had helped him get to Columbia. He said the Continuum Program would help students like him get beyond their undergraduate degrees.

Prof. McCurry gave particular thanks to the deans of the graduate schools and the diversity officers who had provided data under difficult conditions, and helped to imagine a program that could help a future generation of students complete graduate educations at Columbia.

Sen. D’Armiento invited discussion.

Sen. Alden Bush (Stu., Nursing) thanked Mr. King and Prof. McCurry and expressed support for the resolution. He praised the idea of a unit in the central administration to coordinate the efforts of schools and develop a more standardized practice across Columbia. As a Latino student and an LGBT community member, he particularly appreciated this step.

Sen. Elizabeth Gillette (Stu., Social Work) said the resolution supported a key endeavor outlined in Columbia’s mission statement: “We seek to attract a diverse and international faculty and student body to support research and teaching on global issues and to create academic relationships with many countries and regions.”

Sen. June Cross (Ten., Journalism) appreciated what she called a wonderful presentation. She said Columbia was now heading into a period of real austerity, and she worried about Columbia’s ability to make more financial aid available to more students. She knew that her school faced that issue.

Sen. Andrew Marks (Ten., VP&S) said the report was extremely important. Speaking from the perspective of the Medical School, he said there is a drop-off in the level of support for underrepresented students at a crucial stage—after they finish graduate school and start their careers. So University support is critical at that point, particularly after the investments Columbia makes in helping students reach and then get through graduate school.

Sen. D’Armiento said she wanted to continue the discussion but also to put the resolution to support the recommendations in the report on the table.

Sen. Suzanne Goldberg (Admin.) echoed the thanks others had expressed to the Diversity Commission. She stressed the importance from her own experience as EVP for University Life of connecting across all of the Columbia schools, and sharing best practices and ideas. Sen. Goldberg also invited senators to an open meeting of the Inclusive Public Safety Working Group. She alerted students to an opportunity to apply for racial justice mini-grants similar to the seed grants that Vice Provost Dennis Mitchell’s office has been providing. In addition, her office was working on a range of ideas in response to the president’s volunteers charge from the previous summer. She said these initiatives, seemingly tangential to the business now before the Senate, were related to it in deeper ways.

Sen. Mike Ford (Stu., GSAS/Hum) praised the Commission on Diversity for its work on behalf of historically underrepresented groups, and praised the resolution. In order to make explicit what he saw as an important point that was implicit in the resolution, he moved to amend the resolution to include the following addition [in bold text]:

THEREFORE, BE IT RESOLVED THAT the Senate support the adoption of the Continuum Program for Diversity in Graduate Education and Career Development, an initiative on racial equity in graduate education designed to secure greater opportunity and access for talented **domestic and international** students from historically underrepresented groups to our world-class graduate programs and the professional careers such education opens up.

Sen. Ford said the resolution as presented supported students from historically underrepresented groups, but the accompanying document, citing the Provost’s Office website, states that the term “historically underrepresented groups” refers exclusively to U.S. citizens and permanent residents. He said his amendment would gently correct the resolution’s omission of international students.

Sen. D'Armiento said there had been lengthy discussion of this very point in the Diversity Commission. She recognized Sen. Andrea White (Ten., UTS), Prof. McCurry's successor as the Commission's faculty co-chair.

Sen. White expressed gratitude for everything that had been put forward to the Senate at the present meeting. Thinking of the many discussions that led to the present report, she said the proposed Continuum Program was actually designed to enhance campus culture for all students, and not to create competition between groups. Her own phrase for this effort, derived from the Africa-American scholar and activist Anna Julia Cooper, was the "when and where I enter" action plan. The full citation was "When and where I entered, then and there others will enter with me." The Continuum Program would focus on historically underrepresented groups in the United States, but its effects would disseminate throughout the University's racial environment. She said it would actually contribute to coalition building in anti-racism efforts, with the goal of advancing the intellectual life of the university as a whole.

Sen. Nachum Sicherman (Ten., Business) said the Business School now has two main efforts. It has a vice dean for diversity, and also now a special task force focusing on African-American students. He said the task force gave a report recently that was shocking. He asked whether the Diversity Commission could communicate with the task force about its findings, and whether there were similar efforts in other schools.

Prof. McCurry said the Commission had considered aggregate admissions data across all Columbia schools, and also looked at specific data on applications, admissions of students, and student acceptances of those admissions at three schools: the Graduate School of Arts and Sciences, the Vagelos College of Physicians and Surgeons, and the School of Engineering and Applied Science. The Commission also consulted with the deans of various schools. It was clear that a lot of work is going on in the schools, and each of them has reports and initiatives and data. The Commission was trying to build on precisely these efforts, collecting the data and the reports in one place, so that the next investigators wouldn't have to go to each school to get them. Prof. McCurry said the Commission got some of the information it sought, but not all. She invited Sen. Sicherman to share what he had learned with the Commission and help reach the goal of this resolution—a central clearinghouse for this kind of information. She said the Commission's report offers examples of ways to create a better climate and outcome for historically underrepresented graduate students, based on diversity reports and conversations with diversity officers in the individual schools.

Sen. Weiping Wu (Ten., GSAPP) said Prof. McCurry had just answered the question she was going to ask.

Prof. McCurry added that the data do vary across the schools. The Commission had access to granular departmental data for one school, which showed that different departments have different challenges and choke points. She said the Engineering School is particularly concerned about the challenge of increasing the participation of historically underrepresented groups in the STEM disciplines. She said this situation was referenced in the report, but each school knows precisely the depth and complexity of its own challenges.

Sen. Andrej Arpas (Stu., GSAS/Social Sciences) stressed the importance of the change that Sen. Ford had proposed. He said it was important to mention international students explicitly to make sure that they will avail themselves of the proposed programming. He also wondered why there is no data on the racial make-up of the international student population, as there is for the domestic population. He thought that might be because of how historically underrepresented groups were being defined. A historical definition seems to imply a particular geography. Historical underrepresentation would mean something different in, for instance, China than in the United States. So, it might be difficult to create a single definition encompassing both domestic and international students. However, if there is data on the racial make-up of international students, it would be important to include it, to provide proper support for the present resolution.

Sen. D'Armiento responded that Prof. McCurry had said at the outset that the Commission, in the current report and resolution, was responding to a particular moment in time.

Sen. Ramsay Eyre (Stu., CC), a co-chair of the Student Affairs Committee, joined in the praise for the resolution; on behalf of SAC he called for its passage at the present meeting. He also agreed with Sen. D'Armiento that the document was addressed to a moment in time, and added that the historically underrepresented groups mentioned in the resolution are population groups in the United States identified by the federal government. He said it was clear that the purpose of the central administrative unit proposed by the resolution was to make conditions for these historically underrepresented groups more equitable at Columbia. He said that whether the Senate were to pass Sen. Ford's amendment or not, it was vital to pass the resolution to help redress these inequities.

Sen. D'Armiento asked the parliamentarian, Linda Mischel Eisner, for procedural guidance. Ms. Eisner said the amendment was on the table, and needed to be seconded and voted on. She paraphrased it.

The amendment was seconded.

Sen. McCurry said she totally understood the sentiment behind the proposed amendment, but added that the proposition was complex. One reason was that the proportion of international students had actually grown significantly at Columbia over the past decade. The other reason was that the term "historically underrepresented groups" in the resolution refers to the history of this country, and those populations that have suffered particularly, by the metrics she had mentioned earlier. These are the people of color, and most importantly the people of African descent in this country. All of these people have a particular history in this country. She said the status of historically underrepresented groups in China, or in India, or in Ireland, or in Eastern Europe, or in the former Yugoslavia—these are all complicated questions that scholars study. But the purpose of the present resolution is to attempt to mitigate the implications of historical inequities in this country.

Prof. McCurry concluded that the problem of historically underrepresented groups around the world was a separate issue. She said Columbia's International Students and Scholars Office (ISSO) has its own initiatives. In her department—History—there are all kinds of minority students, and students of color from all over the world. And this is one reason why Columbia is

amazing. But that does not undercut the fact that there are particular histories borne by people in the United States.

Sen. White invoked President Bollinger's anti-racism statement of July 21, in which he acknowledged what he called the "unfinished civil rights movement," and spoke of the persistence of a painful and still unresolved history. He said the commitment to battle racism can't be limited to the African American and African Diaspora Studies Department. He identified a whole host of offices to support students, faculty and staff, but he wanted to speak to the fundamental issue of racism in the United States. Sen. White said President Bollinger's statement actually offered a charge for a new civil rights movement.

Sen. Ford said his concern was that the burdens of the history of racism in the United States fall not only on U.S. citizens, but also on international students from Peru, or Kenya, or elsewhere. Would the office now being proposed exclude support for those students?

Sen. D'Armiento said some events will include all students in the community. But the Commission's proposal was addressing what happened in this country.

Mr. King said it was important to say that any black person, from anywhere in the world, will experience racism in the United States. This was a particular thing to say for someone like him, whose ancestors were slaves here, and went through Jim Crow here, and other experiences that have confined them in communities that they can't get out of. But it was also important to clarify that these are still two different issues. And it was important to make sure that Columbia's international student population is also diverse, with representation from around the world. But it was particularly important to focus in this particular instance on people of color in the United States. Without this particular focus, Columbia might find itself with more people that look like him, but African-Americans might still not be here. He had already experienced such a situation as an undergraduate. He said that issue was painful for him, but important to understand. He said he would never pit black people here against black people from around the world. But it was important to address the real issues critically and intentionally. He said it made sense to focus on one part of the problem. Another resolution could address the diversity of the international student population.

Sen. Mignon Moore (Ten., Barnard) thanked Mr. King for a beautiful explanation, and for covering many points she was going to cover. She noted a significant expansion of access for international students since 2010, and said it was important to understand concretely who those students are. The present resolution was meant to address the systematic inequalities of the people who are citizens here, who have over generations experienced tremendous loss associated with racial inequality that persists today. This was the focus of the resolution, never intending to forget others across the world who are still trying to be free.

Sen. D'Armiento judged that the discussion was at an end. She asked all senators to turn on their cameras, so everyone could see who was voting. She then reread the amendment aloud.

She asked for everyone in favor of the amendment to press their green “yes” button. She then asked to have the green buttons cleared, and then asked for all opposed to press their green buttons.

The amendment failed by a vote of 3-46 with three abstentions.

Sen. D’Armiento then called for a vote on the Diversity Commission resolution. It passed by a vote of 67-0 with two abstentions.

Committee annual reports

Housing Policy Committee Annual Report 2019-20. Sen. Regina Martuscello (Research Officers) presented the report ([Binder](#), 57-66).

At the end of the report, Sen. Shelley Saltzman asked whether the tally of “non-tenured” faculty in Columbia housing in Sen. Martuscello’s presentation included non-tenure-track faculty. Sen. Martuscello said she didn’t know, but would find out and get back to Sen. Saltzman.

Adjourn. Sen. D’Armiento adjourned the meeting at around 2:30 pm.

Respectfully submitted,

Tom Mathewson, Senate staff



COVID-19 Vaccine Update

Wafaa El-Sadr, MD, MPH, MPA
Director, ICAP at Columbia

December 11, 2020



COVID-19 Global Snapshot

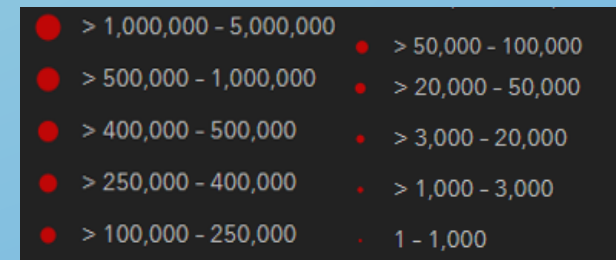
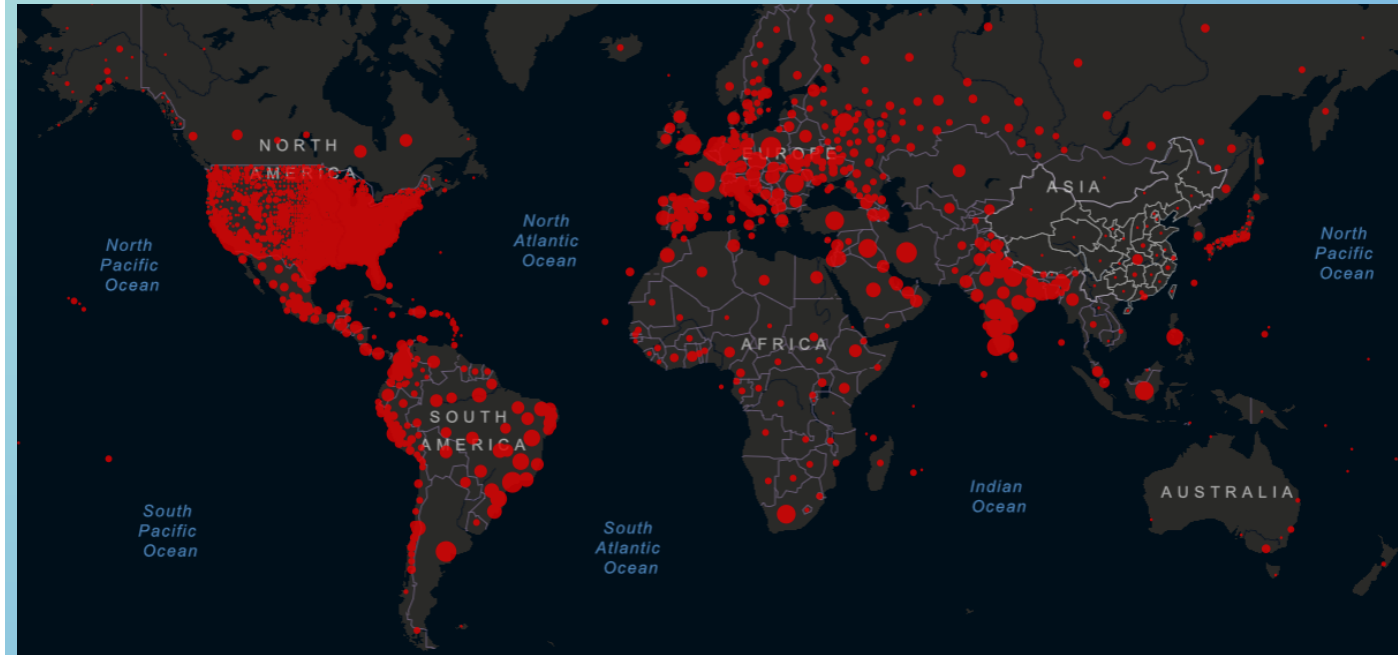
As of December 11th:

- 69,738,975 confirmed cases
- 1,585,048 reported deaths*
- 45,001,080 reported recoveries

By Region:

- 43% in the Americas
- 30% in Europe
- 17% in South-East Asia
- 7% in the Eastern Mediterranean
- 2% in Africa
- 1% in the Western Pacific

Top five: *US, India, Brazil, Russia, France*

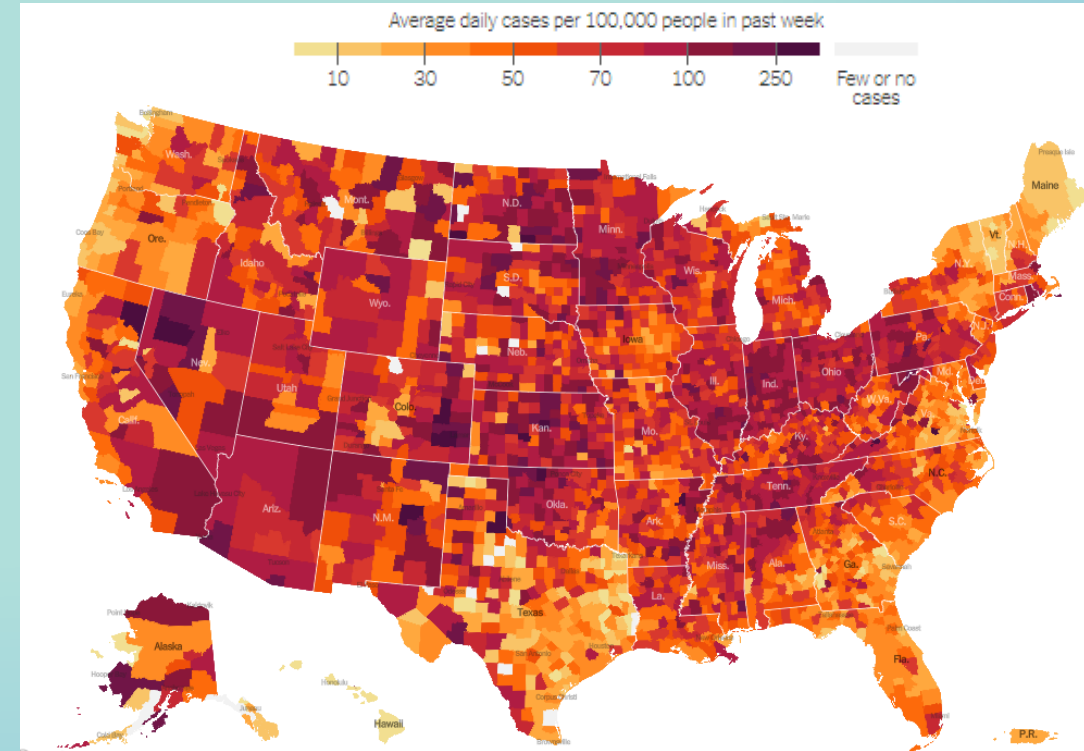
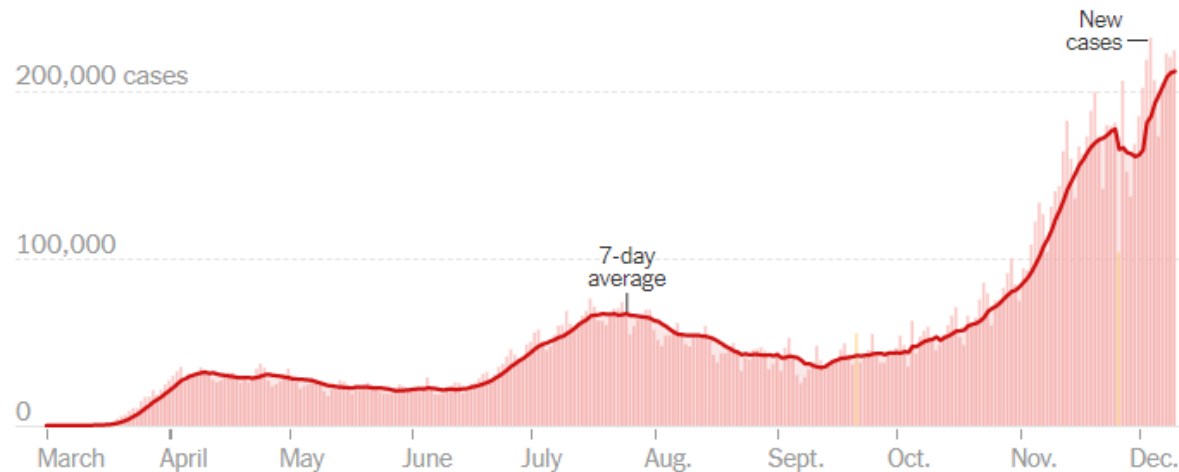


COVID-19 in the US

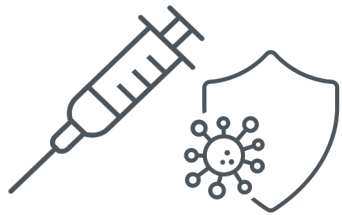
Current Snapshot:

- **15,618,685 confirmed cases**
 - 211,127 cases/ day
 - 22% of global cases
- **292,192 reported deaths**
 - 2,339 deaths/ day
 - 18% of global deaths

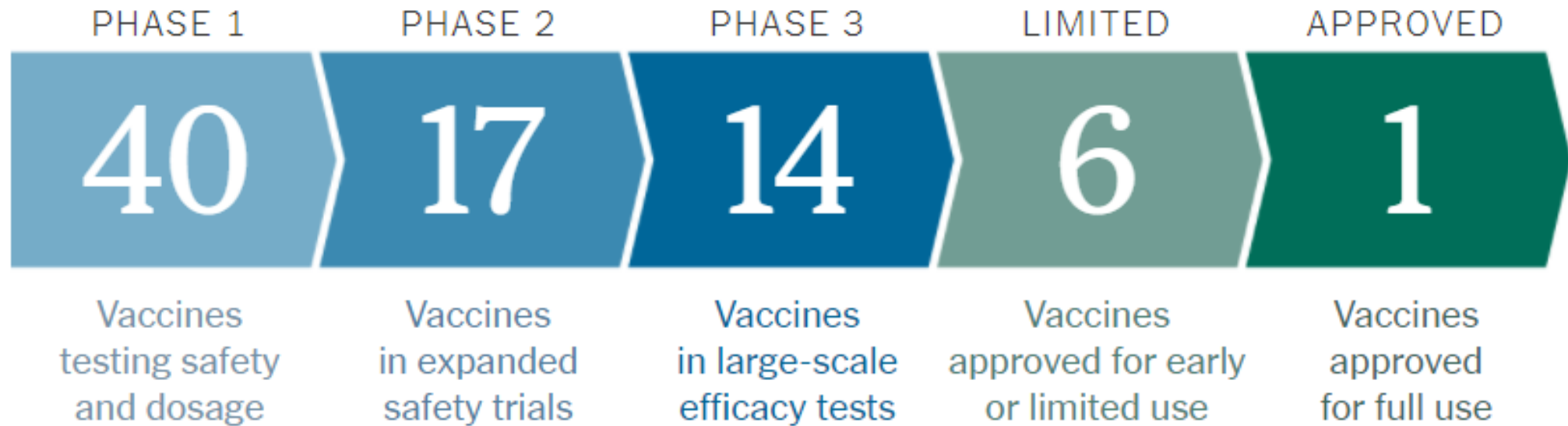
New reported cases by day



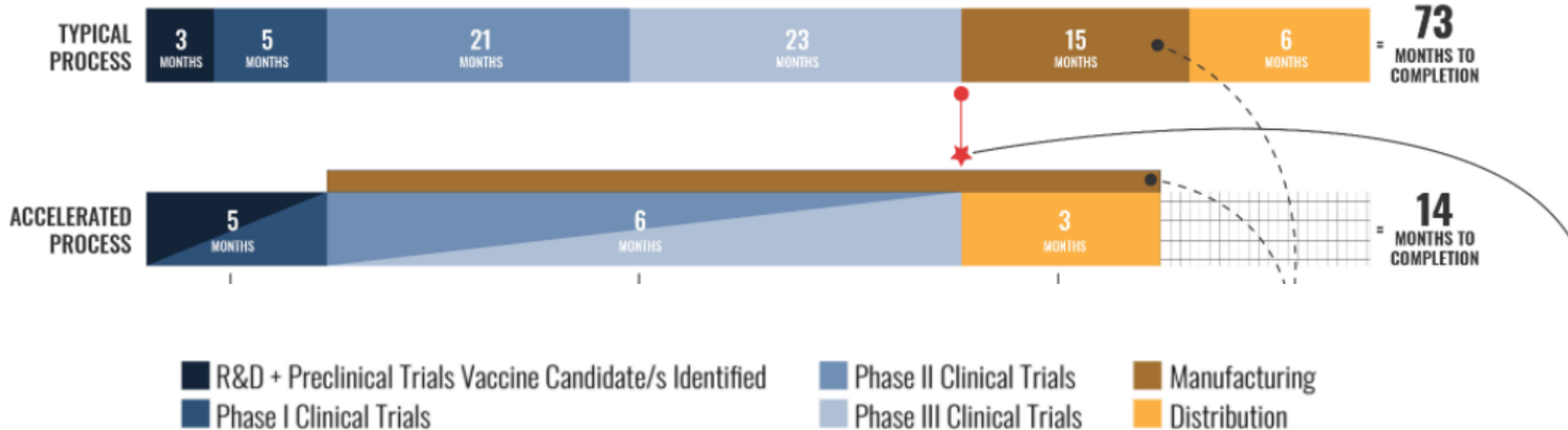
Vaccine Candidates and Timeline



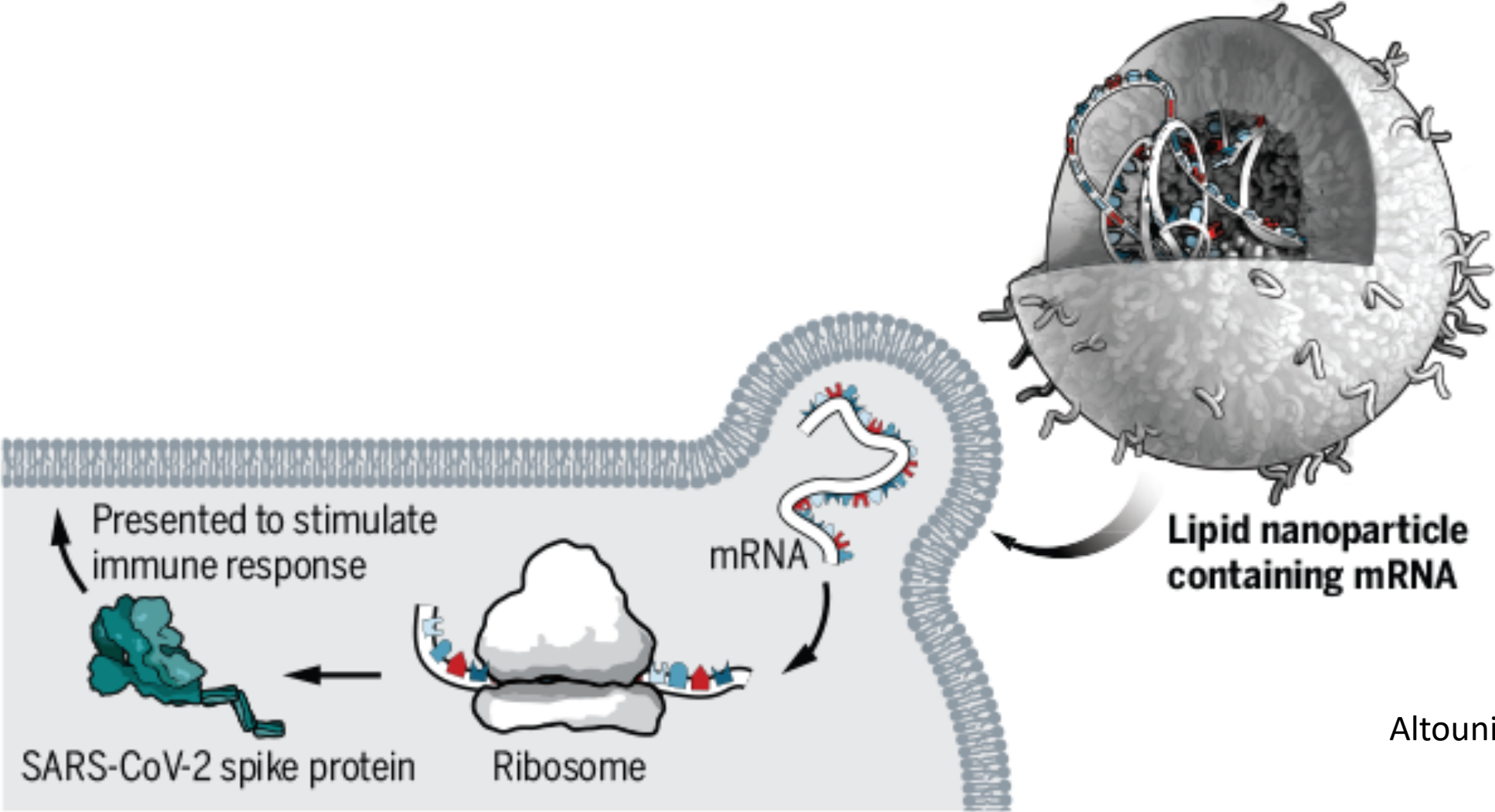
Vaccine Development



Accelerated Vaccine Timeline



Messenger RNA Vaccines



Altounian, Science 2020

<https://www.statnews.com/2020/11/09/covid-19-vaccine-from-pfizer-and-biontech-is-strongly-effective-early-data-from-large-trial-indicate/?jwsourc=cl>

Pfizer/BioNTech Vaccine

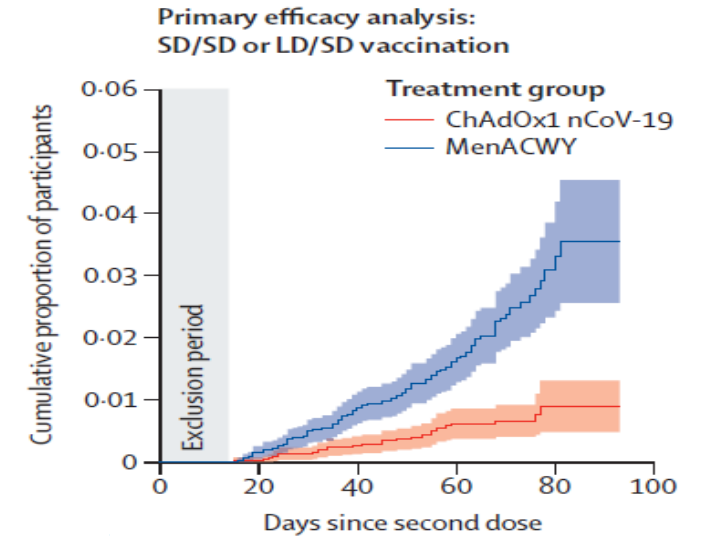
- mRNA vaccine
- Total of **43,538 participants** enrolled, with 30% of US participants from racially or ethnically diverse backgrounds and 42% from other countries
- **Primary endpoints:**
 - Symptomatic confirmed COVID-19
 - Adverse events/ reactions
- Vaccine efficacy: **95% effective**
- A total of 170 COVID-19: 162 in placebo and 8 in vaccine group
- Efficacy was consistent across age, sex, race and ethnicity
- No significant safety concerns reported in trial
 - *Since approval of use in the UK: 2 adverse reactions reported in individuals with history of allergic reactions; both recovered*
- **2 doses required** (Day1 and Day 21)
- Storage at -94 F degrees

Moderna Vaccine

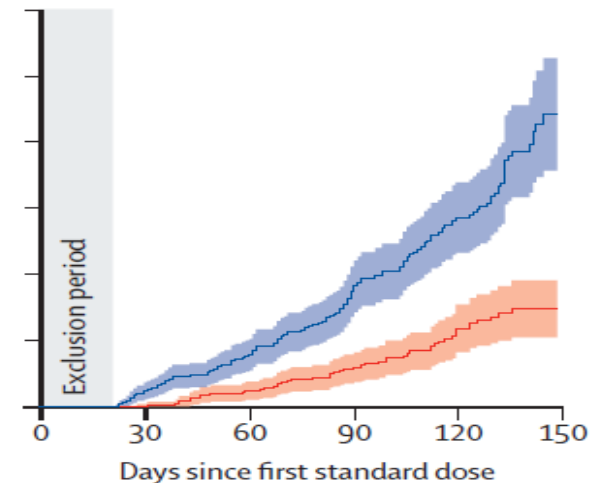
- mRNA vaccine
- Total of **30,000 participants** enrolled, with 30% from racially diverse backgrounds; 23% 65+ years old; 17% with high-risk chronic diseases
- **Primary endpoints:**
 - Symptomatic confirmed COVID-19
 - Adverse events/ reactions
- Vaccine efficacy: **94.1% effective**
- A total of 196 COVID-19 cases: 185 in placebo and 11 in vaccine group
 - 30 severe cases, none in vaccine arm
- No significant safety concerns reported in trial
- **2 doses required** (Day 1 and Day 28)
- Storage at -4 degrees F (can be refrigerated for a month after thawing)

AstraZeneca/Oxford COVID-19 Vaccine

- **Adenovirus vaccine:** a chimpanzee cold virus that has been genetically altered to carry a gene for a coronavirus protein
- Interim analysis including data from studies in UK and Brazil
- A total of **131 COVID-19 cases, 30 (0.5%) in vaccine group and 101 (1.7%) in control group**
- Efficacy: (Average 70%)
 - UK (N=2,741 participants)*: 90% vaccine efficacy
 - Brazil (N=8,622 participants): 62% vaccine efficacy
- **Half-dose was a result of a dosing error and was not tested in volunteers >55*
- No serious safety issues
- Requires refrigeration



Secondary efficacy analysis:
first standard dose

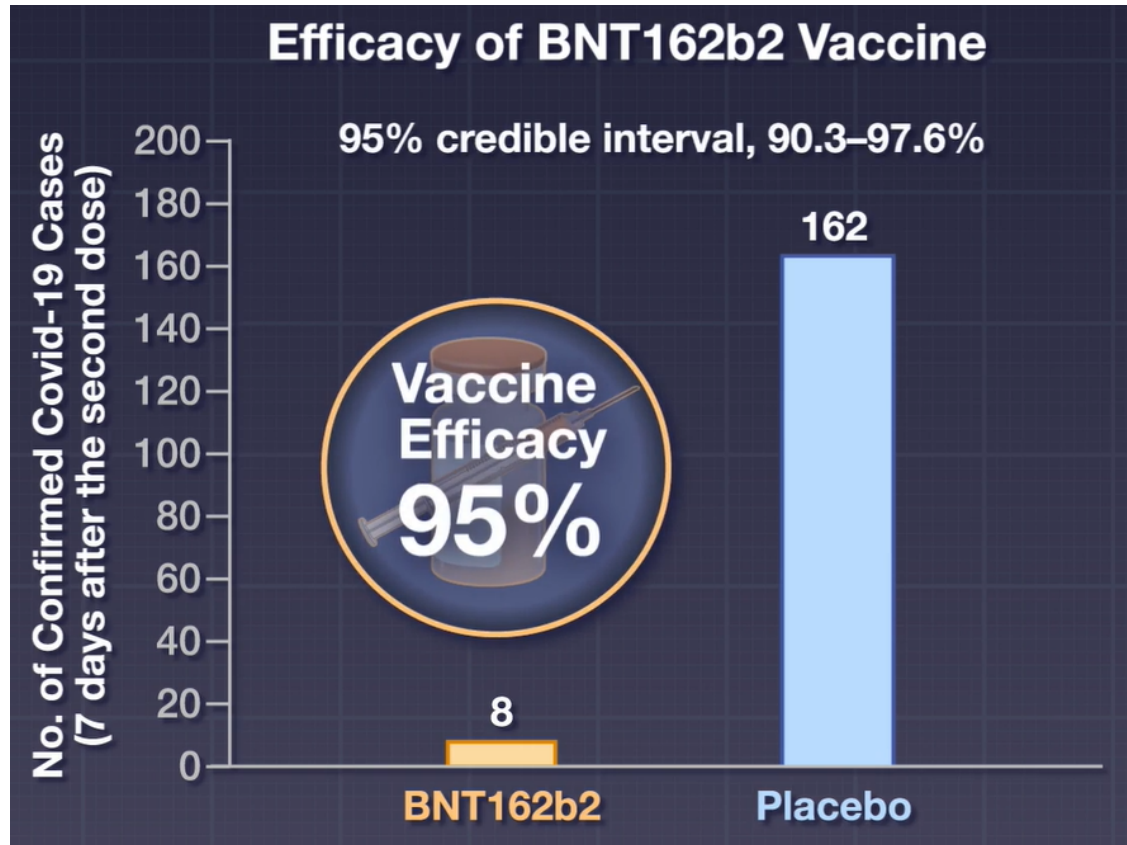


Pfizer/BioNTech Study: Participant Characteristics

Characteristic	Percent
Female	49.4%
Race/Ethnicity	
White	82.9%
African American/Black	9.3%
Latinx	28%
Asian	4.3%
Age	
16-55 years	57.8%
>55 years	42.2%
Obesity	35.1%
Co-morbidities	52.9%



Pfizer/BioNTech Vaccine— Efficacy and Safety



2-Dose Regimen of BNT162b2

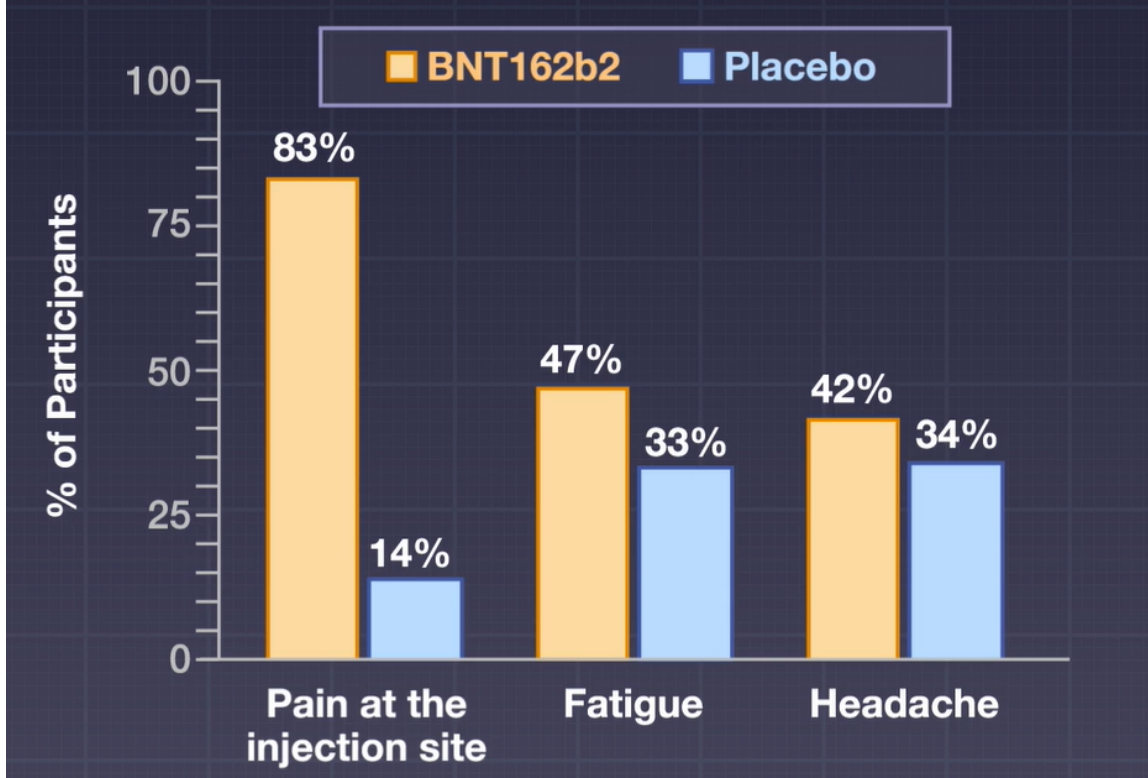
Vaccine Efficacy 95%

Safety profile

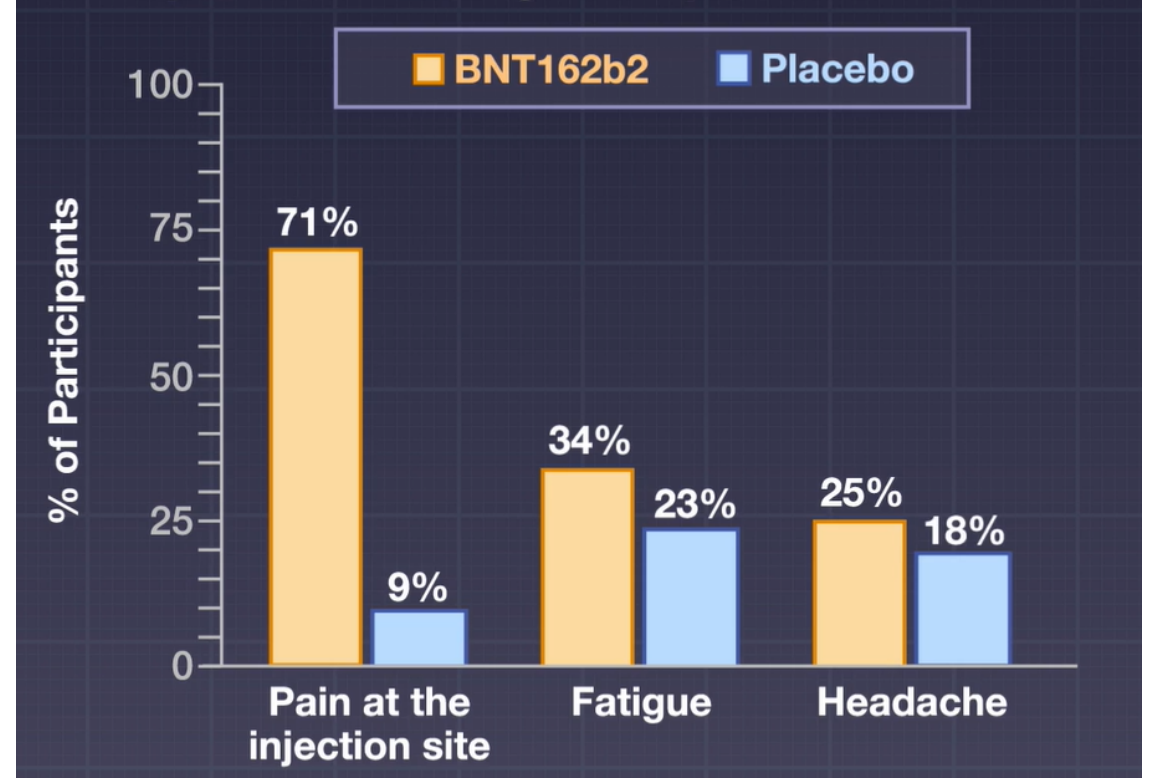
- Transient, mild-to-moderate pain at the injection site
- Fatigue
- Headache
- Adverse events similar to those associated with other vaccines

Most Common Side Effects

Safety Outcomes, Age 16–55 yr, after First Dose



Safety Outcomes, Age >55 yr, after First Dose



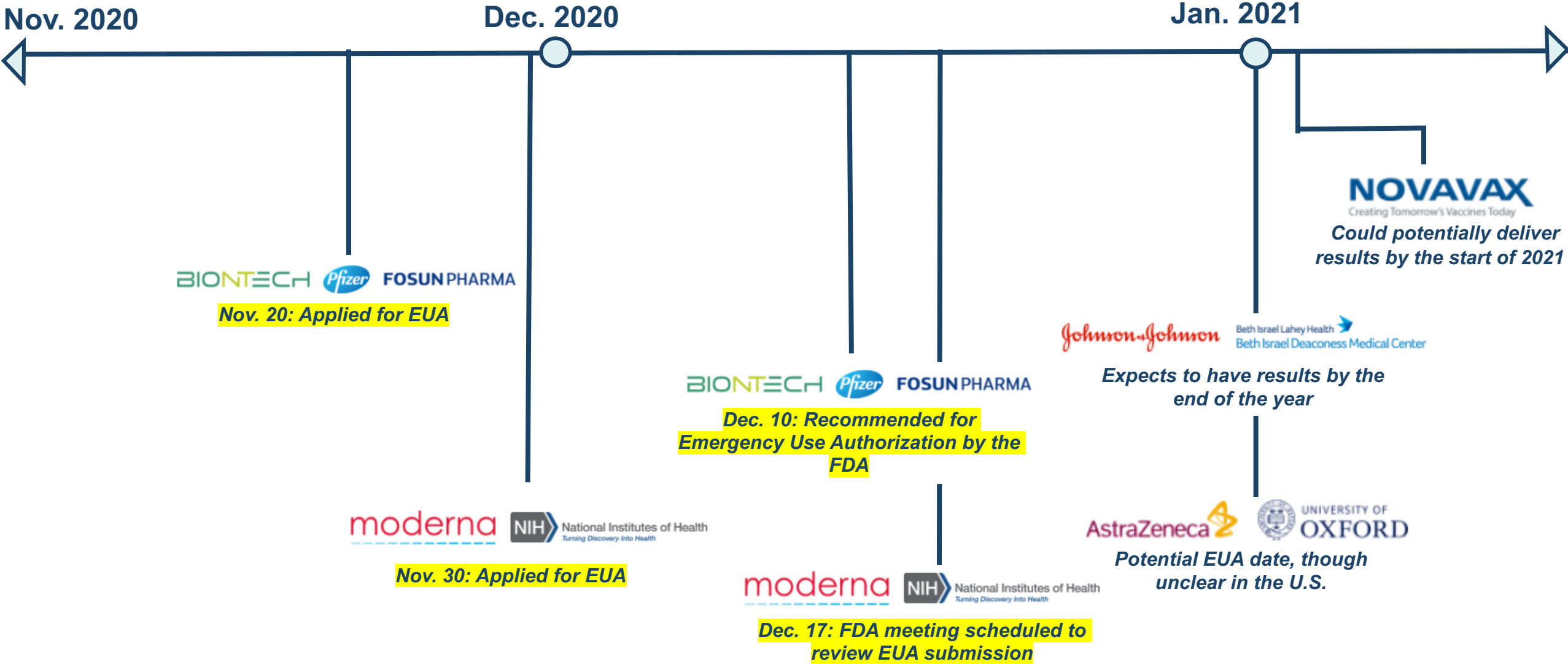
Who was excluded from vaccine studies?

- Persons with prior confirmed COVID-19
- Pregnant and breastfeeding women
- Children (Pfizer study expanded to enroll young adolescents (down to 12 years of age))
- Individuals with immunosuppressive conditions and on immunosuppressive medications
- Persons with bleeding disorders
- Persons living with HIV
- History of severe reaction to vaccines or any component of the vaccine

Vaccine Prioritization Matrix

	High COVID-19 Prevalence in Geographic Area	Low COVID-19 Prevalence in Geographic Area
High Risk Population/ Essential Healthcare Workers	PRIORITY 1	PRIORITY 2
Lower Risk Population/ Other Essential Workers	PRIORITY 3	PRIORITY 4
General Population	PRIORITY 5	PRIORITY 6

Timeline for Approval (Late-Stage Candidates)



Vaccine Prioritization and Distribution



Proposed CDC Advisory Committee for Immunization Practices (ACIP) Interim Phase 1 Sequence

	Phase 1c Adults with high-risk medical conditions (>100 million) Adults 65+ (53 million) (>153 million)	
	Phase 1b Essential workers (Examples: Education Sector, Food & Agriculture, Utilities, Police, Firefighters, Corrections Officers, Transportation) (87 million)	
Phase 1a Health care providers Long term care facility residents (21 million)		

Vaccine Distribution and Prioritization

U.S. Estimated Initial Supply

Dec: 15 (or sooner) : 6.4 million doses
(2 doses/person= 3.2 million people)

End of 2020: 45 million doses
(2 doses/ person=22.5 million people)

U.S. Estimated Population

Adults with high-risk medical conditions
(>100 million)

Adults aged ≥65 years
(53 million)

Other essential workers
(87 million)

Health care personnel
(21 million)

New York State Estimated Initial Supply

Dec. 15 (or sooner): 170,000 initial doses
(170,000 people, including ~90,000 (40%) patient-facing hospital workers)

Beginning of 2021: ≥480,000 doses
(2 doses/person= ≥ 240,000 people)

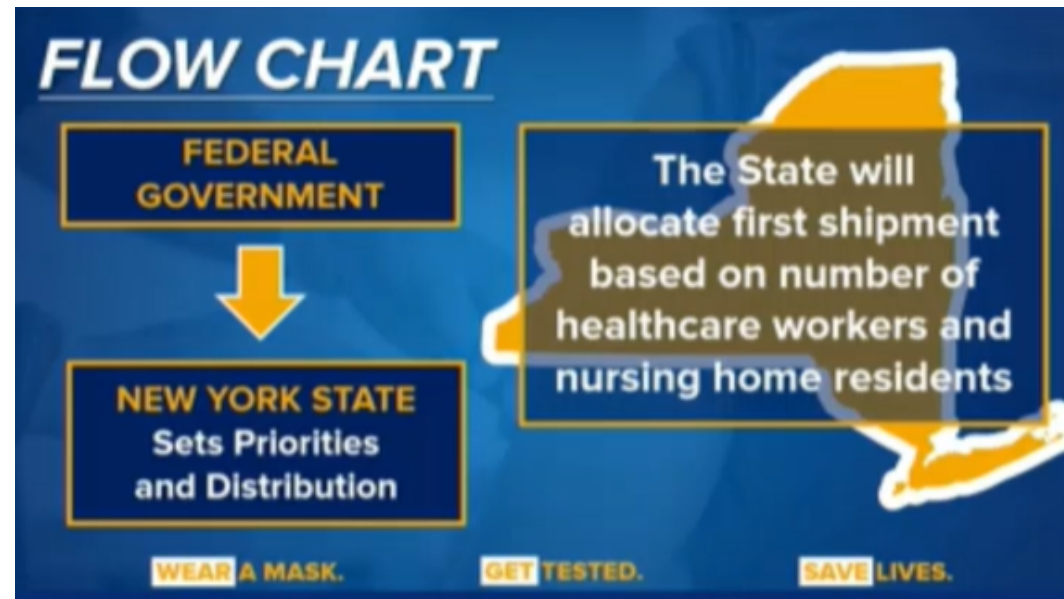
New York Estimated Population

Nursing home residents
(85,000)

Critical health care workers
(800,000)

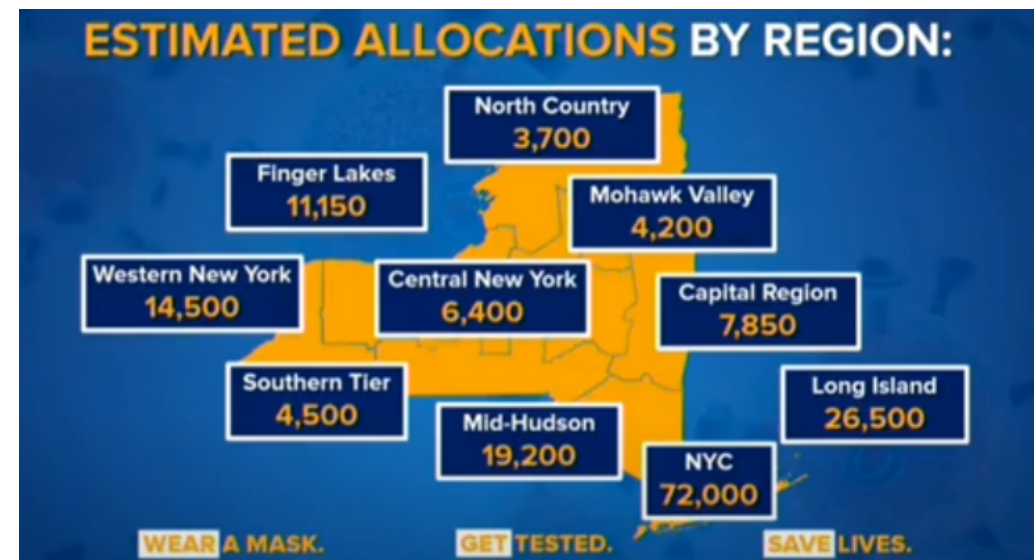
Patient-facing hospital workers
(225,000)

New York State Distribution

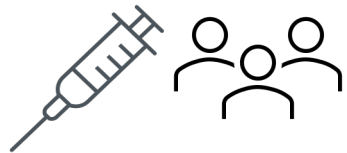


The State has operationalized **90 regional distribution centers** capable of cold storage.

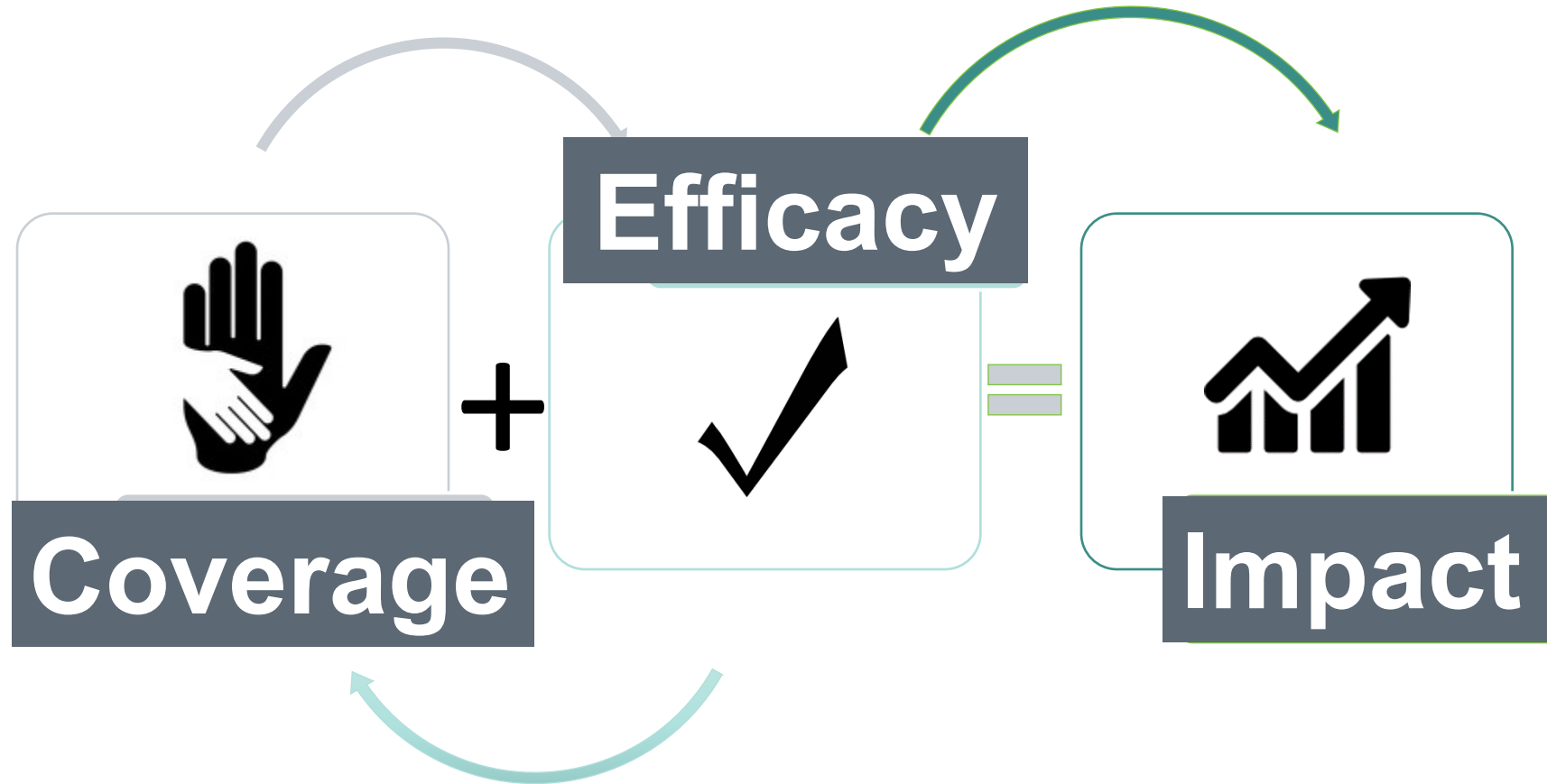
WEAR A MASK. **GET TESTED.** **SAVE LIVES.**



Vaccine Acceptability



Coverage + Efficacy = Impact

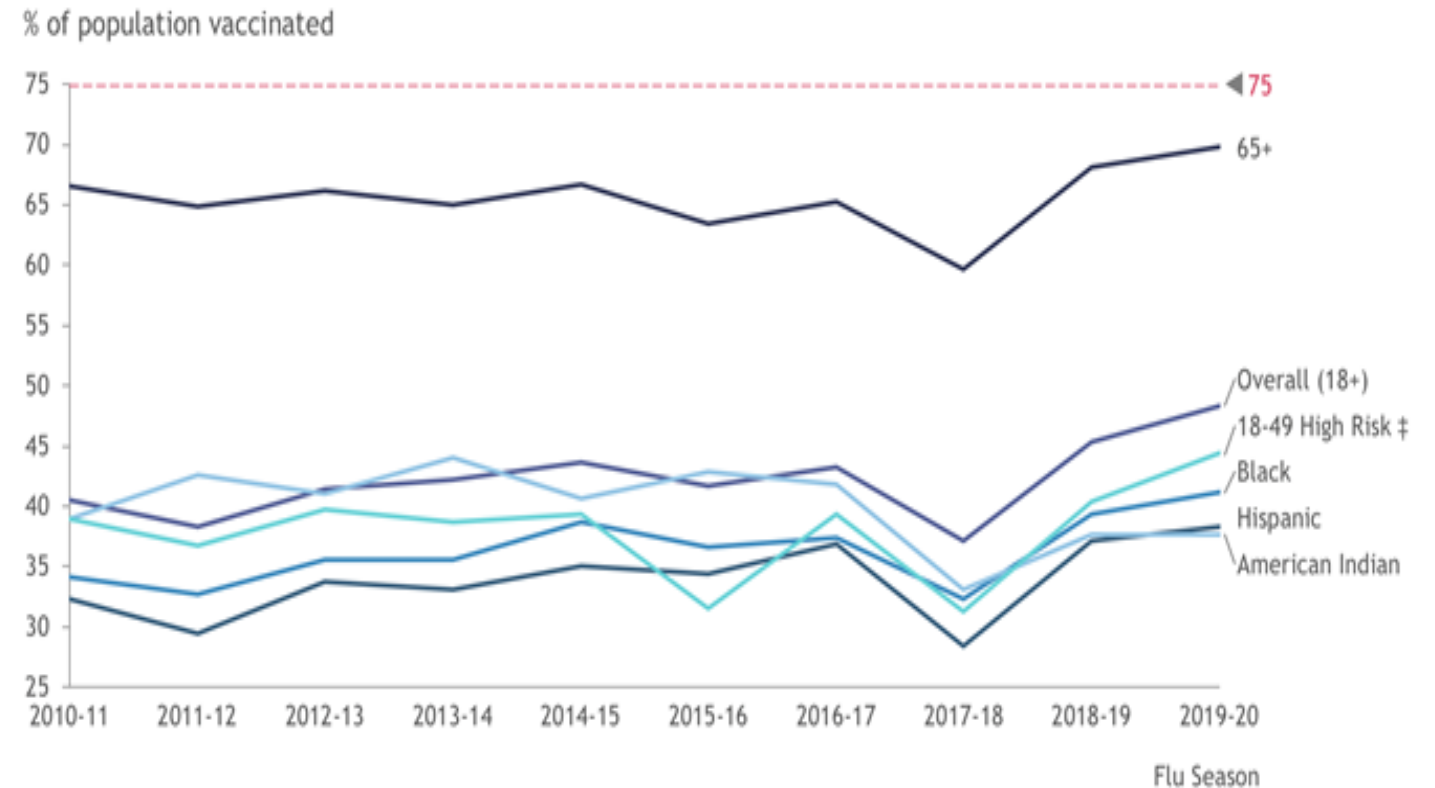


Three out of 4 Americans would need to receive a vaccine with 80% efficacy in order to control COVID-19

Vaccine Uptake: Experience with Influenza Vaccine

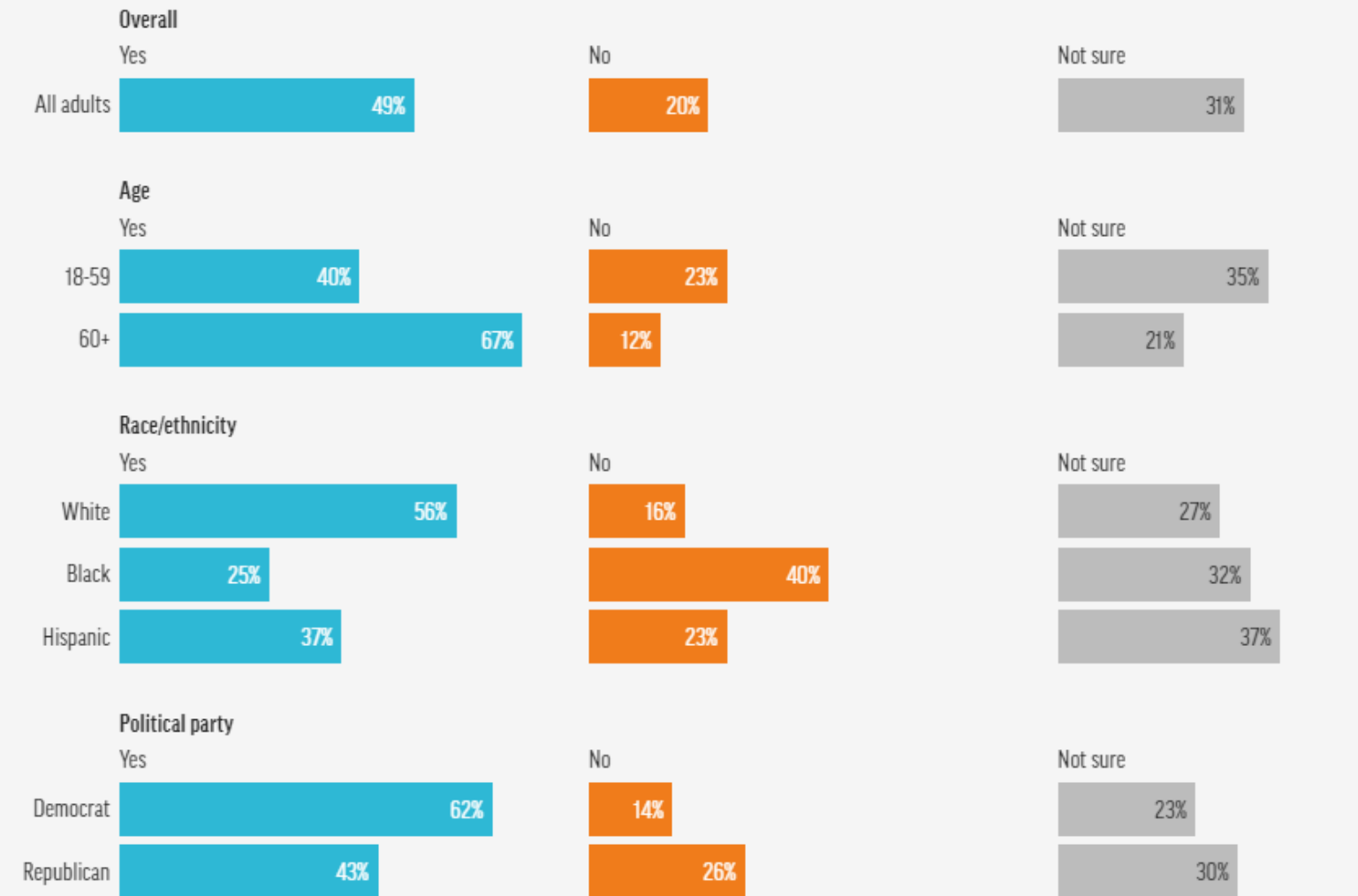
- Over the past decade, US has never managed to vaccinate more than 50% of adults for seasonal influenza in any single year
- In 2009 during H1N1 pandemic, fewer than 25% of American adults were vaccinated

U.S. Seasonal Flu Vaccine Coverage

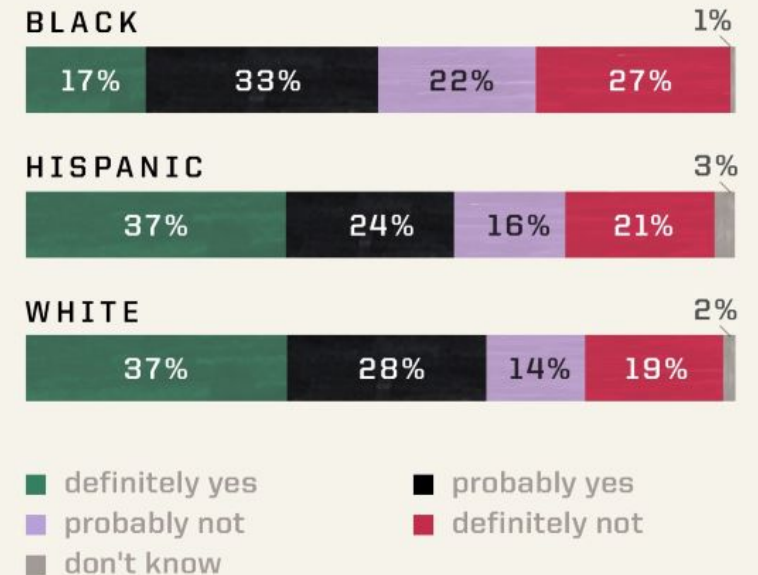


Vaccine Acceptability: US

If a vaccine against the coronavirus becomes available, do you plan to get vaccinated?



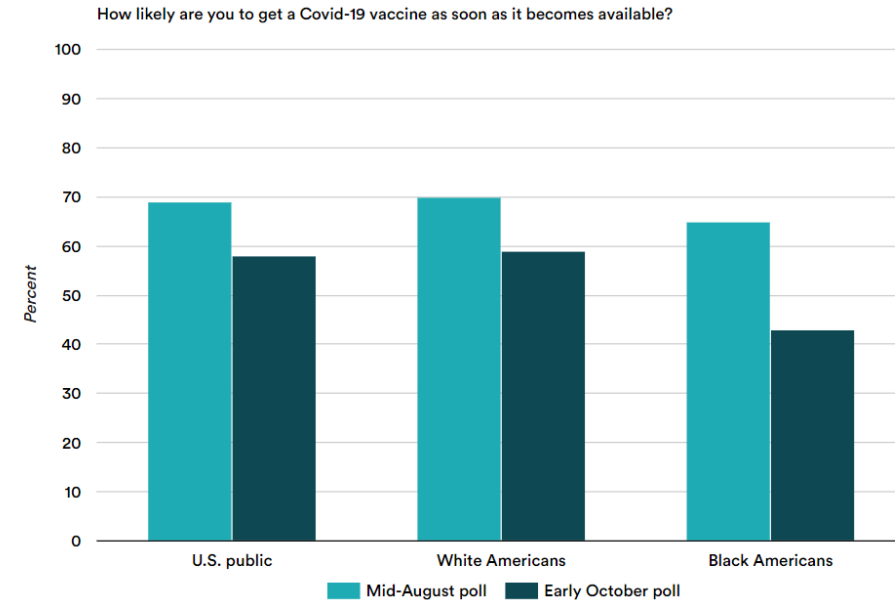
If a coronavirus vaccine was determined to be safe by scientists and was available for free to everyone who wanted it, would you get it?



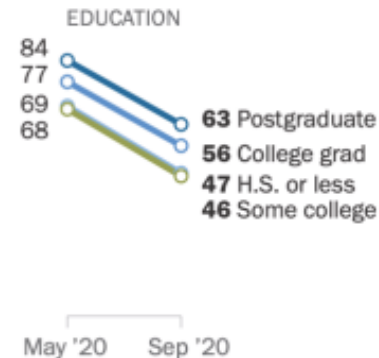
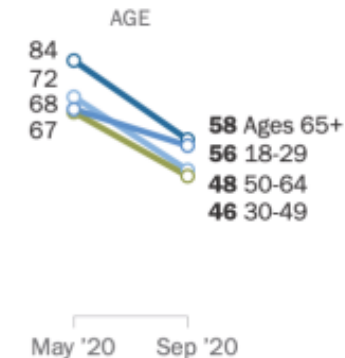
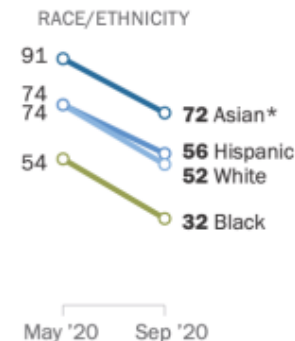
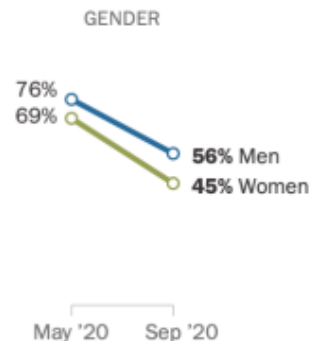
Decline in COVID-19 Vaccine Acceptance

Potential contributors:

- Politicization of COVID-19 response measures including vaccines
- Changing attitudes on the importance of vaccines
- Discomfort regarding who is driving decisions
- Concern regarding whether vaccines would have been properly tested for safety and efficacy
- Lack of confidence that vaccine development is taking into account the needs of subpopulations disproportionately impacted by the pandemic



% of U.S. adults who say they would definitely/probably get a vaccine for COVID-19 if one were available today



Vaccine Acceptance in New York

New York State:

- Siena College research poll found that **69% of New Yorkers** said they will **definitely or probably** get an **FDA-approved COVID-19 vaccine**

New York City:

Surveys conducted among front-line workers have found:

- **55% of NYC firefighters** answered “**No**” when asked, “*Will you get the COVID-19 Vaccine from Pfizer when the Department makes it available?*” (N=2,053) (December 2020)
- Only **30% of MTA workers** were definitely willing to be vaccinated (N=645) (August 2020)

Common questions/beliefs

- Can I get COVID-19 from the vaccine(s)?
- How long will protection last?
- I am worried about the side effects?
- I worry as the vaccine(s) were not tested in people like me?
- Should I wait until there are more data on these vaccines?

- I am concerned that these vaccines were rushed?
- I don't trust the findings released by the companies?
- A lot of people were excluded from the vaccine studies, should they get the vaccine?
- I don't want to be a guinea pig?
- I don't think I am at risk for COVID-19

- I don't believe in vaccines
- Vaccines cause autism

Columbia University's Vaccination Plan



COVID-19 Vaccination Principles-- CU

- ✓ Deployment of vaccines will be consistent with national, state, and local guidance
- ✓ The University Vaccine Plan will be applied uniformly across University units
- ✓ If more than one vaccine is available, selection will be based on available data on efficacy, safety and logistical issues
- ✓ Achieving high uptake of vaccine and adherence with vaccine regimen will be emphasized
- ✓ Uptake, adherence, and safety of vaccine(s) will be monitored
- ✓ Vaccine(s) will be available at no-cost to affiliates

The Role of Masks: Non-pharmacological vaccine!

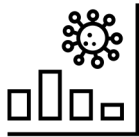


The NEW ENGLAND
JOURNAL of MEDICINE

Fauci: Even after a COVID-19 vaccine, masks and social distance still vital

[Health](#) Sep 23, 2020 1:58 PM EDT

Conclusions



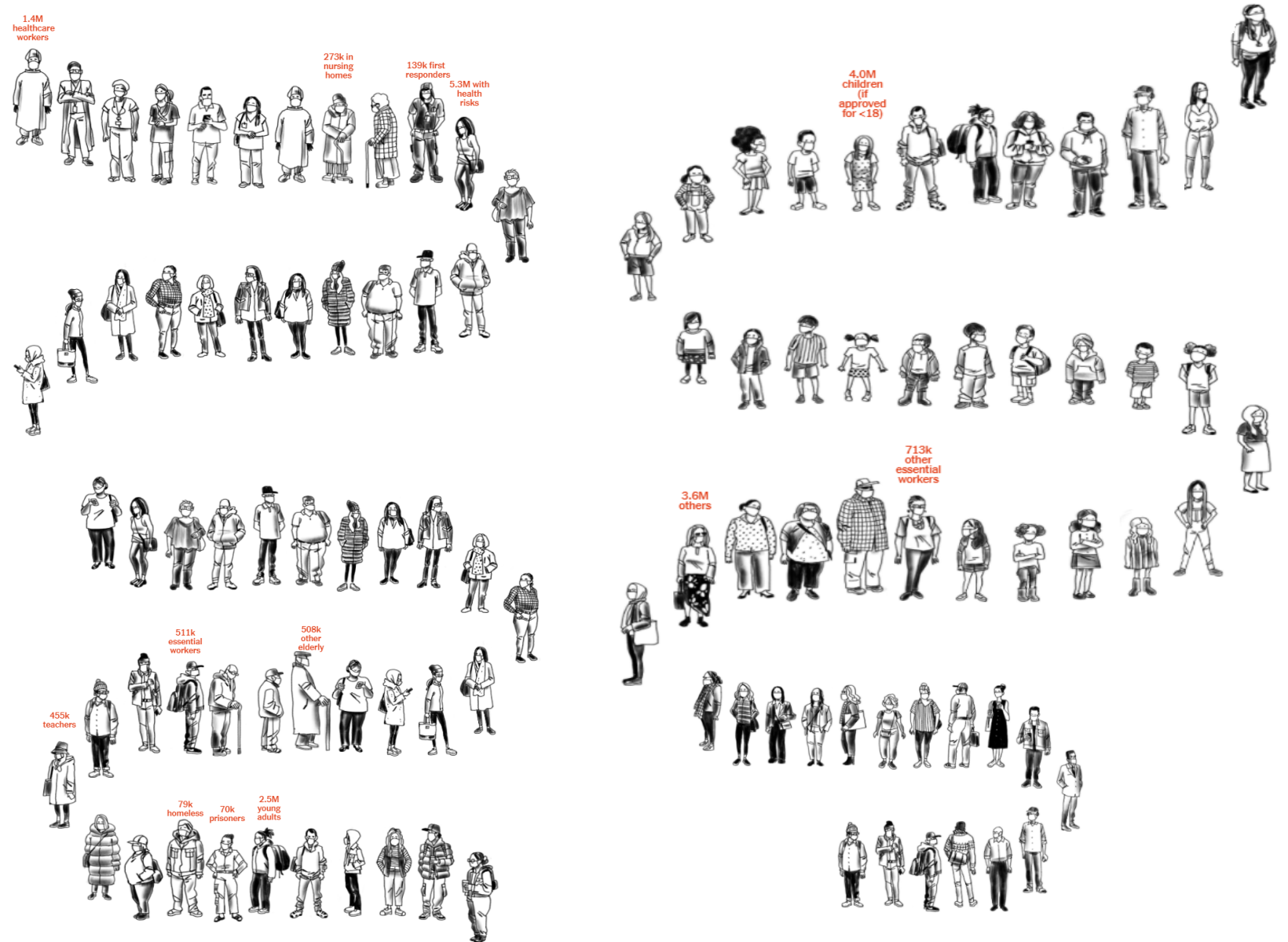
Conclusions

- Vaccine development is moving at a rapid pace
- Candidate vaccines use different technologies
- Several vaccines have been shown to be highly protective with acceptable side effect profiles and rates
- Plans in place to distribute large number of vaccine doses in the US
- Columbia is poised to rapidly initiate vaccination efforts as per local guidance and principles adopted
- Surveys show that a substantial proportion of people are hesitant to get vaccinated, urging the need for dissemination of accurate information and engaging various stakeholders/communities
- Even with vaccines available, consistent use of other preventive measures will need to continue for the foreseeable future

Where Do I Stand?

Find Your Place in the Vaccine Line

By Stuart A. Thompson
Illustrations by Jorge Colombo



Thank you



University Senate

Proposed: December 11, 2020

Adopted: December 11, 2020

In favor-Opposed-Abstained: 70-0-1

**RESOLUTION TO UPDATE THE UNIVERSITY STATUTES TO CLARIFY
CONSTITUENCY MEMBERSHIP AND ELIGIBILITY,
GENERAL POLICIES AND POWERS,
AND
TO REFER TO ELECTRONIC RATHER THAN VIRTUAL MEETINGS**

BE IT RESOLVED that the Senate approve the revisions of the University Statutes clarifying constituency membership, eligibility, and referring to electronic rather than virtual meetings, as set out, below.

§20. Membership The University Senate shall be a unicameral body whose membership shall be composed of representatives from the following categories:

e. Professional library staff members

Two members who shall be elected from and by those persons either holding a ~~full-time~~-trustee or presidential full-time appointment to the professional library service or holding a full-time appointment as an officer of administration within the libraries

f. Research members

Six members who shall be elected from and by those ~~persons~~-full-time research officers designated as senior research scientist or senior research scholar, Lamont research professor, research scientist or research scholar, Lamont associate research professor, associate research scientist or associate research scholar, Lamont assistant research professor, postdoctoral research scientist, postdoctoral research scholar, or postdoctoral research fellow, senior staff associate and staff associate, as defined in Section 62 of these Statutes, and who are not entitled to vote as officers of instruction

h. Alumni members

Two ~~alumni~~-members who are either alumni or alumnae shall be chosen by the Columbia Alumni Association~~Council of the Alumni Federation of the University~~

§21. Elections, eligibility, recall, and term of office

a. Election of faculty members

1. The forty-two memberships for officers of instruction having an appointment without stated term as professor or associate professor as defined in Sections 60 or 61 shall be apportioned by the University Senate every five years among the Faculties of the Columbia Corporation in proportion to the number of such officers of instruction; ~~provided, however, that each such faculty, other than the Faculties of Arts and Sciences and Health Sciences, which shall not be entitled to elect any members, shall be entitled to elect at least one member; and Each Faculty shall be entitled to elect at least one member, except for the Faculties of Columbia College, General Studies, the Graduate School of Arts and Sciences, the Arts, Professional Studies, and Health Sciences, which shall not be entitled to elect any members, except as specified below.~~ For the purposes of this paragraph (1), and paragraph (2) below, for the apportionment and election of members from the Faculty of Arts and Sciences, from the Faculties of the College, General Studies and the Graduate School each division of the Faculty of Arts and Sciences, treated as one group, shall be among the three disciplines of namely the Social Sciences, Humanities, and Pure Natural Sciences, respectively, as specified in Section 153 of the Statutes, shall be treated as a separate Faculty. The five divisions of the Faculty of Arts and Sciences are as follows:

i. The Division of the Humanities shall consist of the following departments: Art History and Archaeology; Classics; East Asian Languages and Cultures; English and Comparative Literature; French and Romance Philology; Germanic Languages; Italian; Latin American and Iberian Cultures; Middle Eastern, South Asian, and African Studies; Music; Philosophy; Religion; and Slavic Languages.

ii. The Division of Social Sciences shall consist of the following departments: African American and African Diaspora Studies, Anthropology, Economics, History, Political Science, and Sociology.

iii. The Division of Natural Sciences shall consist of the following departments: Astronomy; Biological Sciences; Chemistry; Earth and Environmental Sciences; Ecology, Evolution, and Environmental Biology; Mathematics; Physics; Psychology; and Statistics.

iv. The School of the Arts.

v. The School of Professional Studies.

2. The sixteen memberships for officers of instruction with stated term shall be apportioned by the University Senate every five years among the Faculties of the Columbia Corporation other than the Faculties of ~~Arts and Sciences~~ Columbia College, General Studies, the Graduate School of Arts and

Sciences, the Arts, Professional Studies, and Health Sciences, except as specified below. All such officers of instruction having an appointment as preceptor, associate, lecturer, instructor, and assistant professor, regardless of whether ~~all~~ such officers are full time or part time, shall be entitled to vote. Officers of instruction having an appointment with a stated term above that of assistant professor also shall be entitled to vote in this category. For the purposes of this paragraph (2), apportionment and election of members from the Faculties of ~~Arts and Sciences, the College, General Studies and the Graduate School of Arts and Sciences, each division of the Faculty of Arts and Sciences, treated as one group, shall be among the three disciplines of namely the Social Sciences, Humanities, and Pure Natural Sciences, respectively,~~ as specified in paragraph (1) above Section 153 of the Statutes, shall be treated as a separate faculty.

b. Election of student members

The twenty-four memberships for full-time students shall be apportioned by the University Senate every five years as follows: twenty-two among the Faculties of the Columbia Corporation; provided, however, that at least one student member shall be elected from each Faculty other than the Faculties of Arts and Sciences and Health Sciences; two additional student members shall be elected from the Faculty with the largest number of full-time students; one additional student member shall be elected from each of the Faculties with the next largest number of full-time students; until the limit of twenty-two student seats for the Columbia Corporation is reached; one full-time student member shall be elected from Barnard College; and one full-time student member shall be elected from Teachers College. For the purposes of this subsection (b), the Faculty of the Graduate School of Arts and Sciences shall be treated as consisting of three separate Faculties, comprised of the ~~divisions~~disciplines of the Humanities, Social Sciences, Humanities, and Pure Natural Sciences, respectively, as specified in paragraph (a.1) above Section 153 of the Statutes. Students here are defined to include all those seeking degrees and all those non-degree-seeking students who have been designated as members of constituencies by the Senate By-Laws.

c. Election of members from professional library staff and administrative staff

Two members shall be elected from and by the research-professional library staff and administrative staff.

d. Election of members of officers of research

The six memberships for officers of research shall be ~~apportioned by the University Senate biennially elected~~ as follows: four ~~among shall be elected from~~ officers of research members designated as senior research scientist or senior research scholar, Lamont research professor, research scientist or research scholar, Lamont associate research professor, associate research scientist or associate research scholar, and Lamont assistant research professor; one additional research officer member shall be elected from those persons designated as postdoctoral research scientist, postdoctoral research scholar, or postdoctoral research fellow; and one additional research officer member shall be elected from those

persons designated senior staff associate or staff associate.

§23. General policies Subject to the reserve power of the Trustees and the provisions of Sections [25](#), [293](#), [and 333](#), the University Senate shall be a policy-making body which may consider all matters of University-wide concern, all matters affecting more than one Faculty or school, and all matters pertaining to the implementation and execution of agreements with the other educational institutions that are now or may hereafter become affiliated with the University. Without limitation by enumeration the University Senate shall

§24. Powers The University Senate, subject to the reserve power of the Trustees and the provisions of Section 25, shall have power, and it shall be its duty:

a. *Academic correlation*: to secure the correlation of courses offered by the several Faculties and Administrative Boards; to adjust all questions involving more than one Faculty or Administrative Board, [except those matters reserved to the Faculty of Arts and Sciences under Section 293 of these Statutes and to the Faculty of Health Sciences under Section 333 of these Statutes](#);

b. *Degrees*: to prescribe, by concurrent action with the appropriate Faculty or Administrative Board, the conditions upon which the following degrees shall be conferred and to recommend candidates for such degrees:

Bachelor of Science (B.S.)—Faculty of Engineering and Applied Science

e. *Barnard College*: to prescribe the manner in which the degree of [B](#)bachelor of [A](#)arts conferred upon graduates of Barnard College shall be maintained at all times as a degree of equal value with the degree of [B](#)bachelor of [A](#)arts conferred upon the graduates of Columbia College;

§27. Meetings The University Senate shall meet regularly as provided in its By-Laws. Special meetings shall be held on the call of the President and in accordance with its By-Laws. When practicable, meetings of the Senate shall be conducted in person. [VirtualElectronic](#) meetings of the Senate may be called by the President, by the chair of the Executive Committee of the University Senate in consultation with the members of the Executive Committee of the University Senate, and in accordance with other methods specified in its By-Laws. The President shall be the presiding officer of the University Senate. In the absence of the President, the chair of the Executive Committee of the University Senate shall preside.

Proponent:
Senate Structure and Operations Committee

II

THE UNIVERSITY SENATE

§20. Membership The University Senate shall be a unicameral body whose membership shall be composed of representatives from the following categories:

a. Administration members

1. The President
2. The Provost (or if there is more than one Provost, the Provost designated by the President)
3. The dean of the Faculty of the Graduate School of Arts and Sciences
4. The dean of Columbia College
5. Five members, who shall be appointed by the President, from among officers of administration who are part of the central administration and administrators of Faculties

b. Faculty members

1. Forty-two officers of instruction having an appointment without stated term as professor or associate professor as defined in Sections 60 and 61, to be elected from and by such officers of instruction, subject to the provisions of Section 21
2. Sixteen officers of instruction having an appointment for a stated term as defined in Sections 60 and 61 to be elected from and by such officers of instruction, subject to the provisions of Section 21

c. Student members

Twenty-two students as defined in Section 381 to be elected from and by such students as provided in Section 21, one student from Barnard College to be elected from and by the students of Barnard College as provided in Section 21, and one student from Teachers College to be elected from and by the students of Teachers College as provided in Section 21

d. Affiliated institution members

1. Two representatives of the faculty of Barnard College

2. Subject to renegotiation of the existing affiliation agreement with Teachers College, two representatives of the faculty of Teachers College

3. Subject to renegotiation of the existing affiliation agreement with the Union Theological Seminary, one representative of the faculty of the Union Theological Seminary

e. Professional library staff members

Two members who shall be elected from and by those persons either holding a ~~full-time~~ trustee or presidential full-time appointment to the professional library service or holding a full-time appointment as an officer of administration within the libraries

f. Research members

Six members who shall be elected from and by those ~~persons~~ full-time research officers designated as senior research scientist or senior research scholar, Lamont research professor, research scientist or research scholar, Lamont associate research professor, associate research scientist or associate research scholar, Lamont assistant research professor, postdoctoral research scientist, postdoctoral research scholar, or postdoctoral research fellow, senior staff associate and staff associate, as defined in Section 62 of these Statutes, and who are not entitled to vote as officers of instruction

g. Administrative staff members

Two members who shall be elected from and by those persons having an appointment from the President or the Secretary of the University, or who are in Grade VII or above of the University Personnel Classification System for officers of administration and supporting staff and who are not entitled to vote in any other category for members of the University Senate

h. Alumni members

Two ~~alumni~~ members who are either alumni or alumnae shall be chosen by the Columbia Alumni Association ~~Council of the Alumni Federation of the University~~

§21. Elections, eligibility, recall, and term of office

a. Election of faculty members

1. The forty-two memberships for officers of instruction having an appointment without stated term as professor or associate professor as defined in Sections 60 or 61 shall be apportioned by the

University Senate every five years among the Faculties of the Columbia Corporation in proportion to the number of such officers of instruction; ~~provided, however, that each such faculty, other than the Faculties of Arts and Sciences and Health Sciences, which shall not be entitled to elect any members, shall be entitled to elect at least one member; and Each Faculty shall be entitled to elect at least one member, except for the Faculties of Columbia College, General Studies, the Graduate School of Arts and Sciences, the Arts, Professional Studies, and Health Sciences, which shall not be entitled to elect any members, except as specified below.~~ For the purposes of this paragraph (1), ~~and paragraph (2) below, for the~~ apportionment and election of members ~~from the Faculty of Arts and Sciences, from the Faculties of the College, General Studies and the Graduate School each division of the Faculty of Arts and Sciences, treated as one group, shall be among the three disciplines of namely the Social Sciences, Humanities, and Pure Natural Sciences, respectively, as specified in Section 153 of the Statutes, shall be treated as a separate Faculty. The five divisions of the Faculty of Arts and Sciences are as follows:~~

i. The Division of the Humanities shall consist of the following departments: Art History and Archaeology; Classics; East Asian Languages and Cultures; English and Comparative Literature; French and Romance Philology; Germanic Languages; Italian; Latin American and Iberian Cultures; Middle Eastern, South Asian, and African Studies; Music; Philosophy; Religion; and Slavic Languages.

ii. The Division of Social Sciences shall consist of the following departments: African American and African Diaspora Studies, Anthropology, Economics, History, Political Science, and Sociology.

iii. The Division of Natural Sciences shall consist of the following departments: Astronomy; Biological Sciences; Chemistry; Earth and Environmental Sciences; Ecology, Evolution, and Environmental Biology; Mathematics; Physics; Psychology; and Statistics.

iv. The School of the Arts.

v. The School of Professional Studies.

2. The sixteen memberships for officers of instruction with stated term shall be apportioned by the University Senate every five years among the Faculties of the Columbia Corporation other than the Faculties of ~~Arts and Sciences~~ Columbia College, General Studies, the Graduate School of Arts and Sciences, the Arts, Professional Studies, and Health Sciences, except as specified below. All such officers of instruction having an appointment as preceptor, associate, lecturer, instructor, and assistant professor, regardless of whether ~~all~~ such officers are full time or part time, shall be entitled

to vote. Officers of instruction having an appointment with a stated term above that of assistant professor also shall be entitled to vote in this category. For the purposes of this paragraph (2), apportionment and election of members from the Faculties of Arts and Sciences, the College, General Studies and the Graduate School of Arts and Sciences, each division of the Faculty of Arts and Sciences, treated as one group, shall be among the three disciplines of namely the Social Sciences, Humanities, and Pure Natural Sciences, respectively, as specified in paragraph (1) above Section 153 of the Statutes, shall be treated as a separate faculty.

b. Election of student members

The twenty-four memberships for full-time students shall be apportioned by the University Senate every five years as follows: twenty-two among the Faculties of the Columbia Corporation; provided, however, that at least one student member shall be elected from each Faculty other than the Faculties of Arts and Sciences and Health Sciences; two additional student members shall be elected from the Faculty with the largest number of full-time students; one additional student member shall be elected from each of the Faculties with the next largest number of full-time students; until the limit of twenty-two student seats for the Columbia Corporation is reached; one full-time student member shall be elected from Barnard College; and one full-time student member shall be elected from Teachers College. For the purposes of this subsection (b), the Faculty of the Graduate School of Arts and Sciences shall be treated as consisting of three separate Faculties, comprised of the divisions/disciplines of the Humanities, Social Sciences, Humanities, and Pure Natural Sciences, respectively, as specified in paragraph (a.1) above Section 153 of the Statutes. Students here are defined to include all those seeking degrees and all those non-degree-seeking students who have been designated as members of constituencies by the Senate By-Laws.

c. Election of members from professional library staff and administrative staff

Two members shall be elected from and by the research-professional library staff and administrative staff.

d. Election of members of officers of research

The six memberships for officers of research shall be apportioned by the University Senate biennially/elected as follows: four among shall be elected from officers of research members designated as senior research scientist or senior research scholar, Lamont research professor, research scientist or research scholar, Lamont associate research professor, associate research scientist or associate research scholar, and Lamont assistant research professor; one additional research officer member shall be elected from those persons designated as postdoctoral research scientist, postdoctoral research scholar, or postdoctoral research fellow; and one additional

research officer member shall be elected from those persons designated senior staff associate or staff associate.

e. Representatives from affiliated institutions

Each of the affiliated institutions shall choose representatives from among their respective Faculties to serve as members in such manner as each of them may determine.

f. Direct and indirect elections

All members elected under subsections (a), (b), and (c) shall be chosen by direct election, except that student members may be chosen by indirect election as hereinafter provided. If the indirect election method is chosen, then the student member of the University Senate shall be elected by the elected student governing body of the Faculty from which the student member of the University Senate is being chosen. Such choice shall be exercised only by a referendum of the students within such Faculty and shall stand unless and until reversed by a succeeding referendum. If there is no elected student governing body of the Faculty which is authorized to hold indirect elections, and if either a seat assigned to a student member has remained vacant for six months or longer, or elections have failed to fill such a seat, then a member may be elected from one or more departments within that Faculty in rotation, as may be prescribed by the body designated of the University Senate, to administer University Senate elections.

g. Time of election and term of office

There shall be two regular election periods each year, one in the spring and one in the fall. The regular term of office for each member shall be as follows:

1. For each member elected in the spring elections, the term of office shall begin fourteen days before the day of Commencement next following his or her election and shall be for two years; provided that a member elected to a vacant seat shall assume office immediately; and provided further that if the spring elections are not completed by the date set for the beginning of his or her term, the member shall assume office immediately upon the completion of the elections.
2. For each member elected in the fall elections, the term of office shall commence immediately upon election and shall expire fourteen days before the day of the second Commencement next following his or her election.
3. For each appointed member, the term of office shall commence immediately upon appointment and shall expire fourteen days before the day of the second Commencement next following his or her appointment.

It shall be the responsibility of each member to advise the commission supervising elections of members to the University Senate, as early as possible, if he or she will be unable to serve his or her full term. When such commission is so advised, provision will be made to vote, at the next election, for a member to fill the anticipated vacancy. The term of such member shall be the same as that of all other members elected in the same election period, except that if the seat is occupied at the time of election, the term shall commence upon the effective date of resignation of the retiring member. Except as provided in subsection (f), any vacancy occurring between election periods shall be filled in the same manner in which the original member was chosen, and the term of office for each member so elected shall commence immediately upon election and shall expire fourteen days before the day of the second Commencement next following the election. The Executive Committee of the University Senate may designate a date for the expiration of terms and beginnings of new terms different from the date set herein, if such a redesignation is necessary to allow for an orderly transition of the work of the University Senate from one session to the next. No person shall be disqualified from election because he or she will be a member of the category from which he or she is elected for less than two years. However, his or her membership shall terminate when he or she is no longer a member of the category from which he or she was elected.

h. Recall

Every elected member shall be subject to recall. Upon petition signed by one-fourth of the number of members of the category from which the member was elected, a recall election shall be held. A majority of votes cast for recall shall cause the recall of the member and his or her membership shall thereupon become vacant. The provisions of subsection (f) shall also apply to recall elections.

§22. Duties It shall be the duty of the University Senate

- a. to report to the Trustees its opinion as to any exercise of power proposed by a Faculty under Section 35;
- b. to submit such proposals to the Trustees or to the President or to the several Faculties as in its judgment may serve to increase the efficiency of University work;
- c. to consider any question that may arise as to the conduct or efficiency of any officer of administration or instruction, and to report thereon to the Trustees through the President.

§23. General policies Subject to the reserve power of the Trustees and the provisions of Sections 25, 293, and 333, the University Senate shall be a policy-making body which may consider all matters of University-wide concern, all matters affecting more than one Faculty or school, and all matters pertaining to the implementation and execution of agreements with the other educational

institutions that are now or may hereafter become affiliated with the University. Without limitation by enumeration the University Senate shall

- a. develop and review plans and policies to strengthen the educational system of the University;
- b. work on the long-range master plan for the physical development of the University; recommend ways in which it can be improved; and keep the same under continuing review;
- c. work for the advancement of academic freedom and the protection of faculty interests;
- d. work for the promotion of student welfare and the enhancement of student life;
- e. initiate and review policies to govern the University's relations with outside agencies for research, instruction, and related purposes;
- f. foster policies for cooperative and mutually beneficial relations with the neighboring community;
- g. review by broad categories the annual budget of the University after its adoption and advise the Trustees as to its general conformity with the goals of the University;
- h. consider and recommend policies relating to the awarding of University prizes and honors, and assist the Trustees in the selection of recipients of such prizes and honors;
- i. promulgate a code of conduct for faculty, students, and staff and provide for its enforcement;
- j. initiate proposed changes in Chapter II of these Statutes which have been passed by a vote of at least three-fifths of all incumbent members of the University Senate.

§24. Powers The University Senate, subject to the reserve power of the Trustees and the provisions of Section 25, shall have power, and it shall be its duty:

- a. *Academic correlation*: to secure the correlation of courses offered by the several Faculties and Administrative Boards; to adjust all questions involving more than one Faculty or Administrative Board, except those matters reserved to the Faculty of Arts and Sciences under Section 293 of these Statutes and to the Faculty of Health Sciences under Section 333 of these Statutes;
- b. *Degrees*: to prescribe, by concurrent action with the appropriate Faculty or Administrative Board, the conditions upon which the following degrees shall be conferred and to recommend candidates for such degrees:

Doctor of Philosophy (Ph.D.)—Faculty of the Graduate School of Arts and Sciences and Administrative Board of the Graduate School of Arts and Sciences

Doctor of the Science of Law (J.S.D.)—Faculty of Law

Juris Doctor (J.D.)—Faculty of Law

Doctor of Medical Science (Med.Sc.D.)—Faculties of Medicine and Dental Medicine

Doctor of Medicine (M.D.)—Faculty of Medicine

Doctor of Dental Surgery (D.D.S.)—Faculty of Dental Medicine

Doctor of Occupational Therapy (O.T.D.)—Faculty of Medicine

Doctor of Physical Therapy (D.P.T.)—Faculty of Medicine

Doctor of Nursing Practice (Dr.N.P.)—Faculty of Nursing

Doctor of Public Health (Dr.P.H.)—Faculty of Public Health

Doctor of Education (Ed.D.)—Faculty of Teachers College

Doctor of Engineering Science (Eng.Sc.D.)—Faculty of Engineering and Applied Science

Doctor of Musical Arts (D.M.A.)—Faculty of the Graduate School of Arts and Sciences

Master of Philosophy (M.Phil.)—Faculty of the Graduate School of Arts and Sciences and Administrative Board of the Graduate School of Arts and Sciences

Master of Architecture (M.Arch.)—Faculty of Architecture, Planning and Preservation

Master of Arts (M.A.)—Faculties of the Graduate School of Arts and Sciences, Faculty of the Arts, Faculty of Journalism, Teachers College, Union Theological Seminary, and Administrative Board of the Graduate School of Arts and Sciences

Master of Science (M.S.)—Faculties of Medicine, Engineering and Applied Science, Journalism, Teachers College, Architecture, Planning and Preservation, Journalism, Dental Medicine, Social Work, Business, Nursing, Public Health, and Professional Studies

Master of Business Administration (M.B.A.)—Faculty of Business

Master of Health Administration (M.H.A.)—Faculty of Public Health

Master of Professional Studies (M.P.S.)—Faculty of Professional Studies

Master of International Affairs (M.I.A.)—Faculty of International and Public Affairs

Master of Public Administration (M.P.A.)—Faculty of International and Public Affairs

Master of Laws (LL.M.)—Faculty of Law

Master of Public Health (M.P.H.)—Faculty of Public Health

Master of Fine Arts (M.F.A.)—Faculty of the Arts

Master of Education (Ed.M.)—Faculty of Teachers College

Bachelor of Arts (B.A.)—Faculty of Barnard College

Bachelor of Arts (B.A.)—Faculty of Columbia College

Bachelor of Arts (B.A.)—Faculty of General Studies

Bachelor of Science (B.S.)—Faculty of Engineering and Applied Science

Bachelor of Science (B.S.)—Faculty of Nursing

Bachelor of Science (B.S.)—Faculty of General Studies

c. *Certificates*: to prescribe the conditions upon which certificates and such other certificates as the University Senate may from time to time approve, shall be awarded upon recommendation of the several Faculties, Administrative Boards, or committees;

d. *College courses*: to prescribe, by concurrent action with the Faculties of Columbia College, Barnard College, and General Studies, severally, the extent to which courses offered by other Faculties and leading to graduate or professional degrees or diplomas shall be included in the programs of studies under those Faculties, and the conditions upon which such courses may be elected by candidates for a nonprofessional first degree;

e. *Barnard College*: to prescribe the manner in which the degree of Bachelor of Arts conferred upon graduates of Barnard College shall be maintained at all times as a degree of equal value with the degree of Bachelor of Arts conferred upon the graduates of Columbia College;

f. *Other institutions*: to adopt regulations, subject to approval by the Trustees, providing for the proper execution, as regards educational matters, of agreements that are now in existence or that may hereafter be made between the University and such other educational institutions as are now or may hereafter become affiliated with the University, and to prescribe what degrees, diplomas, and certificates may be granted by said institutions and the conditions for granting the same;

g. *Summer Session*: to adopt regulations governing the relation of instruction in the Summer Session to the other work of the University;

h. *Fellowships and scholarships*: to determine the conditions upon which fellowships and University scholarships shall be awarded, to appoint all fellows and University scholars, and to make rules for their government, subject to such restrictions as may be prescribed by the Statutes or by the terms upon which the several fellowships and University scholarships are established;

i. *Academic Calendar*: to fix, annually in advance the Academic Calendar, the dates for entrance and final examinations, the date of Commencement, and the order of Commencement exercises;

j. *Research bureaus*: to encourage original research and to authorize the establishment of research bureaus to be conducted by a Faculty or by one or more departments under such terms as the University Senate may prescribe;

k. *Libraries*: to advise in such matters pertaining to the administration of the libraries as may be laid before it by the Provost or Provosts or by the University Librarian;

§25. Limitations of powers

a. Unless Trustee concurrence is required, acts of the University Senate under Sections 22 and 23 shall become final on passage. In all matters involving a change in budgetary appropriations, involving the acquisition or disposition of real property, affecting contractual obligations of the University, or as required by law, such concurrence shall be required. In all other matters, the action of the University Senate will be final unless the President shall advise the University Senate not later than its next regularly scheduled meeting that Trustee concurrence is necessary. Acts of the University Senate under Sections 22 and 23 shall be concurred in or not concurred in by the Trustees by the second stated meeting of the Trustees following the submission of the University Senate's action to the Trustees, except when the Trustees shall advise the University Senate of their need for a longer specified period of time to consider such actions. Whenever the Trustees

do not concur in an act of the University Senate under Sections 22 and 23, they shall return the measure to the University Senate with an explanation of the reason for their action.

b. No exercise of the powers conferred on the University Senate by Section 24 that involves a change in the educational policy of the University in respect to the requirements of admission or the conditions of graduation shall take effect until the same shall have been submitted to the Trustees at one meeting and another meeting of the Trustees shall have been held.

c. Notwithstanding the provisions of subsections (a) and (b), the President may convene a special meeting of the University Senate within fifteen class days of any University Senate action, and may request it to reconsider such action.

§26. By-Laws and committees The University Senate shall have the power to organize itself and to make all such By-Laws and regulations for its own proceedings as shall not contravene the Charter of the University or these Statutes. Such By-Laws shall be amended only by a three-fifths vote of all incumbent members of the University Senate. Any such By-Laws and regulations may provide for such committees as may be necessary or desirable. Such committees shall include an Executive Committee. The Trustees shall work with the Executive Committee of the University Senate in the nomination of six Trustees as provided in the By-Laws of the Trustees. The Trustees shall work with the Executive Committee of the University Senate in the selection of a President of the University as provided in the By-Laws of the Trustees. The President shall work with the Executive Committee of the University Senate in the selection of the Provost or Provosts as provided in Section 50. The Executive Committee of the University Senate shall participate in the appointment of University Professors as provided in Section 61.

§27. Meetings The University Senate shall meet regularly as provided in its By-Laws. Special meetings shall be held on the call of the President and in accordance with its By-Laws. When practicable, meetings of the Senate shall be conducted in person. VirtualElectronic meetings of the Senate may be called by the President, by the chair of the Executive Committee of the University Senate in consultation with the members of the Executive Committee of the University Senate, and in accordance with other methods specified in its By-Laws. The President shall be the presiding officer of the University Senate. In the absence of the President, the chair of the Executive Committee of the University Senate shall preside.

§28. Staff The University shall furnish, to the extent provided for in the University's budget, assistance to the University Senate as a whole and to its committees in connection with its official business, as may be authorized by the Executive Committee of the University Senate.

RESOLUTION TO UPDATE THE UNIVERSITY SENATE BY-LAWS

BE IT RESOLVED that the Senate approve the updates to the University Senate By-Laws, as set out, below.

SEC. 1: ORGANIZATION AND PROCEDURE.

- b. Members of the Senate. The Statutes of the University detail the membership of the Senate as well as the members' appointment or election, recall, and term of office. Members shall be known as Senators. Those who are not appointed are elected according to the University Senate Election Code that has been most recently approved by a majority vote of the Senate. The Elections Commission, defined in the Elections Code, oversees elections, as described in the Elections Code.
- c. Members of Constituencies for Elections of Senators. A person shall be a member of a constituency for the election of a Senator or Senators if and only if they are a member of that constituency for purposes of apportionment under Section 21 of the Statutes of the University subject to the additional requirements in this subsection. All members of a constituency and only members of a constituency are eligible to vote for the Senator or Senators from that constituency, and to serve as a Senator from that constituency.
 - i) Any full-time or part time officer of instruction assigned a seat on a Faculty shall be deemed a member of that Faculty for the purposes of University Senate Elections.
 - ii) Tenured faculty includes officers of instruction who have been awarded tenure of title on that Faculty. Non-tenured faculty includes tenure-track and off-track (TTOT) officers of instruction.
 - iii) A student who is simultaneously pursuing two degree programs or degree and certificate programs in separate Faculties shall be considered in each semester a student in the Faculty in which they are registered that semester.

iv) Notwithstanding the provisions of this article, no person may be a candidate in more than one constituency simultaneously, nor may a member of the Senate represent more than one constituency. In cases where an individual holds appointments in multiple constituencies, their primary appointment determines the constituency of which they are a member.

v) Both degree-seeking and non-degree-seeking students may be members of constituencies.

vi) For purposes of Senate representation, the work or study location of a Columbia affiliate does not matter.

d. Vacancies. Senator vacancies shall be filled according to the procedures described in the University Statutes. Officer and Member vacancies in Senate committees shall be filled according to the procedures described in Section 4 of these By-Laws.

e. Presiding Officer. The President of the University shall be the presiding officer of the Senate. In ~~his or their~~ absence, or at ~~his or their~~ request, the Chairperson of the Executive Committee shall preside as Speaker pro tempore.

k. Floor Privileges. The Dean or Director of any Faculty, School, or Administrative Board, ~~or their designee,~~ whether or not ~~they are or she is~~ a senator, shall have the right to speak and participate in debate whenever any matter that is of special concern to ~~his or their~~ particular Faculty or School is before the Senate.-

The student body ~~of Union Theological Seminary in the following affiliated institution~~ may elect one student observer: ~~Union Theological Seminary. If any of the affiliated institutions elect such student observers,~~ ~~†~~They shall be entitled to sit with the University Senate but shall not vote or otherwise participate in its deliberations, unless particular questions relevant to student interests in affiliated institutions are the subject of Senate action, in which case, with the approval of the Chairperson, they shall have a voice but not a vote.

When the Senate considers the report of any standing committee of the Senate, or of any committee, commission, or other group appointed by the Senate or by the Senate Executive Committee, members of that standing committee, and members of such committees, commissions, or groups, who are not members of the Senate may sit with the Senate and have a voice but not a vote in the deliberations of the Senate on that report.

When the Senate is meeting electronically pursuant to Section 1(g), floor privileges shall be governed by the Rules for Electronic Meetings

n. Confidentiality. In general, the records of plenary meetings of the University Senate are public in order to involve the largest number of University Community members and further self-government; and discussions and records of Senate committees are confidential

in order to most fruitfully advance the work of these committees. For this purpose, the Senate shall maintain Guidelines on Confidentiality and Release of Information by Senate Committees. These Guidelines may include penalties for violations of confidentiality, including disbarment from serving on any or all committees and expulsion from the Senate. The Guidelines shall provide for due process for committee members accused of violating the Guidelines.~~shall maintain~~

SEC. 3: ELECTORAL CAUCUSES

- a. Establishment. There shall be the following Electoral Caucuses: Tenured Faculty Caucus, TTOT Faculty Caucus, and Student Caucus.
- b. Nothing in Section 3 of these By-Laws shall preclude the establishment of other Senate entities that use the word “Caucus” in their name.
- c. The composition and jurisdiction of the several electoral caucuses shall be as follows:
 - i) Tenured Faculty Caucus. The Tenured Faculty Caucus shall consist of all members of the Senate elected pursuant to Section 20.b.1 of the Statutes of the University. The Tenured Faculty Caucus shall select members of the Executive Committee, as specified in Section (4)(i)(1) of these By-Laws, and shall conduct other business as appropriate
 - ii) TTOT Faculty Caucus. The TTOT Faculty Caucus shall consist of all members of the Senate elected pursuant to Section 20(b)(2) of the Statutes of the University. The TTOT Faculty Caucus shall select members of the Executive Committee, as specified in Section (4)(i)(1) of these By-Laws, and shall conduct other business as appropriate.
 - iii) Student Caucus. The Student Caucus shall consist of all members of the Senate elected pursuant to Section 20(c) of the Statutes of the University. The Student Caucus shall select members of the Executive Committee, as specified in Section (4)(i)(1) of these By-Laws, and shall conduct other business as appropriate.

SEC. 4: COMMITTEES.

- b. Additional Committees. Such additional standing and special committees may be established from time to time as deemed necessary. Special committees include ad hoc committees, commissions, task forces, or other bodies created by the Senate or by standing committees, directly or indirectly, to assist in the work of the Senate. These additional committees must adhere to this Section of the By-Laws.

- c. Periodic Reorganization of the Senate. The regular organization of the Executive Committee and other standing committees of the Senate and elections of committee ~~eChairmen~~ shall take place biennially, in odd calendar years, following the spring election.

~~Each~~ All outgoing Senate committees which considers that ~~they have it~~ has continuing business to be conducted in the summer interim may so advise the ~~incoming~~ Executive Committee and request it, under the Senate's delegation of summer powers, to appoint interim committees as necessary to conduct this business until the new committees are constituted, and include in their membership such members of the outgoing committees as are available for service.

- e. Committee Membership. Except as otherwise expressly provided in this section, persons who are not members of the Senate may serve as members of Senate committees. At least a majority of every committee shall, however, be senators. The membership of several committees, other than the Executive Committee, shall be elected as follows: each member of the Senate shall submit to the Executive Committee the first three choices for committee service in the order of ~~his or their~~ preference; the Executive Committee shall then nominate the membership of each committee so that, to the fullest extent possible, no member of the Senate is nominated to a committee that is not among ~~his or their~~ first three choices; after the Executive Committee has made its nomination, nominations from the floor shall be in order, and the Senate as a whole shall elect the members of each committee by majority vote. Each committee member who is a senator shall serve a term that ends at the first plenary meeting of the Senate in the second September after their election to the committee, or until their successor is elected. Each committee member who is a not a senator shall serve a term that ends at the first plenary meeting of the Senate in the first September after their election to the committee, or until their successor is elected.
- f. Committee Chair~~smen~~. Each committee, other than the Executive Committee, shall elect its chair~~person~~ from among its members. No person shall serve as chair~~person~~ of more than two standing committees, it being understood that serving as a co-chair~~person~~ constitutes serving as one chair~~person~~. Each committee chair shall serve a term that ends at the first plenary meeting of the Senate in the second September after their election as chair, and until their successor is chosen. However, no person shall serve as a committee chair who is not a member of the committee
- g. Absences. If a member has more than two consecutive unexcused absences from committee meetings scheduled at least one week in advance, the seat shall be deemed vacant. Each committee shall determine the grounds for absence from its meetings. When a member shall have accumulated two consecutive unexcused absences, the ~~C~~chair~~person~~ of the committee shall notify the member and the Executive Committee. The Executive Committee may recommend to the Senate that the member be continued on the committee,

or it may nominate a new member. The Senate as a whole shall reappoint the member or elect a new member by a majority vote.

- h. Quorum. The quorum for any committee shall be a majority of its current membership.
- i. Qualification requirement. To be eligible for any Senate committee office, an individual is not required to have been elected or appointed to a Senate term that includes the entire term of that office. If a person who holds an office, for which a particular qualification is required, ceases to hold that qualification for any reason, then that office shall be declared vacant.
- j. Vacancies. For committees other than the Executive Committee, vacancies shall be filled in the same manner that the original incumbent was selected, and replacements shall serve for the unexpired term. Procedures for vacancies on the Executive Committee, including chair, are described in Section 4(k)(i).
- k. The composition and jurisdiction of the several standing committees shall be as follows:

i) Executive Committee: The Executive Committee shall consist of 13 members apportioned as follows: 1 tenured faculty member who shall be Chair, 5 additional 6 tenured faculty, 2 non-tenured faculty, 2 administrators, and 3 students. All shall be members of the Senate. The two administration representatives shall be the President and another officer of administration of his or their choice. Elected members of the Executive Committee, except for the Chair, shall be chosen by the appropriate electoral caucuses established in Section 3 of these By-Laws. as follows: each category in the Senate entitled to members on the Executive Committee as here provided shall nominate the requisite number and the membership of the Senate as a whole shall vote on each of the nominees; a nominee who receives a majority of the total number of affirmative votes cast shall become a member of the Executive Committee; if a nominee fails to achieve a majority, the category that nominated him or her shall nominate another person in his or her stead. Following the election of the Executive Committee, the Chairperson of the Committee shall be nominated and elected from among the tenured faculty members by the Senate as a whole.

In the spring of each odd-numbered year, the Senate shall nominate and elect the Chair of the Committee, who shall take office fourteen days before the day of Commencement. A candidate for Chair must be a member of the Tenured Caucus at the time of their nomination, and he or she must have qualified to be a member of the Senate at the time he or she would take office. In addition, he or she must have served on the Senate at least two years in the immediately preceding four years. Nomination shall require a petition signed by at least six current members of the Senate, at least 3 of whom shall be members of the Tenured Caucus and at least 2 of whom shall not be

members of the Tenured Caucus. The Elections Commission shall prescribe the format and timing of the nominations. The current members of the Senate shall elect the Chair by confidential electronic ballot as prescribed and supervised by the Elections Commission. The ballot shall include an option to abstain.

The Executive Committee shall be the Senate's agenda committee and its committee on committees. It may authorize standing committees without regular and recurring duties, if they request to be put on a stand-by basis, to meet once a semester and otherwise be on the call of the Senate or the Executive Committee or of a majority of the Committee concerned as the need for the activity of such committees may arise. The Executive Committee shall have the power to call the Senate into extraordinary session, and shall have such powers, functions and duties as the Senate may delegate to it during periods when the Senate is not in session. The Executive Committee shall serve as a continuing liaison between the University Senate and the central administration. The Executive Committee may create subcommittees and may delegate any of its powers, functions, and duties. The Executive Committee shall participate pursuant to the Statutes of the University and the By-Laws of the Trustees, in the selection of University Professors, the President of the University, the Provost or Provosts, and six Trustees. In performing these functions, the Executive Committee or the appropriate subcommittee thereof shall act in executive session and in a confidential manner and shall not be required to report its deliberations or actions to the Senate as a whole.

If the position of chair becomes vacant in an odd-numbered year at any point starting fourteen days before the day of Commencement and extending to fifteen days before the day of Commencement of the next odd-numbered year, then the remaining members of executive committee, voting as a whole, shall select an interim chair who shall serve until a new chair can be elected by the regular election procedure. The election shall be held as soon as possible on a date determined by the Elections Commission. In the event of any other vacancies in the Executive Committee, a new member shall be selected in the same way that the departing member was selected, and shall serve for the unexpired term.

No person shall be elected as chair of the Executive Committee more than three consecutive times. However, a person who has held the office of chair for less than one year of a term to which some other person was elected may be elected to the office of chair four consecutive times (including the election to complete the unexpired term), but no more than four consecutive times. A person who becomes ineligible to be elected as chair, because of the number of consecutive times that they have been elected, shall not be eligible to become chair again until at least one year has elapsed since the completion of their previous term.

To the extent possible, officers of instruction may be allowed a reduction in their teaching loads and students may be granted appropriate credit for serving as members of the Executive Committee.

- ii) Committee on Education: The Committee on Education shall consist of 19 members apportioned as follows: 8 tenured faculty, 3 non-tenured faculty, 4 students at least one of whom will be a graduate student, 2 administrators, 1 alumnus or alumna and 1 library staff. The Committee on Education shall review, and may from time to time recommend, plans and policies relating to the educational system of the University. The Committee shall receive ideas, recommendations, and plans for educational innovations from members of the faculty and others. The Committee shall inform itself of conditions in the several schools, faculties and departments, and propose measures needed to make the most effective use of the resources of the University for educational purposes.

The Committee shall examine new online/ distance-learning and multimedia learning applications to understand their broad academic implications and to recommend policy, procedures, and monitoring in consultation with the committees on Libraries and Digital Resources and on Information and Communications Technology. It will evaluate the extent to which these enterprises enhance the core mission of the University.

- iii) Committee on Budget Review: The Committee on Budget Review shall consist of 12 members, all of whom shall be members of the Senate. The membership of the Committee shall consist of 5 tenured faculty ~~representatives~~, 2 non-tenured faculty, 2 student representatives, 1 alumnus or alumna, 1 officer of research, and the Chair ~~person~~ of the Executive Committee or ~~his or their~~ designee serving ex officio. The Budget Review Committee shall review the annual budget of the University after its adoption to assure its general conformity with short-range and long-range priorities of the University and expressions of policy by the Senate. The Chair ~~person~~ of the Budget Review Committee or ~~his or their~~ designee may sit with the appropriate committee of the administration when it formulates its budget policy guidelines for the coming year and when categories of the budget are discussed or adopted. The Budget Review Committee shall report its activities to the Senate and shall bring to its attention any instance of non-compliance of the budget with the existing priorities or policies and any other allocations which, in the Committee's opinion, are not in the best interests of the University.

- iv) Committee on Campus Planning and Physical Development of the University: The Committee on Campus Planning and Physical Development of the University shall consist of 16 members apportioned as follows: 5 tenured faculty, 2 non-tenured faculty,

2 administrators, 3 students, 1 alumnus [or alumna](#), 1 library staff, 1 officer of research, and 1 administrative staff. The primary mandate of the Campus Planning and Physical Development Committee is to review and comment upon the processes for planning, reviewing, assigning priorities and implementing the University's physical development assess how they impact the academic mission of the University. This shall include plans and projects to change space available for specific schools and departments as well as space for the well-being of the University community. The Committee will report to the Senate, President and Trustees whether major projects have been properly reviewed and serve the best interests of the University. In addition, the Committee will work with the administration and appropriate committees of the Trustees in reviewing, with respect to the University's academic goals, the long-term physical development plans of the University, for the campus and for off-campus properties, and the effects of those plans on the community. The Committee shall meet periodically with the appropriate vice president and ~~his or their~~ designates to discuss the status of planned and ongoing major capital improvements for the University. In addition, the Committee shall regularly receive reports from pertinent departments and committees charged with academically relevant aspects of physical development. The Committee may also advise the administration and the Trustees on faculty, student and staff concerns, priorities and particular projects related to campus planning and physical development. The Committee shall work closely with the Committees on Education, Budget Review, and Libraries and Digital Media so that developmental plans may bear close relationship to the fulfillment of educational policies and purposes. The Committee shall also work closely with the Committee on External Relations and Research Policy to minimize areas of conflict and maximize areas of cooperation with the community. On behalf of the Senate, the Committee shall also serve as a forum for reviewing reports of exceptional difficulties experienced with the academic physical plant, buildings, grounds and maintenance.

- v) Committee on Faculty Affairs, Academic Freedom and Tenure: The Committee on Faculty Affairs, Academic Freedom and Tenure shall consist of 17 members, of whom 13 shall be tenured faculty and 4 non-tenured faculty. One of its members shall also be a member of the Committee on Rules of University Conduct. It shall have jurisdiction of all matters relating to terms and conditions of academic employment including, but not limited to, tenure and academic freedom, academic advancement, sabbatical and other leaves, faculty conduct and discipline, retirement, faculty housing and other faculty perquisites. The Committee shall also review and, when appropriate, recommend revision of policies governing the appointment of persons to named chairs.

The Committee on Faculty Affairs, Academic Freedom and Tenure, or one of its subcommittees shall also sit as board of appeal on faculty grievances. When acting in such judicial capacity the Committee, or its subcommittee, shall function in a

confidential manner and shall not be required to report its deliberations to the Senate as a whole. With the consent, or at the request of the petitioner, however, the Committee or its subcommittee may make public its recommendations and reasons therefor.

- vi) Committee on Student Affairs: The Committee on Student Affairs shall consist of all 24 student Senators, as well as one non-Senator observer from Union Theological Seminary. One of its members shall also be a member of the Committee on Rules of University Conduct. Its jurisdiction shall cover matters of student life including, but not limited to, student organizations, student housing, extracurricular activities and student concerns in the community. The Committee shall have 's jurisdiction to consider, however, is restricted to matters of University-wide student concerns, and to concerns of students in more than one faculty or school and matters not otherwise covered by or subject to a collective bargaining agreement. Where student interests are closely related to the interests of other groups in the University, the Committee shall cooperate with other appropriate committees of the Senate.
- vii) Committee on External Relations and Research Policy: The Committee on External Relations and Research Policy shall consist of 18 members apportioned as follows: 7 tenured faculty, 2 non-tenured faculty, 3 students, 2 administrators, 1 library staff, 1 alumnus or alumna, 2 officers of research. The Committee shall review and recommend policies for the University's external relations involving instruction, research, and public affairs, including community relations. The Committee's purview will include the University's research strategies and its relations with private and public sponsoring agencies, as well as the University's strategies for enhancing its local, national, and international reputation through its connections with other academic institutions, governmental agencies, the media, and the surrounding community. The Committee shall meet periodically with the Executive Vice President for Public Affairs and ~~his or their~~ designates.
- ix) Committee on Alumni Relations: The Committee on Alumni Relations shall consist of seven members apportioned as follows: 1 tenured faculty, 1 non-tenured faculty, 1 student, 1 administrator, 1 officer of research, and 2 ~~alumni~~ who are either an alumnus or alumna. The Committee shall encourage more effective communication with alumni. The Committee shall stimulate alumni loyalty and support for the University and shall serve as liaison between the University Senate and various alumni groups. The Committee shall work with the administration in the furtherance of these purposes.
- x) Committee on Honors and Prizes: The Committee on Honors and Prizes shall consist of 15 members apportioned as follows: 6 tenured faculty, 2 non-tenured faculty, 2 students, 2 administrators, 1 library staff, 1 officer of research and 1 alumnus or alumna. The Committee on Honors and Prizes shall recommend policies relating to the

award of University prizes and honors to persons who are not members of the University. The Committee shall consider and report to the Senate standards and policies (not inconsistent with such limitations as may legally bind the University under specific endowments or grants) for the award of honorary degrees, the University Medal for Excellence, the various categories of the Pulitzer Prize and other similar evidences of academic recognition. The Committee shall work with the President and the Trustees in the selection of recipients for honorary degrees and prizes. In deliberating on nominations for prizes and honors, the Committee may act in executive session and in confidential manner, and shall not be required to report its deliberations or actions to the Senate as a whole.

xi) Committee on Libraries and Digital Resources: The Committee on Libraries and Digital Resources shall consist of 17 members apportioned as follows: 6 tenured faculty, 2 non-tenured faculty, 3 students at least one of whom will be a graduate student, 2 administrators, 2 officers of the libraries, 1 officer of research, and 1 alumnus [or alumna](#). The Committee shall review and recommend University policies relating to the University's libraries, information resources, and academic computing programs. The Committee shall attend to all aspects of the University's storage, accessing and retrieval of information whether in analog or in digital form, and to all aspects of information services that support the academic work of the University, in consultation with other Senate committees (e.g., the Education Committee and the Committee on Information and Communications Technology).

xv) Committee on Information and Communications Technology: The Committee on Information and Communications Technology will consist of 13 members including 5 faculty; 2 students, at least one of whom shall be a graduate student; 1 alumnus [or alumna/a](#); 1 officer of the libraries; 1 research officer; 1 administrative staff member whose work involves technology management; and 2 administration members at least one of whom works in technology management. One of the faculty members shall be familiar with the University's computing facilities, and one student member shall be a graduate student and frequent user of the University's computer facilities.

The Committee shall review and recommend University policies relating to the University's technology systems and services and network infrastructure. The Committee shall attend to all aspects of the University's administrative computing, telecommunications services, computing facilities, and hardware and software systems that support the work of the University, in consultation with other Senate committees (e.g., the Education Committee and the Libraries and Digital Resources Committee).

Proponent:

Senate Structure and Operations Committee

The By-Laws, Statutes, and Rules of the Columbia University Senate

As of ~~April 2, 2010~~December 4, 2020

The By-Laws, Statutes, and Rules of
the
Columbia University Senate

Columbia University in the City of New York

OF THE EXECUTIVE COMMITTEE OF THE FACULTY

Relating to the Establishment of By-Laws of the University Senate

WHEREAS, the Trustees of Columbia University in the City of New York, by their Resolution of May 13, 1969, have authorized the Executive Committee of the Faculty “to promulgate such initial By-Laws of the University Senate as shall not contravene the Charter or Statutes of the University and which By-Laws may thereafter be amended as provided in Section 26 of the Statutes of the University;” and

WHEREAS, the substance of the By-Laws was overwhelmingly approved as part of the submission of the entire plan for the establishment of the University Senate in a poll of the University community in April of 1969 by a vote of about nine to one; and

WHEREAS, the University Senate is expected to hold its first meeting before the end of the current academic year;

NOW THEREFORE, the Executive Committee of the Faculty by RESOLUTION duly made, seconded and adopted by the unanimous vote of its members hereby promulgates the following.

BY-LAWS OF THE UNIVERSITY SENATE

SEC. 1: ORGANIZATION AND PROCEDURE.

- a. Rules. Subject to the provision of these By-Laws, the Senate shall establish its own rules of procedure.
- b. Members of the Senate. The Statutes of the University detail the membership of the Senate as well as the members’ appointment or election, recall, and term of office. Members shall be known as Senators. Those who are not appointed are elected according to the University Senate Election Code that has been most recently approved by a majority vote of the Senate. The Elections Commission, defined in the Elections Code, oversees elections, as described in the Elections Code.
- c. Members of Constituencies for Elections of Senators. A person shall be a member of a constituency for the election of a Senator or Senators if and only if they are a member of that constituency for purposes of apportionment under Section 21 of the Statutes of the University subject to the additional requirements in this subsection. All members of a constituency and only members of a constituency are eligible to vote for the Senator or Senators from that constituency, and to serve as a Senator from that constituency.
 - i) Any full-time or part time officer of instruction assigned a seat on a Faculty shall be deemed a member of that Faculty for the purposes of University Senate Elections.

- ii) Tenured faculty includes officers of instruction who have been awarded tenure of title on that Faculty. Non-tenured faculty includes tenure-track and off-track (TTOT) officers of instruction.
- iii) A student who is simultaneously pursuing two degree programs or degree and certificate programs in separate Faculties shall be considered in each semester a student in the Faculty in which they are registered that semester.
- iv) Notwithstanding the provisions of this article, no person may be a candidate in more than one constituency simultaneously, nor may a member of the Senate represent more than one constituency. In cases where an individual holds appointments in multiple constituencies, their primary appointment determines the constituency of which they are a member.
- v) Both degree-seeking and non-degree-seeking students may be members of constituencies.
- vi) For purposes of Senate representation, the work or study location of a Columbia affiliate does not matter.

d. Vacancies. Senator vacancies shall be filled according to the procedures described in the University Statutes. Officer and Member vacancies in Senate committees shall be filled according to the procedures described in Section 4 of these By-Laws.

a.e. Presiding Officer. The President of the University shall be the presiding officer of the Senate. In ~~his or their~~ absence, or at ~~his or their~~ request, the Chairperson of the Executive Committee shall preside as Speaker pro tempore.

b.f. Meetings. The Senate shall hold regular meetings at least once a month during the academic year, and may meet more frequently by decision of a majority of its members present and voting, at the call of the President of the University, at the call of the Executive Committee, or at the call of one-third of all its members. Meetings of the University Senate shall be open to members of the University community, campus press, radio and other campus news media, unless such meetings have been designated closed by the Executive Committee of the Senate and such designation has not been overruled by a majority of the members of the Senate present and voting thereon. When practicable, meetings of the Senate shall be held in person.

e.g. Electronic meetings. Electronic meetings of the Senate may be called by the President, by the Chair of the Executive Committee of the University Senate in consultation with the members of the Executive Committee of the University Senate, by the Executive

Committee, and by the call of one-third of all the Senate members. Platforms for electronic meetings shall be designated by the Executive Committee. These electronic meetings of the Senate shall be subject to all rules and governing documents of the Senate, which may include reasonable limitations on, and requirements for, participation of Senators and of others. Any such rules adopted by the Senate shall supersede any conflicting rules of the parliamentary authority, but may not otherwise conflict with or alter any rule of the Rules of Procedure of the University Senate.

When the Senate is meeting electronically pursuant to Section 1(g), a Senator shall be considered present for purposes of a quorum pursuant to Section 1(h) if they have entered the meeting and not yet left it, even if they have turned off their video.

d. h. Quorum. One-half of the membership of the Senate shall constitute a quorum for the conduct of the Senate's business. Only those senators who are physically present for an in-person meeting or are logged in using the approved medium for an electronic meeting shall be counted for the purpose of a quorum.

e.

f. i. Agenda. The Senate shall prepare its own agenda, and the Executive Committee of the Senate shall serve as the agenda committee. The Senate's agenda shall include all matters referred to the Senate by its various standing and special committees, and all matters within its jurisdiction that may be referred to it by the President, the Trustees, or the Executive Committee itself. A majority of the members of the Senate may place an item on the agenda at any time.

g. j. Introduction of Proposals. Any senator may introduce proposals, including measures and resolutions, from the floor of the Senate. Such proposals shall be referred to the appropriate committee to be dealt with in accordance with Senate rules.

h. k. Floor Privileges. The Dean or Director of any Faculty, School, or Administrative Board, or their designee, whether or not they are or she is a senator, shall have the right to speak and participate in debate whenever any matter that is of special concern to his or their particular Faculty or School is before the Senate.

The student body of Union Theological Seminary in the following affiliated institution may elect one student observer: Union Theological Seminary. If any of the affiliated institutions elect such student observers, ~~They~~ shall be entitled to sit with the University Senate but shall not vote or otherwise participate in its deliberations, unless particular questions relevant to student interests in affiliated institutions are the subject of Senate action, in which case, with the approval of the Chairperson, they shall have a voice but not a vote.

When the Senate considers the report of any standing committee of the Senate, or of any committee, commission, or other group appointed by the Senate or by the Senate Executive Committee, members of that standing committee, and members of such committees, commissions, or groups, who are not members of the Senate may sit with the Senate and have a voice but not a vote in the deliberations of the Senate on that report.

When the Senate is meeting electronically pursuant to Section 1(g), floor privileges shall be governed by the Rules for Electronic Meetings

i-l. Committee Reports: Discharge of Committees. The majority of the members of any committee of the Senate may report on any matter before the committee. A majority of the members of the Senate present and voting may require a committee to report at the next regular meeting of the Senate, and one-third of the members of the Senate present and voting may require the committee to report no later than the second regular meeting of the Senate next following.

j-m. Petitions for Senate Action. Any matter may be placed on the agenda of any appropriate committee of the Senate as determined by the Executive Committee by petition signed physically or electronically by 150 members of the University community who are entitled to vote for members of the Senate. Any Committee on Instruction may place a matter on the agenda of an appropriate committee of the Senate. Any matter so placed on the agenda of a standing committee shall be disposed of by the committee at the earliest time with due regard to other prior agenda items, and the disposition shall be reported to the full University Senate.

n. Confidentiality. In general, the records of plenary meetings of the University Senate are public in order to involve the largest number of University Community members and further self-government; and discussions and records of Senate committees are confidential in order to most fruitfully advance the work of these committees. For this purpose, the Senate shall maintain Guidelines on Confidentiality and Release of Information by Senate Committees. These Guidelines may include penalties for violations of confidentiality, including disbarment from serving on any or all committees and expulsion from the Senate. The Guidelines shall provide for due process for committee members accused of violating the Guidelines. ~~shall maintain~~

k. Minutes of the Senate shall be widely disseminated, and shall be made available to the campus and other news media. The Minutes shall be posted on the Senate website.

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SEC. 2: FINALITY OF SENATE ACTION; CONCURRENCE BY TRUSTEES; AMENDMENT OF BY-LAWS.

- a. Action of the Senate shall become final on first passage unless Trustee concurrence is necessary pursuant to Section 25 of the Statutes of the University.
- b. Notwithstanding the provisions of sub-section (a), the President of the University may convene a special meeting of the Senate within 15 class days of any Senate action, and may request it to reconsider such action.
- c. The provisions of these By-Laws shall not be subject to amendment except by a three-fifths vote of all incumbent members of the Senate.

SEC. 3: ELECTORAL CAUCUSES

- a. Establishment. There shall be the following Electoral Caucuses: Tenured Faculty Caucus, TTOT Faculty Caucus, and Student Caucus.
- b. Nothing in Section 3 of these By-Laws shall preclude the establishment of other Senate entities that use the word “Caucus” in their name.
- c. The composition and jurisdiction of the several electoral caucuses shall be as follows:
 - i) Tenured Faculty Caucus. The Tenured Faculty Caucus shall consist of all members of the Senate elected pursuant to Section 20.b.1 of the Statutes of the University. The Tenured Faculty Caucus shall select members of the Executive Committee, as specified in Section (4)(i)(1) of these By-Laws, and shall conduct other business as appropriate
 - ii) TTOT Faculty Caucus. The TTOT Faculty Caucus shall consist of all members of the Senate elected pursuant to Section 20(b)(2) of the Statutes of the University. The TTOT Faculty Caucus shall select members of the Executive Committee, as specified in Section (4)(i)(1) of these By-Laws, and shall conduct other business as appropriate.
 - iii) Student Caucus. The Student Caucus shall consist of all members of the Senate elected pursuant to Section 20(c) of the Statutes of the University. The Student Caucus shall select members of the Executive Committee, as specified in Section (4)(i)(1) of these By-Laws, and shall conduct other business as appropriate.

Sec. 3: SEC. 4: COMMITTEES.

- a. Establishment. There shall be the following standing committees:
 - i) Executive Committee
 - ii) Committee on Alumni Relations
 - iii) Committee on Budget Review

- iv) Committee on Campus Planning and Physical Development of the University
- v) Committee on Education
- vi) Committee on External Relations and Research Policy
- vii) Committee on Faculty Affairs, Academic Freedom and Tenure
- viii) Committee on Honors and Prizes
- ix) Committee on Housing Policy
- x) Committee on Libraries and Digital Resources
- xi) Committee on Rules of University Conduct
- xii) Committee on Senate Structure and Operations
- xiii) Committee on Student Affairs
- xiv) Research Officers Committee
- xv) Committee on Information and Communication Technology.

b. Additional Committees. Such additional standing and special committees may be established from time to time as deemed necessary. Special committees include ad hoc committees, commissions, task forces, or other bodies created by the Senate or by standing committees, directly or indirectly, to assist in the work of the Senate. These additional committees must adhere to this Section of the By-Laws.

c. Periodic Reorganization of the Senate. The regular organization of the Executive Committee and other standing committees of the Senate and elections of committee ~~eChairmen~~ shall take place biennially, in odd calendar years, following the spring election.

~~Each~~All outgoing Senate committees which considers that ~~they have~~it has continuing business to be conducted in the summer interim may so advise the ~~incoming~~ Executive Committee and request it, under the Senate's delegation of summer powers, to appoint interim committees as necessary to conduct this business until the new committees are constituted, and include in their membership such members of the outgoing committees as are available for service.

d. Responsibility. Every committee of the Senate shall operate within the area of its jurisdiction as an arm of the Senate and, except where expressly indicated otherwise in

these By-Laws, committees shall be responsible to the Senate and shall report recommendations for consideration and action by the Senate as a whole.

- e. Committee Membership. Except as otherwise expressly provided in this section, persons who are not members of the Senate may serve as members of Senate committees. At least a majority of every committee shall, however, be senators. The membership of several committees, other than the Executive Committee, shall be elected as follows: each member of the Senate shall submit to the Executive Committee the first three choices for committee service in the order of ~~his or their~~ preference; the Executive Committee shall then nominate the membership of each committee so that, to the fullest extent possible, no member of the Senate is nominated to a committee that is not among ~~his or their~~ first three choices; after the Executive Committee has made its nomination, nominations from the floor shall be in order, and the Senate as a whole shall elect the members of each committee by majority vote. Each committee member who is a senator shall serve a term that ends at the first plenary meeting of the Senate in the second September after their election to the committee, or until their successor is elected. Each committee member who is not a senator shall serve a term that ends at the first plenary meeting of the Senate in the first September after their election to the committee, or until their successor is elected.
- f. Committee Chairsmen. Each committee, other than the Executive Committee, shall elect its chair~~person~~. No person shall serve as chair~~person~~ of more than two standing committees, it being understood that serving as a co-chair~~person~~ constitutes serving as one chair~~person~~. Each committee chair shall serve a term that ends at the first plenary meeting of the Senate in the second September after their election as chair, and until their successor is chosen. However, no person shall serve as a committee chair who is not a member of the committee
- g. Absences. If a member has more than two consecutive unexcused absences from committee meetings scheduled at least one week in advance, the seat shall be deemed vacant. Each committee shall determine the grounds for absence from its meetings. When a member shall have accumulated two consecutive unexcused absences, the ~~C~~chair~~person~~ of the committee shall notify the member and the Executive Committee. The Executive Committee may recommend to the Senate that the member be continued on the committee, or it may nominate a new member. The Senate as a whole shall reappoint the member or elect a new member by a majority vote.
- h. Quorum. The quorum for any committee shall be a majority of its current membership.
- i. Qualification requirement. To be eligible for any Senate committee office, an individual is not required to have been elected or appointed to a Senate term that includes the entire term of that office. If a person who holds an office, for which a particular qualification is

required, ceases to hold that qualification for any reason, then that office shall be declared vacant.

g.j. Vacancies. For committees other than the Executive Committee, vacancies shall be filled in the same manner that the original incumbent was selected, and replacements shall serve for the unexpired term. Procedures for vacancies on the Executive Committee, including chair, are described in Section 4(k)(i).

h.k. The composition and jurisdiction of the several standing committees shall be as follows:

i) Executive Committee: The Executive Committee shall consist of 13 members apportioned as follows: 1 tenured faculty member who shall be Chair, 5 additional 6 tenured faculty, 2 non-tenured faculty, 2 administrators, and 3 students. All shall be members of the Senate. The two administration representatives shall be the President and another officer of administration of his or their choice. Elected members of the Executive Committee, except for the Chair, shall be chosen by the appropriate electoral caucuses established in Section 3 of these By-Laws. as follows: each category in the Senate entitled to members on the Executive Committee as here provided shall nominate the requisite number and the membership of the Senate as a whole shall vote on each of the nominees; a nominee who receives a majority of the total number of affirmative votes cast shall become a member of the Executive Committee; if a nominee fails to achieve a majority, the category that nominated him or her shall nominate another person in his or her stead. Following the election of the Executive Committee, the Chairperson of the Committee shall be nominated and elected from among the tenured faculty members by the Senate as a whole.

In the spring of each odd-numbered year, the Senate shall nominate and elect the Chair of the Committee, who shall take office fourteen days before the day of Commencement. A candidate for Chair must be a member of the Tenured Caucus at the time of their nomination, and he or she must have qualified to be a member of the Senate at the time he or she would take office. In addition, he or she must have served on the Senate at least two years in the immediately preceding four years. Nomination shall require a petition signed by at least six current members of the Senate, at least 3 of whom shall be members of the Tenured Caucus and at least 2 of whom shall not be members of the Tenured Caucus. The Elections Commission shall prescribe the format and timing of the nominations. The current members of the Senate shall elect the Chair by confidential electronic ballot as prescribed and supervised by the Elections Commission. The ballot shall include an option to abstain.

The Executive Committee shall be the Senate's agenda committee and its committee on committees. It may authorize standing committees without regular and recurring

duties, if they request to be put on a stand-by basis, to meet once a semester and otherwise be on the call of the Senate or the Executive Committee or of a majority of the Committee concerned as the need for the activity of such committees may arise. The Executive Committee shall have the power to call the Senate into extraordinary session, and shall have such powers, functions and duties as the Senate may delegate to it during periods when the Senate is not in session. The Executive Committee shall serve as a continuing liaison between the University Senate and the central administration. The Executive Committee may create subcommittees and may delegate any of its powers, functions, and duties. The Executive Committee shall participate pursuant to the Statutes of the University and the By-Laws of the Trustees, in the selection of University Professors, the President of the University, the Provost or Provosts, and six Trustees. In performing these functions, the Executive Committee or the appropriate subcommittee thereof shall act in executive session and in a confidential manner and shall not be required to report its deliberations or actions to the Senate as a whole.

If the position of chair becomes vacant in an odd-numbered year at any point starting fourteen days before the day of Commencement and extending to fifteen days before the day of Commencement of the next odd-numbered year, then the remaining members of executive committee, voting as a whole, shall select an interim chair who shall serve until a new chair can be elected by the regular election procedure. The election shall be held as soon as possible on a date determined by the Elections Commission. In the event of any other vacancies in the Executive Committee, a new member shall be selected in the same way that the departing member was selected, and shall serve for the unexpired term.

No person shall be elected as chair of the Executive Committee more than three consecutive times. However, a person who has held the office of chair for less than one year of a term to which some other person was elected may be elected to the office of chair four consecutive times (including the election to complete the unexpired term), but no more than four consecutive times. A person who becomes ineligible to be elected as chair, because of the number of consecutive times that they have been elected, shall not be eligible to become chair again until at least one year has elapsed since the completion of their previous term.

To the extent possible, officers of instruction may be allowed a reduction in their teaching loads and students may be granted appropriate credit for serving as members of the Executive Committee.

ii) Committee on Education: The Committee on Education shall consist of 19 members apportioned as follows: 8 tenured faculty, 3 non-tenured faculty, 4 students at least one

of whom will be a graduate student, 2 administrators, 1 alumnus or alumna and 1 library staff. The Committee on Education shall review, and may from time to time recommend, plans and policies relating to the educational system of the University. The Committee shall receive ideas, recommendations, and plans for educational innovations from members of the faculty and others. The Committee shall inform itself of conditions in the several schools, faculties and departments, and propose measures needed to make the most effective use of the resources of the University for educational purposes.

The Committee shall examine new online/ distance-learning and multimedia learning applications to understand their broad academic implications and to recommend policy, procedures, and monitoring in consultation with the committees on Libraries and Digital Resources and on Information and Communications Technology. It will evaluate the extent to which these enterprises enhance the core mission of the University.

ii)iii) Committee on Budget Review: The Committee on Budget Review shall consist of 12 members, all of whom shall be members of the Senate. The membership of the Committee shall consist of 5 tenured faculty ~~representatives~~, 2 non-tenured faculty, 2 student representatives, 1 alumnus or alumna, 1 officer of research, and the Chair ~~person~~ of the Executive Committee or ~~his or their~~ designee serving ex officio. The Budget Review Committee shall review the annual budget of the University after its adoption to assure its general conformity with short-range and long-range priorities of the University and expressions of policy by the Senate. The Chair ~~person~~ of the Budget Review Committee or ~~his or their~~ designee may sit with the appropriate committee of the administration when it formulates its budget policy guidelines for the coming year and when categories of the budget are discussed or adopted. The Budget Review Committee shall report its activities to the Senate and shall bring to its attention any instance of non-compliance of the budget with the existing priorities or policies and any other allocations which, in the Committee's opinion, are not in the best interests of the University.

ii)iv) Committee on Campus Planning and Physical Development of the University: The Committee on Campus Planning and Physical Development of the University shall consist of 16 members apportioned as follows: 5 tenured faculty, 2 non-tenured faculty, 2 administrators, 3 students, 1 alumnus or alumna, 1 library staff, 1 officer of research, and 1 administrative staff. The primary mandate of the Campus Planning and Physical Development Committee is to review and comment upon the processes for planning, reviewing, assigning priorities and implementing the University's physical development assess how they impact the academic mission of the University. This shall include plans and projects to change space available for specific schools and

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

iv)v) Committee on Faculty Affairs, Academic Freedom and Tenure: The Committee on Faculty Affairs, Academic Freedom and Tenure shall consist of 17 members, of whom 13 shall be tenured faculty and 4 non-tenured faculty. One of its members shall also be a member of the Committee on Rules of University Conduct. It shall have jurisdiction of all matters relating to terms and conditions of academic employment including, but not limited to, tenure and academic freedom, academic advancement, sabbatical and other leaves, faculty conduct and discipline, retirement, faculty housing and other faculty perquisites. The Committee shall also review and, when appropriate, recommend revision of policies governing the appointment of persons to named chairs.

The Committee on Faculty Affairs, Academic Freedom and Tenure, or one of its subcommittees shall also sit as board of appeal on faculty grievances. When acting in such judicial capacity the Committee, or its subcommittee, shall function in a confidential manner and shall not be required to report its deliberations to the Senate as a whole. With the consent, or at the request of the petitioner, however, the Committee or its subcommittee may make public its recommendations and reasons therefor.

v)vi) Committee on Student Affairs: The Committee on Student Affairs shall consist of all 24 student Senators, as well as one non-Senator observer from Union Theological

Seminary. One of its members shall also be a member of the Committee on Rules of University Conduct. Its jurisdiction shall cover matters of student life including, but not limited to, student organizations, student housing, extracurricular activities and student concerns in the community. The Committee shall have 's jurisdiction to consider, however, is restricted to matters of University-wide student concerns, and to concerns of students in more than one faculty or school and matters not otherwise covered by or subject to a collective bargaining agreement. Where student interests are closely related to the interests of other groups in the University, the Committee shall cooperate with other appropriate committees of the Senate.

vi)vii) Committee on External Relations and Research Policy: The Committee on External Relations and Research Policy shall consist of 18 members apportioned as follows: 7 tenured faculty, 2 non-tenured faculty, 3 students, 2 administrators, 1 library staff, 1 alumnus or alumna, 2 officers of research. The Committee shall review and recommend policies for the University's external relations involving instruction, research, and public affairs, including community relations. The Committee's purview will include the University's research strategies and its relations with private and public sponsoring agencies, as well as the University's strategies for enhancing its local, national, and international reputation through its connections with other academic institutions, governmental agencies, the media, and the surrounding community. The Committee shall meet periodically with the Executive Vice President for Public Affairs and his or their designates.

vii)viii) Committee on Rules of University Conduct: The Committee on Rules of University Conduct shall consist of 16 members apportioned as follows: 4 tenured faculty, 2 non-tenured faculty, 5 students, 2 administrators, 1 library staff, 1 officer of research, and 1 administrative staff. One of its members shall also be a member of the Committee on Faculty Affairs, Academic Freedom and Tenure, and one shall also be a member of the Student Affairs Committee. It shall have jurisdiction to review and recommend revision of rules of University conduct, as well as the means of enforcing those rules. In matters pertaining to rules of conduct and tribunals for faculty, the Rules Committee shall consult with the Faculty Affairs Committee, and in matters pertaining to such rules and tribunals for students, it shall consult with the Student Affairs Committee. In matters pertaining to rules of conduct and tribunals for research officers, the Rules Committee shall consult with the Research Officers Committee. The Committee shall, to the extent appropriate, incorporate its proposals in the form of amendments to the University Statutes and shall submit the same to the University Senate as a whole, to become effective upon adoption by the Senate with the concurrence of the Trustees.

~~viii~~(ix) Committee on Alumni Relations: The Committee on Alumni Relations shall consist of seven members apportioned as follows: 1 tenured faculty, 1 non-tenured faculty, 1 student, 1 administrator, 1 officer of research, and 2 alumni who are either an alumnus or alumna. The Committee shall encourage more effective communication with alumni. The Committee shall stimulate alumni loyalty and support for the University and shall serve as liaison between the University Senate and various alumni groups. The Committee shall work with the administration in the furtherance of these purposes.

~~ix~~(x) Committee on Honors and Prizes: The Committee on Honors and Prizes shall consist of 15 members apportioned as follows: 6 tenured faculty, 2 non-tenured faculty, 2 students, 2 administrators, 1 library staff, 1 officer of research and 1 alumnus or alumna. The Committee on Honors and Prizes shall recommend policies relating to the award of University prizes and honors to persons who are not members of the University. The Committee shall consider and report to the Senate standards and policies (not inconsistent with such limitations as may legally bind the University under specific endowments or grants) for the award of honorary degrees, the University Medal for Excellence, the various categories of the Pulitzer Prize and other similar evidences of academic recognition. The Committee shall work with the President and the Trustees in the selection of recipients for honorary degrees and prizes. In deliberating on nominations for prizes and honors, the Committee may act in executive session and in confidential manner, and shall not be required to report its deliberations or actions to the Senate as a whole.

~~x~~(xi) Committee on Libraries and Digital Resources: The Committee on Libraries and Digital Resources shall consist of 17 members apportioned as follows: 6 tenured faculty, 2 non-tenured faculty, 3 students at least one of whom will be a graduate student, 2 administrators, 2 officers of the libraries, 1 officer of research, and 1 alumnus or alumna. The Committee shall review and recommend University policies relating to the University's libraries, information resources, and academic computing programs. The Committee shall attend to all aspects of the University's storage, accessing and retrieval of information whether in analog or in digital form, and to all aspects of information services that support the academic work of the University, in consultation with other Senate committees (e.g., the Education Committee and the Committee on Information and Communications Technology).

~~xi~~(xii) Committee on Senate Structure and Operations: The Committee on Senate Structure and Operations shall consist of 13 members apportioned as follows: 6 tenured faculty, 1 non-tenured faculty, 2 students, 2 administrators, 1 officer of research, and 1 administrative staff. The Committee shall observe and review the operations and effectiveness of the University Senate and make recommendations for the improvement of the structure and operations of the Senate, through statutory amendment and

otherwise. The Committee shall be the University Senate's committee on the Senate's rules and procedures.

~~xii~~xiii) Research Officers Committee: The Research Officers Committee shall consist of 9 members, including all 6 elected senators representing Officers of Research, and 3 other Officers of Research, who shall be nominated by the 6 research senators with a view to achieving balance among the different ranks of officers in the constituency and among the campuses represented, and who shall be approved by the Executive Committee. The Research Officers Committee shall have jurisdiction to consider all matters relating to the terms and conditions of research officers' academic employment, including, but not limited to, promotion, leaves of absence, retirement, academic freedom, academic advancement, benefits, housing, the conduct and discipline of research officers, and other perquisites of research officers.

~~xiii~~xiv) Committee on Housing Policy: The Committee on Housing Policy shall consist of 11 members apportioned as follows: 4 tenured faculty, 2 non-tenured faculty, 2 students, 2 administrators, and 1 research officer. The student members shall be from among those housed by the Columbia Corporation. The Committee on Housing Policy shall review and recommend policies relating to housing provided to University students, faculty and other employees, including those pertaining to rent or occupancy charges, the assignment of housing, and the condition and renovation of Institutional Real Estate and residence buildings and units.

~~xiv~~xv) Committee on Information and Communications Technology: The Committee on Information and Communications Technology will consist of 13 members including 5 faculty; 2 students, at least one of whom shall be a graduate student; 1 alumnus or alumna/a; 1 officer of the libraries; 1 research officer; 1 administrative staff member whose work involves technology management; and 2 administration members at least one of whom works in technology management. One of the faculty members shall be familiar with the University's computing facilities, and one student member shall be a graduate student and frequent user of the University's computer facilities.

The Committee shall review and recommend University policies relating to the University's technology systems and services and network infrastructure. The Committee shall attend to all aspects of the University's administrative computing, telecommunications services, computing facilities, and hardware and software systems that support the work of the University, in consultation with other Senate committees (e.g., the Education Committee and the Libraries and Digital Resources Committee).

RESOLUTION TO UPDATE THE UNIVERSITY SENATE ELECTIONS CODE

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

1. ESTABLISHMENT.

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

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

2. PROVISIONS RELATING TO ALL ELECTIONS.

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

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

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

communications containing subject matter wholly unrelated to elections.

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

Commission shall fix a date and shall declare eligible the highest-ranking candidates from the first election willing to continue to stand, up to twice the number of vacancies still to be filled, with the following exception: if two or more candidates in the first election tie for the last runner-up position eligible for the run-off (e.g., second place in a one-seat election), each can take part in the run-off, even though there will then be more than twice as many candidates as seats. In a run-off election the highest-ranking candidate(s) shall be elected. The run-off election must meet the same plurality requirements as other elections.

- vi. Each candidate may have a poll-watcher present at polling places and at the counting of ballots for his or her constituency. Ballots shall be counted by the Divisional Elections Commission and reported immediately to the Elections Commission.

- h. Due Process. When the Elections Commission receives a complaint filed with it in connection with any University Senate election, it shall proceed as follows:
 - i. Distribute promptly a copy of the complaint to each candidate in that election, the Divisional Elections Commission, and any other person with a bona fide interest in the matter;
 - ii. Give any candidate who may be materially affected by the decision an opportunity to be heard before rendering the decision;
 - iii. Put any decision in response to such a complaint in writing, with copies given to each candidate in that election, the Divisional Elections Commission, and any person with a bona fide interest in the matter; and
 - iv. Dismiss the complaint on written notice to the complainant without complying with other aspects of this rule, if the Commission determines that a complaint is plainly baseless.

- i. Appeals before Ballots have been counted. If, between the declaration of a vacancy and the counting of ballots, a member of a constituency, whether or not a candidate, feels aggrieved by the rules or practices of a Divisional Elections Commission, they may appeal to the Elections Commission for adjudication, which shall act and redress, where appropriate as expeditiously as possible.

- j. Contested Elections after Ballots have been counted. Once the ballots have been counted, any challenge to the credentials of a successful candidate on the grounds of substantial error in procedure shall be heard by the Elections Commission, which shall report its recommendations to the University Senate. The decision of the Elections Commission shall

be final unless overturned by the Senate. For elections to the Senate, any person whose victory has been certified shall have a vote in the Senate, unless and until the Senate refuses to accept their credentials, on all matters except a vote on their own credentials.

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

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

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

the University community who are eligible to vote in this election and who are eligible to be candidates in this election

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

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

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

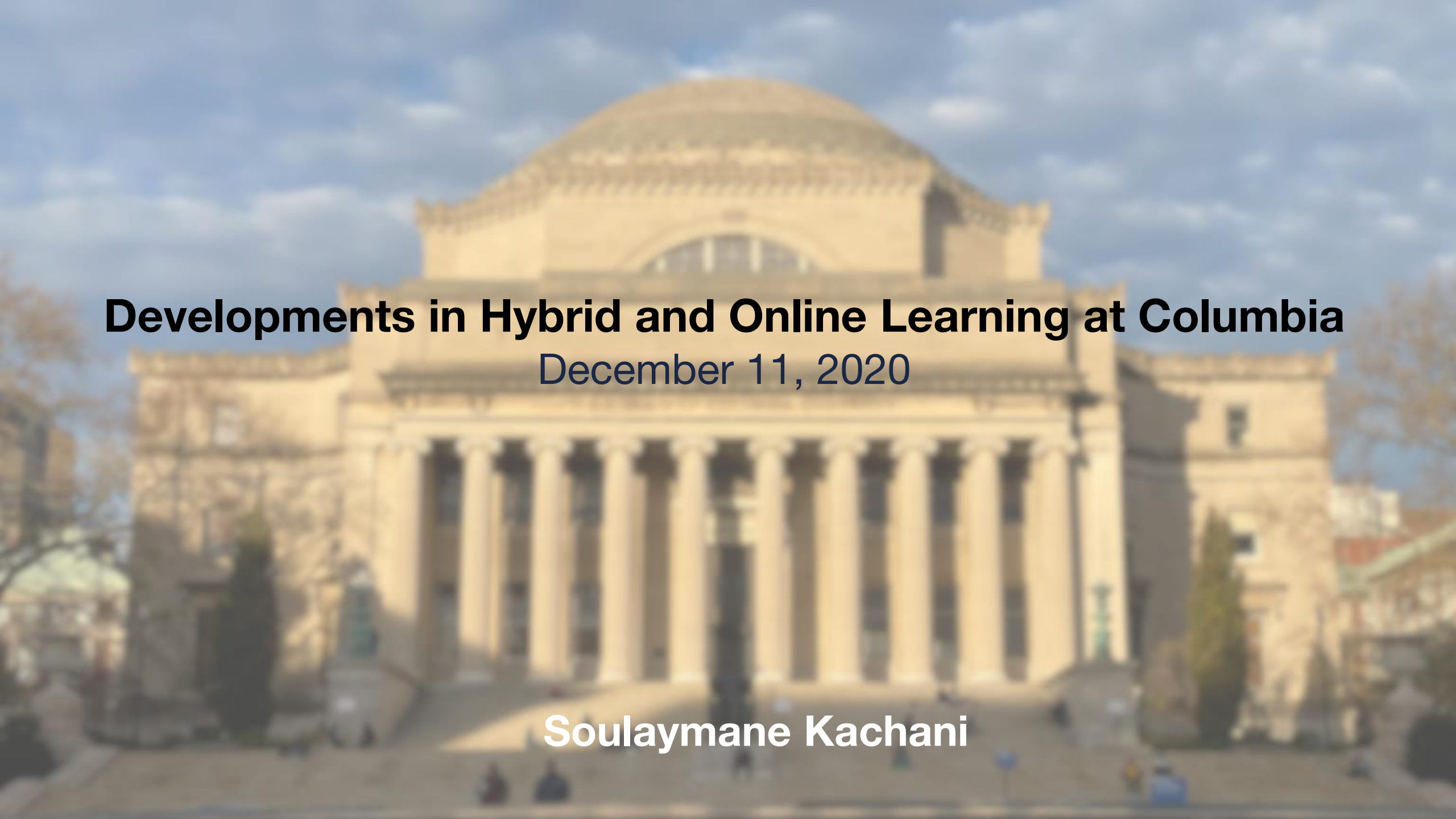
- a. Eligible Voters. The eligible voters for an office are the Senators, or appropriate subset of Senators, who are currently serving on the day preceding the start of the voting period for that office. For the election of the chair of a committee other than the executive committee, any individual who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

numbered years to two-year terms. In even-numbered years, continuing Senators who are a member of a committee continue to serve and are therefore not subject to election. Non-senators shall be elected to one-year terms. In the event of a member vacancy, the Senate, at one of its next two plenary sessions, shall elect a replacement to complete the term.

- g. Election Practices. The Elections Commission and each Divisional Elections Commission shall observe the following practices in dealing with nominations:
 - i. For the elections for the Chair and Members of the Executive Committee, the Elections Commission or Divisional Elections Commission must provide notice of all information pertinent to an election (including relevant deadlines). Notice shall be provided at least seven calendar days before the nomination deadline to all eligible members of any category and shall use the method most likely to give actual notice to those members. Such notice may not include references to any potential candidates.
 - ii. For the elections for the Members of the Executive Committee by the Electoral Caucuses, the Elections Commission or Divisional Elections Commission shall provide notice (as defined in paragraph i of this Subsection) of the names of the candidates and the election process (including all deadlines and a description of the quorum requirement) to all members of the constituency eligible to vote. The Elections Commission or Divisional Elections Commission shall allow a reasonable time (not less than three calendar days) to elapse before the actual balloting period commences.
- h. Additional Balloting Practices. The Elections Commission and each Divisional Elections Commission shall observe the following practices in dealing with balloting:
 - i. Voting does not need to be secret for the election of committee members (other than the Executive Committee) or for the election of chairs (other than the Chair of the Executive Committee).
 - ii. Voting shall be secret for the Chair of the Executive Committee or the Members of the Executive Committee.
 - iii. For elections to the Executive Committee by Electoral Caucuses, each voter shall be entitled to vote for as many candidates as there are senators to be elected. No Electoral Caucus may subdivide itself into subconstituencies for the purpose of these elections.

Proponent:

Senate Structure and Operations Committee

A photograph of the main building of Columbia University, featuring a large portico with many columns and a dome on top. The building is set against a blue sky with light clouds. The text is overlaid on the image.

Developments in Hybrid and Online Learning at Columbia
December 11, 2020

Soulaymane Kachani

Coronavirus Forces Universities Online

Compelled to close their campuses to limit the spread of coronavirus, U.S. universities with Chinese branches move at lightning speed to take teaching online.

By [Lindsay McKenzie](#) // February 25, 2020



How a top Chinese university is responding to coronavirus



A professor and students taking part in an online class - a model Zhejiang University is developing

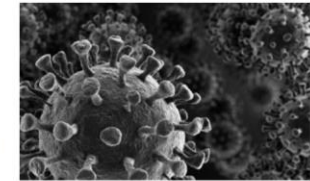
Image: REUTERS/Carlos Garcia Rawlins



NYU Response to Coronavirus Accelerates Digital Tool Adoption

By [Dian Schaffhauser](#) | 02/28/20

When [New York University](#) closed its [NYU Shanghai](#) campus in response to the COVID-19 epidemic in China, little did it realize how much students would appreciate the efforts the university went through to keep their learning on track. The spring 2020 semester kicked off with school officials determined to use digital tools to deliver learning online as an alternative. More than a thousand undergraduate and graduate students and faculty have signed on to participate in virtual lectures, discussions and more physical activities from



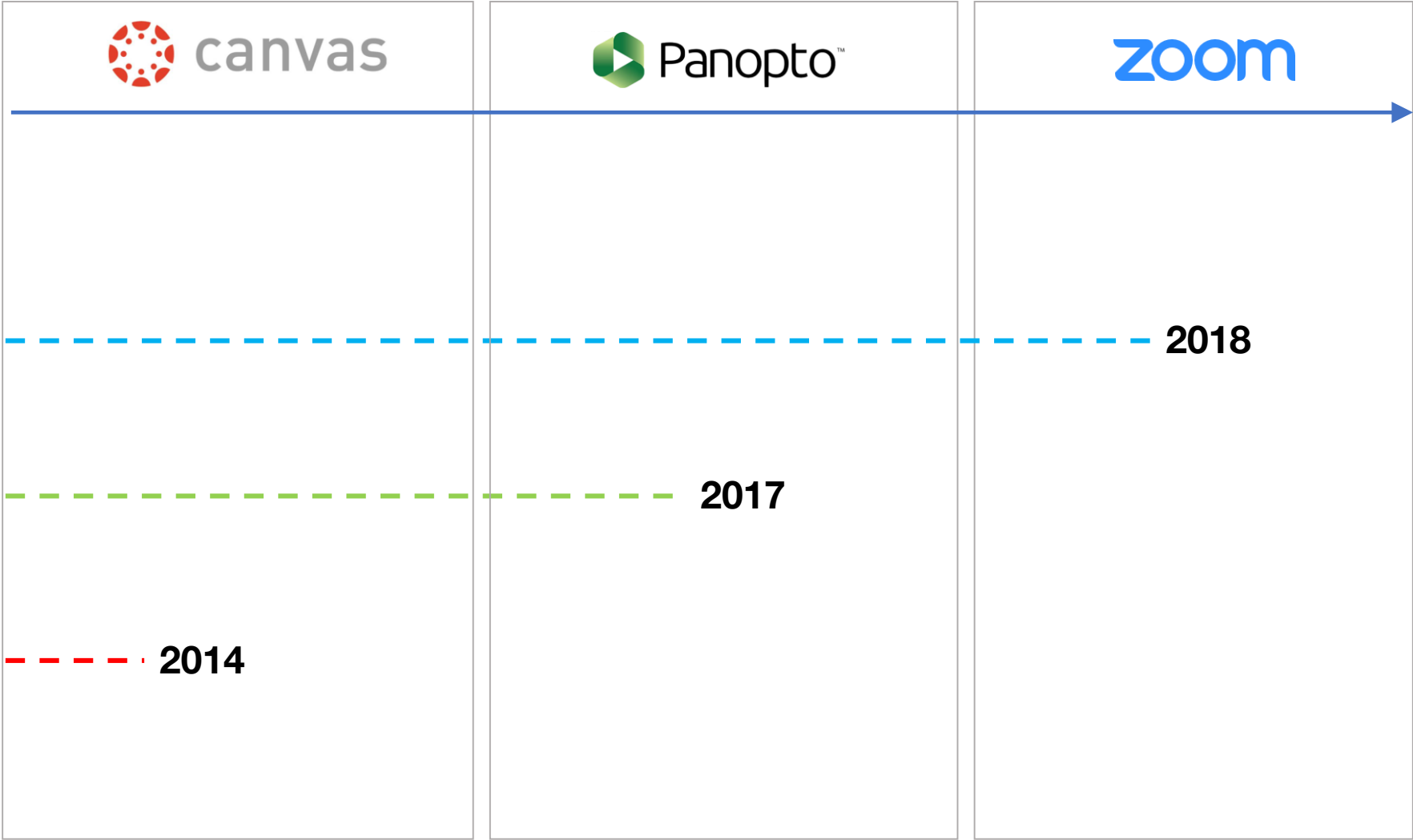
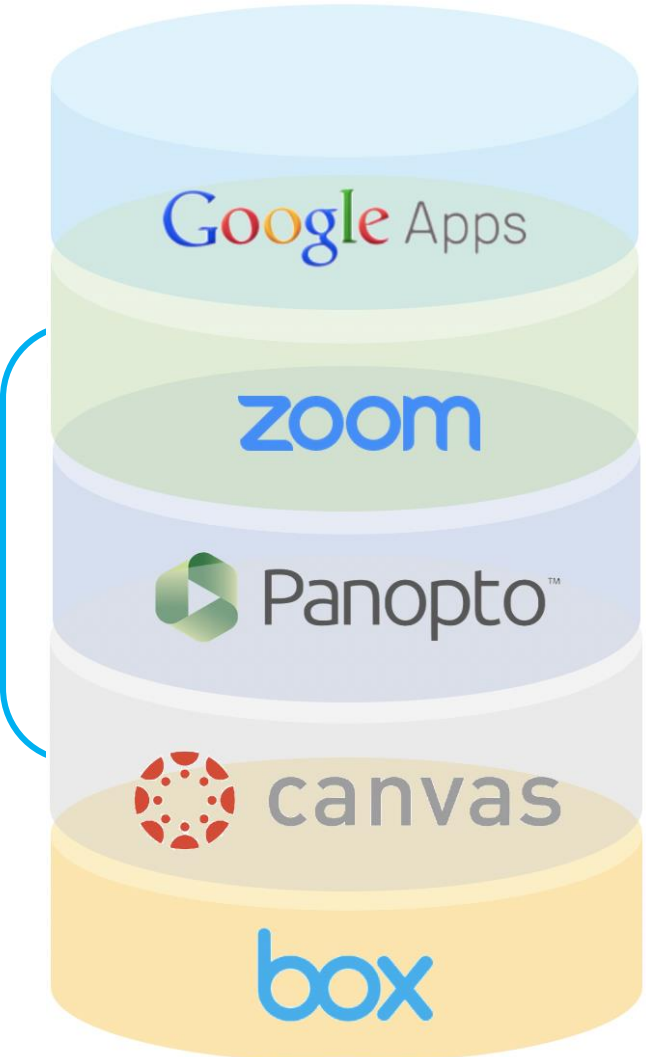
Education

China's coronavirus crisis forces Duke Kunshan University to teach online



Educational Technologies

Timeline



Educational Technologies Stack

Stack



 Poll Everywhere

 Vocareum



voicethread

 Confluence

 codio



Google Apps

zoom

 Panopto™

 canvas

box

 gradescope

 github
SOCIAL CODING

 turnitin

 Wikispaces

 ambi

piazza



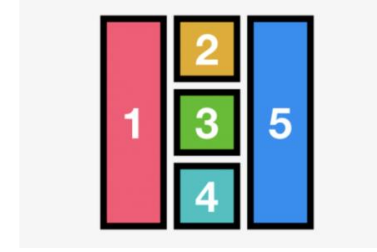
First Steps for Moving a Class Online



Graduate Student TAs: Adapting Your Teaching



Asynchronous Learning Across Time Zones



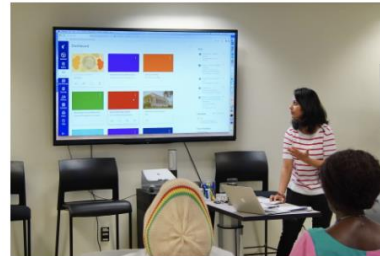
Inclusive Teaching and Learning Online



Get Help



Teaching with CourseWorks



Teaching with Zoom



Teaching with Panopto



Video Production Best Practices



Virtual Office Hours



COVID-19 Response

Teaching & Learning at Columbia

Enhancements: Second Round

[Inclusive Teaching & Learning Online](#)

[Video Production Best Practices](#)

[Active Learning Online: 5 Strategies Using Zoom](#)

Enhancements: First Round

[Asynchronous Learning Across Time Zones](#)

[First Steps for Moving a Class Online](#)

[Graduate Student TAs: Adapting Your Teaching](#)

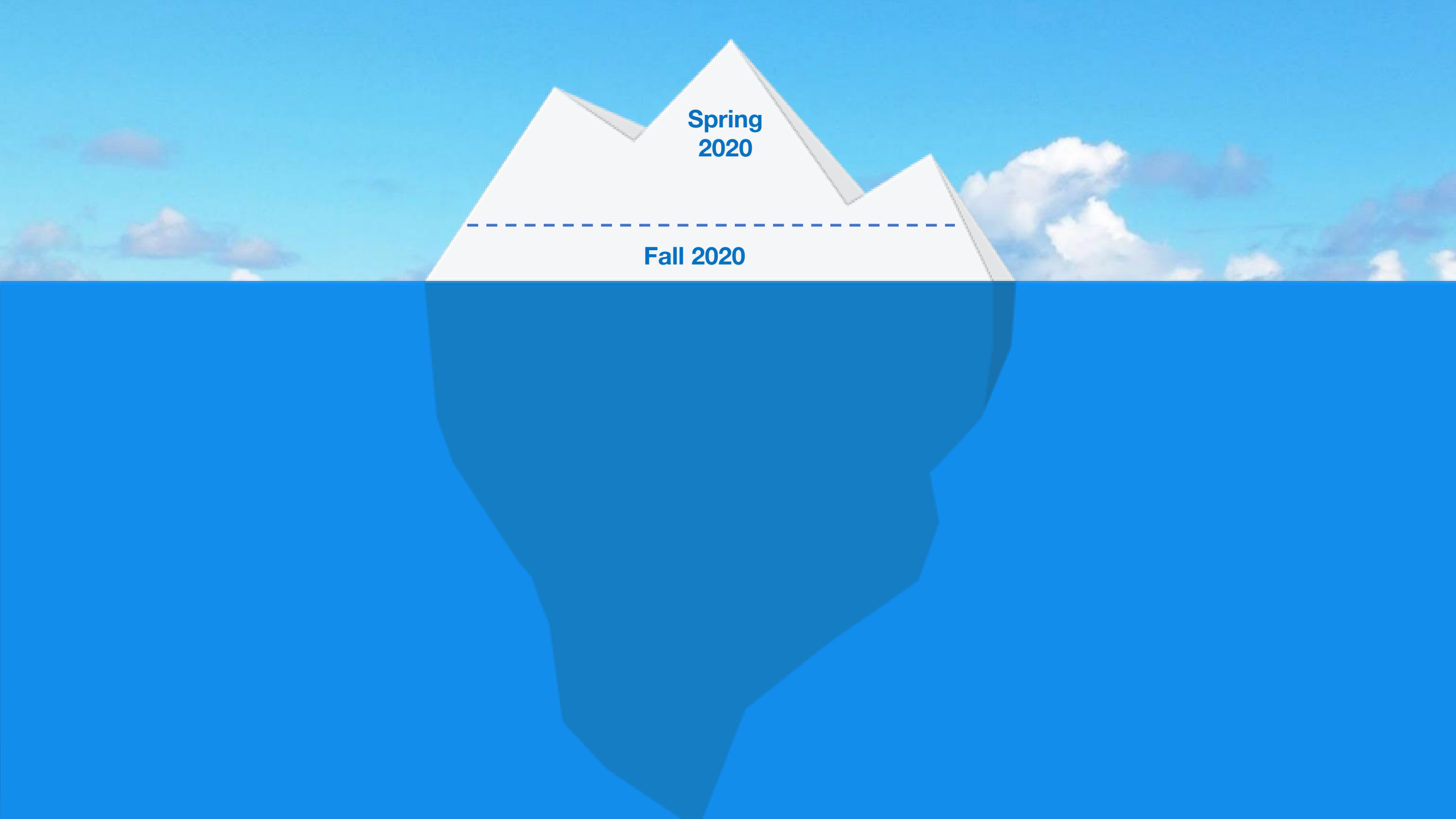
Basics

[Teaching with CourseWorks](#)

[Teaching with Zoom](#)

[Teaching with Panopto](#)

[Virtual Office Hours](#)



**Spring
2020**

Fall 2020

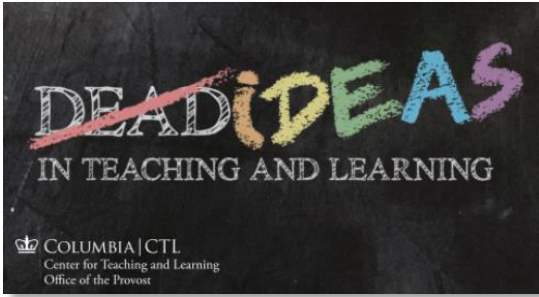
New Initiatives



Essential Resources for Teaching & Learning



HyFlex Teaching and Learning



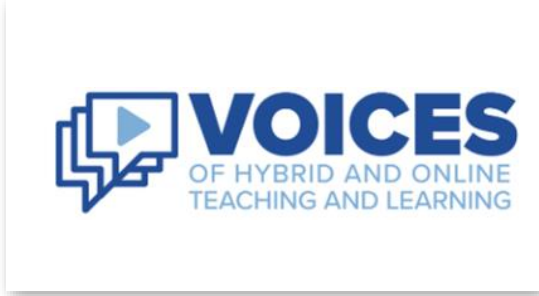
Podcast



Communities for Faculty



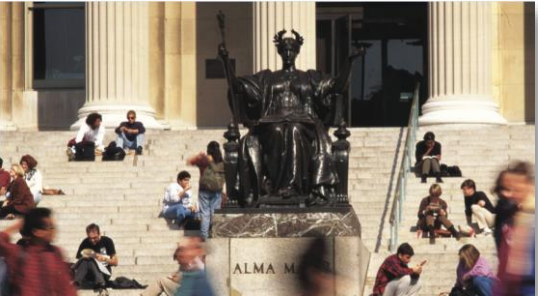
Provost's Senior Faculty Teaching Scholars



ctl.columbia.edu/voices



Research: SoTL & DBER



Anti-Racist Pedagogy



Relevant Resources

Pedagogical Strategies for Teaching Online

Adapting Your F2F Course to a Fully Online Course: A Guide

Asynchronous Learning Across Time Zones

Active Learning for Your Online Classroom: 5 Strategies Using Zoom

Accessibility in Teaching & Learning

Inclusive Teaching & Learning Online

Graduate Student TAs: Adapting Your Teaching

Maximizing Student Learning

Planning for Online Lab Sessions

Working with TAs Online

Hybrid/HyFlex Teaching & Learning

Teaching with Technology

Going Deeper

Virtual Office Hours

Vide Production Best Practices

Creating Online Exams

Creating Assignments and Grading Online with Gradescope

Getting Started:

Tools for Teaching Online

Teaching with Zoom

Teaching with Panopto

Teaching with CourseWorks

Help & Workshops

Hybrid & Online Teaching Institute

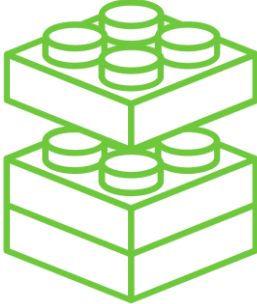
Supporting Hybrid & Online Teaching & Learning

Get Help

Virtual Office Hours

Hybrid & Online Teaching Institute

Modules & Topics



1

Adapting Your F2F Class for Online: First Steps

2

Welcome Students to Online Learning & Creating Community

3

Engaging Students in Active and Collaborative Learning online

4

Assessing Student Learning Online

5

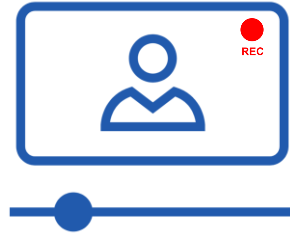
HyFlex Essentials

Hybrid & Online Teaching Institute

Format

- Participants go through all the 5 modules in an on-demand, asynchronous format, and (optionally) meet for a 90-minute live, synchronous session.

On-Demand, Asynchronous Content



45 minutes per module

Live, Synchronous Sessions



90 minutes

- Faculty are strongly encouraged to complete the asynchronous content before attending a live, synchronous session with the CTL staff and other members of the cohort.
- We encourage faculty to complete the modules in the recommended sequence, but are also welcome to jump around to the content they find most useful.
- All modules offer faculty the opportunity to consider teaching practices in the class formats they find most relevant: **Seminar, Small lecture, or Large lecture** classes.

HyFlex / Hybrid Teaching & Learning



DEAD IDEAS

IN TEACHING AND LEARNING

Ep 5: Dead Ideas in Grading with Jenny Davidson

December 10, 2020

Ep 4: Columbia Undergraduates on Dead Ideas in Learning

November 25, 2020

Ep 3: Dead Ideas in Science Teaching with Nobel Laureate Carl Wieman

November 12, 2020

Ep 2: Neuromyths in Teaching and Learning with Michelle Miller

October 29, 2020

Ep 1: The Tyranny of Dead Ideas in Teaching and Learning with Diane Pike

October 15, 2020



Hosted by Catherine Ross
Executive Director, CTL

ctl.columbia.edu/podcast

Tell your story. Learn from others.

What is it like to teach and learn at Columbia in 2020-2021? Read, watch, and listen to stories from Columbia voices, and share your own voice.



Video • Audio • Text



Costis Maglaras

Dean, David and Lyn Silfen
Professor of Business,
Columbia Business School



Daniel Geller

Assistant Professor of
Rehabilitation and Regenerative
Medicine (Occupational
Therapy), CUIMC



Pallavi Utukuri

Assistant Professor of
Radiology, CUIMC



Manan Ahmed

Associate Professor of
History



Julian Chen

Adjunct Professor and
Adjunct Senior Research
Scientist, Applied Physics



Dawn Nilsen

Associate Professor of
Rehabilitation and
Regenerative Medicine
(Occupational Therapy),
CUIMC



Yarin Reindorp

Student, General Studies,
and CTL Student as
Pedagogical Partner

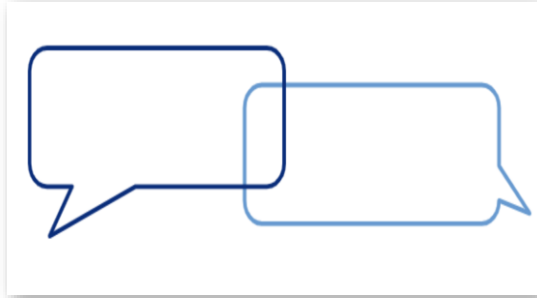


Michelle Yao

Student, Columbia College;
and CTL Student as
Pedagogical Partner

ctl.columbia.edu/voices

Relevant Resources



Learning Through Synchronous & Asynchronous Discussion

Discussions can be meaningful and engaging learning experiences: dynamic, eye-opening, and generative. This resource presents key considerations in class discussions and offers strategies for how instructors can prepare and engage in effective synchronous and asynchronous classroom discussions.



Promoting Academic Integrity

While it is each student's responsibility to understand and abide by university standards towards individual work and academic integrity, instructors can help students understand their responsibilities through frank classroom conversations that go beyond policy language to shared values. By creating a learning environment that stimulates engagement and designing assessments that are authentic, instructors can minimize the incidence of academic dishonesty.



Teaching During & After the 2020 US Elections

The 2020 US Elections can be stressful for both instructors and students, thereby impacting the learning environment in your courses. These stressors are compounded by the ongoing pandemic. Regardless of the outcome of the elections, instructors can take steps to ensure that both they and their students are supported during this time.



Research Opportunities

SOLER Seed Grants

The Provost SOLER Seed Grants (PSSG) was introduced earlier this year for supporting faculty-led Discipline-Based Education Research (DBER) projects.

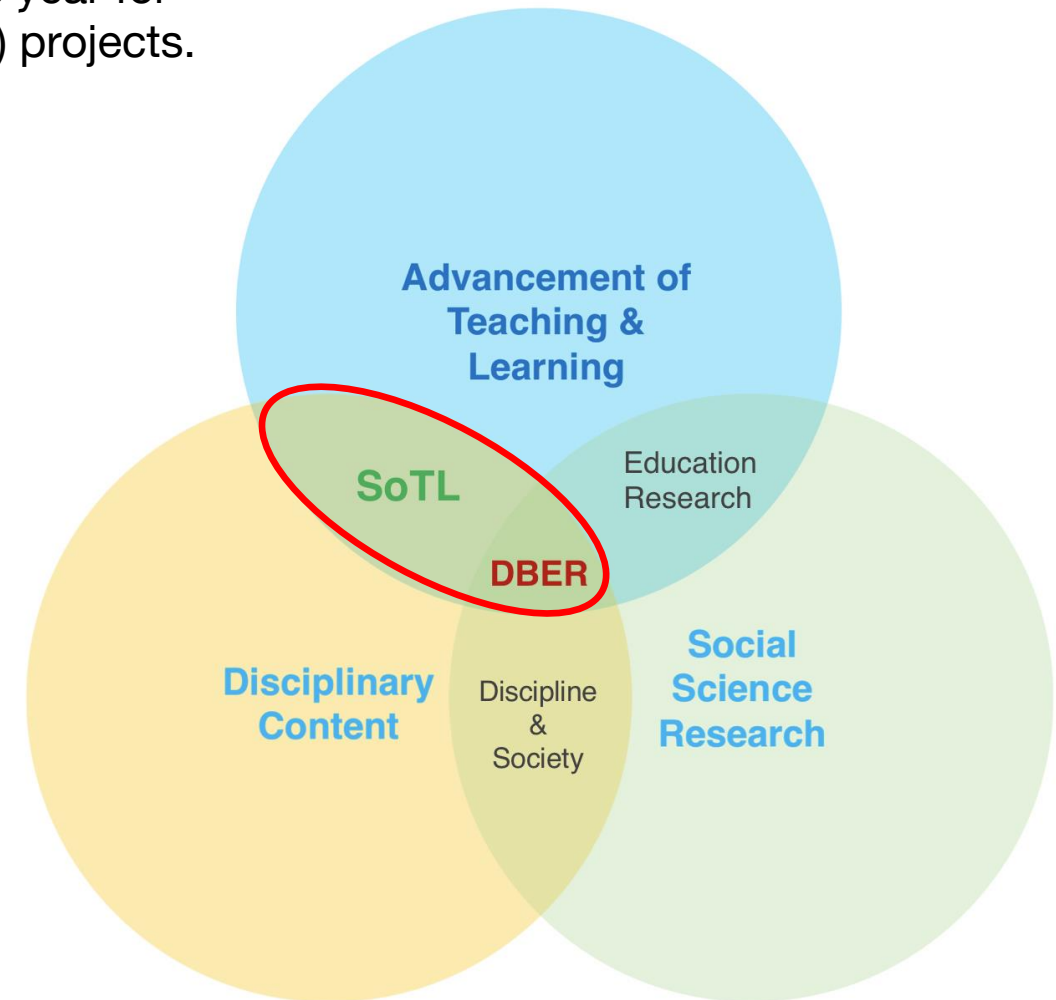
- Emphasis on **experimental studies**
- Projects may relate to **shift to remote learning**
- 2 projects awarded (so far):



Brent Stockwell, **VR for Biochemistry**



Xiaofu He, Alfredo Spagna, **Brain Imaging for Neuroscience**



VR for Biochemistry

Brent Stockwell



New MOOCs



Learning Success



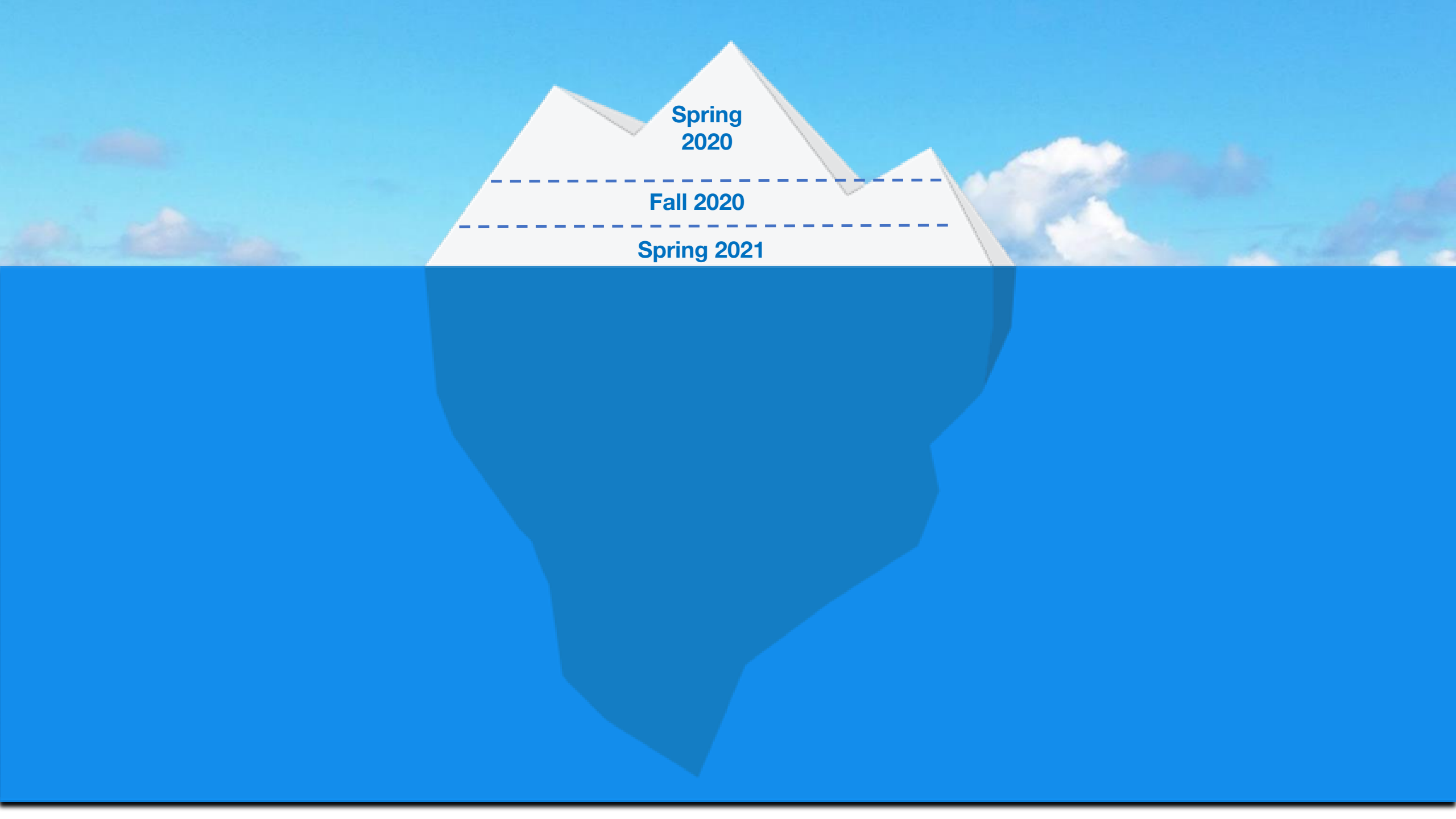
Crisis Resource Management



Protecting Children in Humanitarian Settings



Indigenous Peoples' Rights



**Spring
2020**

Fall 2020

Spring 2021

Looking Forward

The New Teaching & Learning Landscape

- Online, HyFlex, and In-Person modalities
- Expanding expertise across the University
- Building upon what worked
- Staying responsive and flexible to change



Provost's Teaching & Learning Grants

Innovative Course Design

2014 – **16**
 2015 – **18**
 2016 – **18**

2017 – **18**
 2018 – **11**
 2019 – **10**
 2020 – **12**



Innovative Course Module Design

2018 – **8**
 2019 – **6**
 2020 – **7**



Innovative Course Design

increase teaching effectiveness and student engagement through the creative use of a new pedagogical strategy and/or digital tools

up to \$20,000 + in-kind support from the CTL

Innovative Course Module Design

support experimentation with a new pedagogical strategy or tool (not a full course redesign)

up to \$2,000 + in-kind support from the CTL

Scaling Up

124 projects to 000s

In the next 2-3 years



**How do we build the
University of the future?**

A photograph of the main building of Columbia University, featuring a large portico with many columns and a dome on top. The building is set against a blue sky with light clouds. The text is overlaid on the image.

Developments in Hybrid and Online Learning at Columbia

December 11, 2020

Soulaymane Kachani