

University Senate Plenary

October 3, 2025



University Senate

Proposed: October 3, 2025

Adopted: October 3, 2025

PROPOSED AGENDA

University Senate

Friday, October 3, 2025 at 1:15 p.m.

Via Zoom

[Registration required](#)

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

1. Adoption of the agenda
2. Adoption of the minutes of July 18, 2025
3. President's report and questions
4. Chair's report and questions:
 - a. Remarks
 - b. Nominations to committees
 - c. Welcome new senators
5. New business:
 - a. Resolutions:
 - i. Resolution to Endorse the 2025 Reapportionment Report (Elections Commission)
 - b. Committee reports and updates:
 - i. Research Officers Committee Annual Report 2023-2025
 - ii. Libraries and Digital Resources Committee Annual Report 2024-2025
 - iii. Summary of changes to the Rules of University Conduct (Student Affairs Committee)
 - iv. Wellhub Presentation (Student Affairs Committee)
6. Adjourn

Minutes of the Meeting of July 18, 2025

65 out of 90 Senators were present.

Senator Jeanine D’Armiento (Ten., P&S), Executive Committee Chair, called the University Senate to order at 1:18pm. Sen. D’Armiento welcomed Senators and guests to the tenth plenary of the 2024-2025 session. Sen. D’Armiento reminded attendees of the parliamentary procedures and that recordings are not permitted in plenary meetings.

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

Senators then adopted the [minutes](#) of the June 13th, 2025 Plenary.

Chair’s Report and Questions

Sen. D’Armiento began her remarks by noting that Acting President Claire Shipman would be unable to attend. Sen. D’Armiento then requested that any question for the President be sent to Sen. D’Armiento to be passed along. Sen. D’Armiento acknowledged that Columbia is in the spotlight of national attention due to the negotiations with the federal government. She stated that the Senate is committed to discussing these issues and working together to support Columbia going into the new academic year and that the Senate Executive Committee has met with President Shipman in order to support the administration at these times. Sen. D’Armiento emphasized that everyone needs to participate in rebuilding the university and trust in the leadership of the university.

Sen. D’Armiento stated that there were items of business that require non-Senator experts, Professors Stephanie McCurry and Daichi Shimbo, to present to the Senate and that these speakers require a temporary suspension of the meeting rules to allow them to speak.. This motion was passed. Sen. D’Armiento summarized the agenda and then took questions from Senators.

Senator Joseph Slaughter (Ten., A&S/HUM) asked about a new version of the [Rules of University Conduct](#) posted to the University website on or about June 23rd, 2025. Sen. Slaughter stated that the new document made a number of changes to the Rules of University Conduct, including eliminating all references to the [Rules of University Conduct Committee](#) of the University Senate. He further stated that the posted Rules were in contradiction with the [University Statutes](#). Sen. Slaughter stated that on or about June 29th, 2025 the Rules as they appear in the University Statutes were reposted to the University Policies pages, restoring the Statutory version of the Rules for about a week. Sen. Slaughter asked if the Senate

Executive Committee was aware that such a document was prepared and posted. He also asked what the status of the University Statues was and the Senate's role within them. Sen. D'Armiento responded no to Sen. Slaughter's first question regarding the Executive Committee's knowledge of the changes to the Rules of University Conduct. Sen. D'Armiento stated that the Senate wanted to explore further the status of the University Statues, which the Senate has discussed previously.

Brief History of University Governance

Sen. D'Armiento stated that, following the announcement of a [review of the University Senate](#), community members expressed interest in understanding Columbia's governance both historically and currently as the University considers a path forward. She stated that, in response, faculty scholars, Senate staff, and Stephanie McCurry, the R. Gordon Hoxie Professor of American History in Honor of Dwight E. Eisenhower, collaborated to produce a [document outlining the evolution of University governance](#) at Columbia. Sen. D'Armiento stated that the Senate hopes this document can provide valuable historical context to inform discussion and will serve as a valuable resource for new Senators to understand Columbia's history. Sen. D'Armiento stated that understanding the past is crucial to making sense of the present and shaping a thoughtful, effective future and that the Senate hopes to make this document publicly available on the University Senate website as a resource for the broader Columbia community. Sen. D'Armiento then introduced Professor Stephanie McCurry, member of the Department of History, where she specializes in the American Civil War and Reconstruction, the 19th century United States, the American South, and the history of women and gender.

Professor McCurry thanked the Senators for their time and reiterated the sentiments that Sen. D'Armiento had stated. Professor McCurry introduced the document, stating that it covered key moments in Columbia's history, evolution of its administrative governance, including the formation of the University Senate in 1969 as part of the establishment of the tripartite model of shared governance. Professor McCurry stated that the purpose of this document and presentation is to provide an informed context to which parties making decisions about shared governance can proceed. She stated that she would provide an overview of the document, show how the University has changed and responded to increased scale and complexity of its educational mission, the challenges that University administration faced, increasing diversity, and resolutions of internal conflict over the demands for increased democratization of University governance.

Professor McCurry began her presentation by stating that Columbia's history was now 270 years old and had evolved over the course of these four centuries. She stated that Columbia was founded in 1754 by royal charter and named King's College. Professor McCurry stated that King's College was closed during the American Revolution and was rebuilt after American independence under the new name Columbia College. She stated that, just before the Civil War, Columbia College became Columbia University to better represent the ambition of its new educational mission.

Professor McCurry stated that, roughly speaking, there had been three main eras of Columbia's history, including three movements of its main campus to its eventual location in Harlem and Morningside Heights, and that these eras brought about significant changes to the University structures of governance and administration. Professor McCurry stated that the first era was King's College that lasted roughly between the mid-18th century and the Civil War. She stated that, during this time, King's College was a small and struggling institution, officially affiliated with the Church of England, as was required by the Crown. Professor McCurry stated that the student body was usually less than 20 students per year, all white males who were often very young compared to the age of college students today. She stated that these students were mostly children of the merchant class of the growing city and that they were educated in theology and classics. Professor McCurry stated that the College at that point was governed by a 41-person Board of Governors, most clergymen from the Church of England and loyalists to the Crown, and that the first University President was an Anglican minister Samuel Johnson. She stated that during this first period, the President was a decision-maker in name only and that the Board of Governors had all authority for King's College. Professor McCurry stated that, during the era of the American Revolution and the independence of the United States, the loyalist identity of King's College cost it heavily, closing in 1776 and reopening eight years later with a new name and legislature under the New York charters. She stated that, at this point, the College was a private institution recognized by a private Board of Trustees. Professor McCurry stated that, until the Civil War, the composition of the student body did not change, although Columbia did begin to add professional schools.

Professor McCurry stated that the second era of growth came after the Civil War. She stated that Columbia, like other institutions, entered a period of tremendous growth to both its educational mission and administrative structure. Professor McCurry stated that, although the University was slow to diversify its student body, the size of the student body grew significantly from about 3,300 students in 1900 to about 20,000 students by 1967, of which 6,000 students were undergraduates, including Barnard College. She stated that the number of degrees and schools multiplied as new disciplines emerged. Professor McCurry noted that there were changes to the vision of who college was considered for in this period, notably Barnard College's establishment in the 1880s after failed attempts to make Columbia College co-educational. She also stated that the University added non-degree classes and an extension school for working people in the city to obtain degrees, and, after World War II, the University would form the School of General Studies to meet the demands of veterans on the GI Bill. Professor McCurry stated that this period also saw diversification of the student body, noting that professional schools started to admit Black and female students. She stated that in the 1930s, Columbia opened a separate college in Brooklyn, Seth Low Junior College, to divert the growing number of new immigrants, mostly Jewish and Italian immigrants, away from the main campus and towards a separate college. Professor McCurry stated that, ten years later, Columbia would close this separate institution. She added that it was not until 1964 that Columbia began recruiting Black students for its undergraduate class and that Columbia College did not begin admitting women until 1983, significantly later than its Ivy League peers. Professor McCurry stated that, by the late 1960s, the University administration was under tremendous pressure from the students amidst all of the social movements for desegregation, women's rights, and the anti-war movement. She

stated that, throughout this period, the administration was still working under the governance structure of the Charter of 1810, as the administration still does today. Professor McCurry stated that the administrative structure was constantly changing during this era, with new administrative positions and faculty bodies created to adapt to the functions of the new and bigger university, even as the formal administrative structure retained the form of President and Board of Trustees. She stated that, beginning with the 40-year term of Nicholas Murray Butler in the first half of the 20th century, the position of the President acquired status and power autonomous to that of the Board of Trustees. Professor McCurry added that the Board of Trustees still retained significant powers, at times working with or against the President and faculty. She stated that the Board of Trustees added alumni nominations for membership but did not change in size from 24 members. Professor McCurry stated that, as the number of faculty grew and diversified across the professions, the question of academic freedom and faculty independence were raised. She stated that these concerns erupted in one case in 1917 when the Board of Trustees fired a professor for his anti-war views, igniting a national debate about academic freedom that resulted in the establishment of tenure. Professor McCurry added that, in the midst of that struggle, Columbia historian Charles Beard resigned, criticizing the Trustees for their mishandling of University affairs.

Professor McCurry stated that the protest that broke out on campus in 1968 roiled the entire life of the University, as it did similarly throughout the United States. Professor McCurry stated that it was a period of enormous unrest and challenge for the institution, leading to the resignation of President Grayson Kirk and a commission that formed to address the underlying causes of the unrest, create a timeline of events, and recommend a resolution. She stated that the Cox Commission was organized at the request of the Executive Committee of the Faculty, a newly formed body. Professor McCurry stated that this commission was entirely external to the University, holding interviews and hearing from witnesses, ultimately publishing a report. She stated that the final report of the Cox Commission in 1969 stressed the lack of effective channels of communication between administration, faculty, and students, endorsing the Executive Committee of the Faculty's proposal for the creation of a representative University Senate. Professor McCurry stated that the result of this period was a third body of shared governance now constituted of faculty, administration, and students. She added that this period brought change to the Board of Trustees as well, limiting members' terms to a maximum of two six-year terms, with six seats designated to the University Senate.

Professor McCurry stated that, after the Cox Commission and creation of the University Senate, Columbia entered its third and current period. She stated that many things have changed at Columbia since 1969, most notably that Columbia appointed its first woman president in 2023, followed by two successive women presidents. Professor McCurry stated that, during this period, the University had to navigate a number of serious issues, including student protests, sexual abuse and harassment scandals, and periodic conflict between Trustees and faculty over curriculum, other educational matters, and the public reporting of data. She added that the University now finds itself at the center of national politics after the events of the Hamas massacre in Israel on October 7th, 2023 and Israel's war on Gaza, reflecting a divide in the United States that has played out on college campuses, including Columbia's. Professor McCurry stated

that the question of proper governance at the University that respects all constituencies is once again at the forefront of conversation.

Professor McCurry ended her presentation by saying that she hoped that the document and presentation would prove helpful to Senate members and other bodies as the University navigates its current difficulties. She added that, seen through Columbia's long history, this moment likely reflects another time to change and evolve further in order to question who runs the University and which members of the community are invited to participate in important decisions about governance. Professor McCurry stated that, as in 1968, it is clear that the answer moving forward is not to narrow the channels of communication, undercut the role of the University Senate, or retreat from shared governance but to lean into democratic decision-making in order to harness the buy-in and shared accountability that come with doing so.

Sen. D'Armiento thanked Professor McCurry before taking questions from Senators.

Senator Henning Schulzrinne (Ten., SEAS) asked about shared governance before and after 1969 at Columbia versus other universities, and whether Columbia was an outlier in its shared governance system. Professor McCurry stated that it is her understanding that, beginning in the mid-20th century, faculty senates were common and powerful within public universities, in particular. She added that while she was not sure when this shared governance structure was adopted at other Ivy League institutions, it was her understanding that Columbia was quite slow in adopting shared governance as well as in diversifying the student body and faculty.

Senator Gerard Ateshian (Ten., SEAS) asked for clarification about whether the School of Engineering would be considered the first undergraduate school to award a bachelor's degree to a woman in 1949, as indicated in the Senate document. Professor McCurry stated that this was correct. Sen. D'Armiento added that the nice thing about the document is that every member of the Senate could see the history of their particular school within the larger history of Columbia University.

Senator Daniel Savin (Research Officers) commented that one of the reasons the Columbia University Senate is so powerful is because it includes not only faculty but also students and Officers of Administration, Research, and the Libraries. He asked how widespread this form of senate is at other universities, in particular with regard to the inclusion of students. Sen. D'Armiento responded that this document did not yet address comparisons to other universities and while the staff had prepared research about other universities' senate structures, this information is complicated and each university has a different system for student involvement in governance. She said that Columbia is perhaps the most direct example of student involvement in the Senate and that there have been two other universities that have reached out to Sen. D'Armiento to inquire about replicating Columbia's University Senate structure.. Sen. D'Armiento added that at other universities there are student representatives on the Board of Trustees, which is not the case at Columbia. She stated that she hopes to have the document with comparisons to

other universities accessible to the Senate at some point in the future but that it is a complex set of comparisons.

Senator Lydia Goehr (Ten., A&S/HUM) commented that, looking at the document and listening to the presentation, Columbia has not always done good things and has been slow to make certain changes. She stated that the document presents a progressive narrative toward a shared governance model and asked whether there was an implication in this document that Columbia should be more proactive and lead other universities rather than just be progressive. Sen. D'Armiento responded that this document was to provide information and begin a conversation, noting that the media has continually referenced the current moment at Columbia as a terrible time but that there have been a number of challenging periods in Columbia's history that the University has moved through. She added that the document shows that the complexity of the governance followed the growing complexity of the institution. Sen. D'Armiento added that this might be a good moment to look at governance since the University has significantly evolved since 1969. Sen. Goehr added that the current climate nationally has produced a tendency for many institutions to go backwards rather than forwards and that she is interpreting that there is an interest in moving forward and not backward. Professor McCurry thanked Sen. Goehr for her comment and stated that the purpose of the document and presentation was to initiate a conversation. She stated that historians do not believe in a narrative of continual progress but rather, as Sen. Goehr stated, that things can be undone and redone over time. Professor McCurry stated that, from her experience teaching undergraduates, universities cannot be shut off from the societies in which they teach and that universities cannot simply lock the gates, given that students, faculty, and other aspects of the world are already inside the university. She added that the crises that the university is facing are many of the same crises that the nation is facing. Professor McCurry stated that, in her experience as a historian, these are generative crises that are not easy and that take violent and destructive turns but that good things can also emerge from these times. She stated that what will come from these crises is the main question in regard to respecting diverse viewpoints on the issues.

Senator Oren Pizmony-Levy (Ten., TC) asked whether Professor McCurry believed that all three parts of shared governance at Columbia had equal power or whether the Board of Trustees retained more power. Professor McCurry responded that she does not have an answer because private universities in America are unusual system with a lot of private money and pressure on the institution. She stated that for public universities governance is often influenced more directly by electoral politics and is also more transparent. Professor McCurry stated that, while she does not know what the exact intention of the University Senate was upon its founding in 1969, she believed that a tripartite shared governance system does not work when one portion of a three-part structure is dictating how everything should operate. She added that she believed the question would not be how other universities run but rather how other elite, private universities in the United States run, of which there are few examples for comparison. Sen. Pizmony-Levy suggested that Professor McCurry reach out to scholars of higher education that exist and that Teachers College has a large department of scholars that study governance of higher education. He stated that it would be worthwhile to engage with those scholars with regards to the document. Professor McCurry thanked Sen. Pizmony-Levy and agreed with him. Sen. Pizmony-Levy offered to give names of those

scholars to Sen. D'Armiento and the Senate staff, and Professor McCurry noted that a number of those scholars were in attendance at the Senate meeting currently.

Senator Eli Baum (Stu., CC) asked about who was on the original Board of Governors that transformed into the Board of Trustees and how they were chosen, given that they have remained self-perpetuating to this day. Sen. D'Armiento responded that at this moment we do not have information on how all of the members of the Board of Trustees are chosen however the Senate staff hoped to get clarification on the process to provide to the Senate in the future.

Senator Mahmood Mamdani (Ten., A&S/SS) thanked Professor McCurry for the document. He stated that the value of the document is that it provides a sufficiently factually rich and historically sensitive background against which the Senate can have a discussion and that he believes that the conversation the Senate needs to have lie in the interpretation of this background. Sen. Mamdani stated that he questioned the causes for the periods of reform and periods of moving backwards at the university, commenting that Columbia has not been one consistent university throughout its history, moving between different periods of growth, backwards movement, and stagnation. He stated that the weight of the document is how the almost-absolute power of the Board of Trustees was trimmed step-by-step, noting the changes limiting the terms of the Board of Trustees, and how these changes occurred in a dialectic between external pressures and internal fissures within the Board of Trustees, noting how one Trustee resigned over debates about curricular reform. Sen. Mamdani commented that he would have liked more focus on the shift of power from the Board of Trustees to the President of the University, noting that he believed that the critical period was the Bollinger Presidency. He asked that there be a greater analysis of the Bollinger Presidency, including what happened in the Bollinger period and how it connects to the Shafik Presidency, given that President Minouche Shafik came in as a banker placed in charge of a university. Sen. Mamdani stated that President Shafik's agenda, to his understanding, was what the World Bank called "structural adjustment" but that President Shafik ran into a profound political crisis rather than a financial one and was unable to handle the political crisis. He stated that he did not blame President Shafik but blamed those who appointed her. Sen. Mamdani stated that President Shaik was the first woman president, followed by two women interim or acting presidents. He added that the University was still in the midst of a crisis of governance informed by governmental pressures from above and growing demands from below. Sen. Mamdani stated that, in this context, there has been two responses: to capitulate to the government and to almost-blindly repress demands from below. He stated that there have been two main ideas about the way forward. Sen. Mamdani stated that the first would be a "counter-revolution" that would wipe out the reforms of the 1960s and shared governance and to reduce everything to a nominal status if not worse and that the second path would be to move forward, questioning how that would occur. He questioned what the steps are needed to consolidate the previous reforms of 1969 rather than eliminate them.

Sen. D'Armiento stated that this was the beginning of the conversation about the future and that she hoped this discussion helped everyone think as scholars about the future of the institution.

Sen. D'Armiento commented that Senator Julia Hirschberg (Ten., SEAS) had a previous comment under the Senate Chair's Report. Sen. Hirschberg stated that the [Information and Communications Technology Committee](#) was sad to announce that Vice President and CIO of Columbia University Information Technology (CUIT) Gaspare LoDuca was leaving Columbia to become the Vice President and CIO of Information Systems and Technology at the Massachusetts Institute of Technology (MIT) beginning August 18th, 2025. Sen. Hirschberg stated that Vice President LoDuca has made major contributions to Columbia, overseeing the major technology systems including applications, infrastructure, networking, telephone, cybersecurity, and IT policy. She added that Vice President LoDuca had been a wonderful and long-standing member of the Senate Information and Communications Technology Committee that Sen. Hirschberg chairs. Sen. Hirschberg mentioned that one of Vice President LoDuca's major contributions was helping the University deal with COVID-19 back in March 2020. She mentioned that Vice President LoDuca had been planning for a three-year ramp up of support for online infrastructure. Sen. Hirschberg mentioned that, when the campus shut down due to the pandemic, Vice President LoDuca was told to move all of Columbia's infrastructure online within a matter of days. She thanked Vice President LoDuca for working to unify all of CUIT and have them function as a team in order to move all systems online, including teaching 100 staff within a matter of days who would then teach the rest of the University how to move their classes online. Sen. Hirschberg remarked that, upon the first Monday during the pandemic, the CUIT team fielding 300 calls within the first hour to support faculty and staff. She added that, in order to get the University sufficiently prepared for online learning, classes were postponed for three days and that the CUIT was answering tickets at 1:00am, noting that everyone who needed a Zoom account had one by that Wednesday. Sen. Hirschberg stated that this transformation involved 2,000 courses and 4,000 Zoom meetings. She added that CUIT collaborated with the Data Science Institute and other entities to support research at the University. Sen. Hirschberg stated that, following the return to in-person classes, Vice President LoDuca continued the efforts to recover the University from the pandemic, including managing a large roster of hybrid classrooms, swipe systems linked to vaccination status, and restoring the CUIT staff. She stated that MIT announced Vice President LoDuca's appointment, which stated: "I believe that Gaspare will be an incredible asset to MIT, bringing a wide range of experience supporting faculty, researchers, staff, and students in a highly collaborative style." Sen. Hirschberg quoted Vice President LoDuca response: "As I start my new role, I plan to learn more about MIT's culture and community to ensure that any decisions or changes we make there are shaped by the community's needs and carried out in a way that fits the culture." Sen. Hirschberg stated that Vice President LoDuca would be doing similar things at MIT and that the Senate and Columbia would miss him.

Resolution to Update the Academic Calendar to Establish September 1 as the Fall Degree Conferral Date in Lieu of October (Teachers College) (Education)

Sen. D'Armiento introduced Senator Letty Moss-Salentijn (Ten. CDM), Co-Chair of the Education Committee, to lead the discussion on a [resolution to update the academic calendar for the fall degree conferral date for Teachers College](#) and stated that Sen. Pizmony-Levy would also be speaking.

Sen. Moss-Salentijn stated that the resolution to add a September 1st degree conferral date for Teachers College had passed the Education Committee after being brought per request of Teachers College. She stated that a similar adjustment was made at the medical schools for similar reasons relating to a smoother transition into employment for graduates. Sen. Pizmony-Levy thanked the Education Committee for passing the resolution, noting that some students have been barred in the past from employment positions due to formally not having their degree by September.

There was a motion which was seconded to propose the resolution. The resolution passed 59-0-0 (in favor-opposed-abstention).

Appeal of Elections Commission Decision in College of Physicians & Surgeons TTOT Election

Sen. D'Armiento introduced the request for the appeal of the Elections Commission decision in the College of Physicians & Surgeons TTOT Election. Sen. D'Armiento introduced Senator Sarah Hansen (TTOT, A&S/NS), members of the Senate Elections Commission, to lead the discussion.

Sen. Hansen stated that she would provide an overview of the [materials relating to the request for an appeal](#) brought forth to the University Senate. Sen. Hansen stated that the Elections Commission runs the elections for the Chair and Vice Chair of the Senate and oversees all the other elections to the Senate, which are run by district elections commissions, which, in this case, refers to the Office of Academic Affairs in the College of Physicians and Surgeons. Sen. Hansen first shared the [email sent from the Office of Academic Affairs](#) announcing the election. She then reviewed the [timeline of the events](#) relating to the request for an appeal. Sen. Hansen reviewed that two candidates sent general emails on May 12th, 2025 that would become the subject of a complaint after results of the election had been initially announced. She stated that, after reviewing the complaint, the Senate Elections Commission affirmed the complaint and ordered that the campaign and voting periods be rerun for this election. Sen. Hansen stated that Senator David Kessler (TTOT, P&S) asked the Elections Commission to re-consider their decision on the complaint but that the Elections Commission re-affirmed its decision to rerun the campaign and voting periods, leading to Sen. Kessler requesting that the Senate overturn the Elections Commissions' decision. Sen. Kessler then made a brief statement.

Sen. Kessler stated that he was a pediatric emergency medicine physician at the medical center. He stated that he was asking the Senate to appeal the decision of the Elections Commission to invalidate his election and uphold the original results of the election in order to protect the integrity of the elections process. Sen. Kessler stated that, during the voting period of his election, he had sent a short, good-faith email to his department reminding them to vote for him or another competing candidate from their department. He stated that, after the results of the election were announced, a complaint was filed by a losing candidate stating that Sen. Kessler had violated an unwritten rule about campaigning during voting. Sen. Kessler stated that he would never knowingly violate a rule and that he was new to the Senate and that he was shocked that this was considered a violation. He stated that other candidates, including a prior Senator, shared in writing that they shared the same understanding as Sen. Kessler regarding the rules of the

election. Sen. Kessler stated that he asked for examples of this rule being enforced or enacted in the past from the Elections Commission but did not hear back from that and that he also searched through the elections code for this rule. Sen. Kessler stated that the Elections Commission acknowledged that he did not violate any written rule in the elections code but had adopted unwritten assumptions in the code, ordering an immediate rerun of the TTOT election. He stated that, as he understands it, the campaign period exists to allow candidates to inform their constituency of their candidacy and that there is no clear rule about when this right ends. Sen. Kessler stated that he was unclear what practical or democratic purpose this rule serves and whether there was an example of this rule being enforced in other elections. He stated that he was baffled by the severity of the response and the decision to overturn the entire election based on an ambiguous interpretation of the rule at best. Sen. Kessler stated that there was no evidence that the email he sent affected the outcome of the election and that no analysis was done by the Elections Commission to assess that possibility. He added that, according to the By-Laws, there needs to be a substantial error in procedure in order for someone to be removed from serving as a Senator after being voted in and that he does not believe that this situation meets the criteria for a substantial error in procedure as stated in the Senate By-Laws. Sen. Kessler stated that a better approach would have been to clarify and amend the rules for future elections but that this opportunity was not presented. He stated that he was troubled that the rerun was immediately and publicly announced before he was given his due process and right to appeal, which he believes violated his right to due process as a Senator. Sen. Kessler stated that it was his belief that the Senate did not get the chance to hear his appeal before a decision was made, casting doubt on his integrity and putting him at a disadvantage in any future re-election. He stated that he was disappointed to be meeting everyone on the Senate in this context and that he ran for the Senate because he cares for the University and does not like some of the lack of civil discourse that has occurred. Sen. Kessler stated that he remains committed to transparency, integrity, and collaboration, which is why he is appealing to the Senate. He thanked the Senate for their time and consideration.

Sen. Hansen returned to the materials in the Senate packet. She stated that, after hearing the request for an appeal of the initial Elections Commission decision, the Elections Commission met and determined that multiple candidates had broken the rules, making the Elections Commission unable to determine what the result would have been if the rules had not been broken. Sen. Hansen reviewed the [email that Dr. Kessler had sent violating the rules](#), as well as a [document outlining the email sent violating the rules from another candidate](#). Sen. Hansen stated that the Elections Commission determined that rerunning would allow the constituency to elect the candidate they wished to represent them. She stated that the Elections Commission met with the candidates, held a hearing, and went through several deliberations to reach a decision. Sen. Hansen stated that, after the Elections Commission released their decision, Sen. Kessler asked the Elections Commission to revise their decision, which they did not do, but that they did provide a detailed response to Sen. Kessler.

Senator Janie Weiss (Admin. Staff, CUIMC) stated that she was also shocked when she saw the rule that you cannot campaign during voting period and that she had called Senators that she knew to ask them about their experience with this rule. She stated that they responded that many of them had notified

colleagues during the voting period to vote for their election and that she informed them that they were not allowed to have done so. Sen. Weiss said that everyone was shocked by these rules and that she questioned how these rules would be policed. Sen. Weiss then read a statement from a constituent upset by the decision: “The matter before the Senate today is not just about one election. It is a test of whether Columbia’s shared governance can uphold fairness, proportionality, and inclusivity. The Elections Commission invalidated the VP&S TTOT faculty election, citing that two candidates, including the winner, had campaigned during the voting period. But this decision wasn’t based on a written rule. It relied on an assumption, applied after the fact, that had never been clearly stated or widely understood. The University Senate elections code, adopted in 2020, definition the nomination period, a campaign period, and a voting period. Nowhere does it prohibit campaigning during voting. The idea that this is implied isn’t supported by the text and is not a sound basis for overturning a certified election. To justify the decision, the Commission used an analogy by Dr. O’Flaherty suggesting that campaigning during voting is like submitting an exam late. But a better comparison would be this: the campaign period is like a structured studying period, and the election deadline is the exam date. Students study during the test. Similarly, candidates should be able to communicate with voters until voting ends, unless explicitly told otherwise. The email in question was brief, respectful, and sent in good faith. Even the Commission acknowledge widespread confusion and found no unethical conduct, yet it imposed a severe penalty, a full rerun on the election. The decision lacks proportionality. The elections code allows overturning a result over through a substantial procedural error likely to affect an outcome. The threshold was not met. Even more concerning was how inconsistently complaints were handled. During the campaign, some faculty and fellows reported unsanctioned posters and exclusionary emails that created an uncomfortable environment. Those concerns were dismissed. When unsolicited campaign emails were sent, no corrective action followed, not from the Commission and not from the University leadership, despite formal reports. But when a losing candidate filed a complaint after certification, a hearing was convened within a day, and the revote was quickly approved. The contrast suggests selective enforcement. It undermines trust in the fairness and neutrality of our election. This isn’t about questioning motives, but the impact was real. A broadly supported candidate was disqualified based on a vague retroactive interpretation of the rules. That sets a troubling precedent. It discourages participation and sends the message that rules may be applied unevenly depending on whose raises concerns. If the elections code needs revision, let’s revise it prospectively, but cancelling a certified election based on a vague standard, clause, analogies, and excessive remedies is a mistake. The Senate should reject the Commission’s recommendation and seat the duly elected representative. The integrity of our governance depends on it. Thank you.” Sen. D’Armiento responded that the local elections commission did send an email out on May 6th, stating that the campaign period had ended and that there was some notification about this. Sen. D’Armiento also responded to Sen. Weiss’s question of how this rule would be policed, stating that this issue arose because there was an appeal.

Senator Kim Philips-Fein (Ten., A&S/SS) stated that this type of issue is not unique to the election under question. She stated that her own election, alongside all tenured Arts & Sciences faculty elections, were rerun. Sen. Philips-Fein stated that she felt it was important to go through the processes as they are

outlined, unless there is a substantial reason to not trust the Elections Commission's decision. Sen. D'Armiento thanked Sen. Philips-Fein for mentioning this, stating that this is why the Senate has an Elections Commission to handle appeals that occur frequently, even if they do not go to the plenary.

Senator Brent Stockwell (Ten., A&S/NS) stated that he was perplexed because he could not find any rule that he could not send any reminder to his candidacy during the voting period. He stated that he felt that should be explicitly stated if that is the case. Sen. Stockwell felt that the Elections Commission decision was a dramatic result and that he urged Senators not to overturn the election result.

Senator Giovanni Oliveros (Research Officers) stated that he agrees with Sen. Weiss's concern that Sen. Kessler having to rerun would put him at a disadvantage, given that a complaint was filed against him and brought to plenary. Sen. Oliveros stated that he had looked through the plenary materials and did not feel that the email Sen. Kessler sent was in bad faith, which the Elections Commission also agreed with. Sen. Oliveros said that, unless it was explicitly stated that any candidate cannot send an email during voting period, the Elections Commission's decision was not correct and would put Sen. Kessler at a disadvantage should he decide to rerun if the Elections Commission's decision is upheld. Sen. D'Armiento noted that the Elections Commission did not find that Sen. Kessler's actions were in bad faith, which is why he was not disqualified.

Sen. D'Armiento introduced Professor of Medicine Daichi Shimbo, whose office ran this local election. Dr. Shimbo stated that this rule is not in the by-laws but, as in prior elections, the timeline for the campaign and voting periods were announced in emails, emails of April 11th, 2025 and May 6th, 2025, in the case of this particular election. He clarified that these notifications were not done after-the-fact, as had been previously stated. Dr. Shimbo stated that he agrees that it is not his role to police the behavior of the candidates but that the only reason that this decision came about was because of multiple complaints that he received. Dr. Shimbo stated that there were candidates who followed the expectations outlined in the emails and followed the proper rules of the election.

Senator Jeffrey Wayno (Libraries) stated that he was also perplexed by the information included in the plenary packet, stating that he did not see any reason for the Elections Commission definitive decision that multiple candidates had broken the rules. He stated that, nowhere in the informational materials given to the candidates is the term "campaign period" explicitly defined. Sen. Wayno said that he was not sure how it would be fair or democratic to retroactively apply a definition when it hasn't been stated. He stated that the only thing that is quoted in the materials provided to the candidates is that they may not use certain types of language and may talk about themselves.

Senator Helen Han Wei Luo (Stu., GSAS/HUM) stated that she does not agree with the framing of the Elections Commission's decision as dramatic or escalatory. She stated that elections are rerun frequently. Sen. Luo stated that this decision does not seem to be an overreach and that this issue being litigated on the plenary floor felt inappropriate and like a private issue not meant for the plenary floor. Sen. Luo stated

that she appreciated the difficulty of interpreting the rules of the elections but, given that there were candidates who respected the rules and were upset, that the Elections Commission decision to declare that candidates had broken the rules but that all candidates could rerun in the election as fair and moderate as a conclusion.

Senator Andrew Einstein (Ten., P&S) added that in Section 21.g.i. in the Statutes that Senators' roles begin 14 days prior to graduation. He stated that, since graduation was on May 21st, 2025, the term for new Senators began in principle on May 7th, 2025. Sen. Einstein stated that the election concluded on May 13th, 2025 and was certified on May 14th, 2025. He stated that, in his understanding, as of May 14th, 2025, Sen. Kessler became a Senator and that what is being asked by the Senate is to unseat a seated Senator per the Statutes. Sen. Einstein stated he believes there should be a higher bar to unseat a seated Senator. Sen. D'Armiento clarified that, as in cases in the past where there has been contested elections, the person has served until the revote and that, in the case that the individual loses the election, they would not serve further.. Sen. D'Armiento confirmed that Sen. Kessler was serving due to the timing of the election as outlined by Sen. Einstein.

Senator Susan Bernofsky (Ten., ARTS) stated her disbelief that this issue was occupying plenary time. She stated that the Senate has an Elections Commission to handle these issues and that the Elections Commission does their job neutrally. Sen. Bernofsky said the language used to describe the Elections Commission's actions as excessive were unwarranted and that their decision was very routine and normal. She stated that the Senate has basic procedures that, when not followed, required a re-election where all the candidates can run again. Sen. Bernofsky stated that this was not a big deal and that she wished to wrap up the discussion on this matter.

Senator Adam Cannon (TTOT, SEAS) stated that there was no definition provided that the campaign period ending and the voting period beginning does not state that campaign emails cannot be sent. He stated that there is a degree of interpretation happening here while there is still a penalty being applied. Sen. Cannon stated that some may argue that there is no penalty and that this is not a big deal but that there is a difference between elections being rerun for a structural issue that occurred versus one that is being rerun because a candidate is being accused of violating a rule. He stated that there was a substantial disadvantage that Sen. Kessler would be facing in a new election that is inappropriate if the Elections Commission's decision stands. Sen. Cannon stated that the first course of action is to clear up the rules around campaigning and that he did not understand the reasoning behind the rules. He stated that, if there was a reason behind these rules, they need to be inserted into the Statutes.

Sen. Weiss asked about whether it would be possible to see if Sen. Kessler's email changed the vote count on the election, given that the votes were counted using a computer program. Sen. Slaughter raised a point of order that Senators that have previously spoken on an issue should not speak again before those who have not spoken at all.

Senator Melinda Aquino (Amin. Staff, Morningside-Lamont-Manhattanville) asked to move to take a vote to affirm the Elections Commission's decision.

There was a motion for a confidential ballot. The motion was passed 44-2-2 (in favor-opposed-abstention).

The motion to [affirm the Elections Commission's decision](#) was passed 26-18-5 (in favor-opposed-abstention).

Senator Henry Ginsberg (Ten., P&S) raised a concern regarding improper notification from University administrators about non-renewal notices to nontenured faculty members resulting in sudden termination. Sen. D'Armiento stated that, after federal funds are restored, the Senate should address the concerns raised by many researchers and faculty similar to Sen. Ginsberg's.

Rules of University Conduct Committee Update

Sen. D'Armiento introduced the statement from the [Rules Committee regarding the misconceptions about its role in student discipline](#). She introduced Sen. Slaughter, member of the Rules Committee, to lead discussion on this statement. Sen. Slaughter stated that the Plenary documents contained [timelines of the events under discussion](#) and that any errors to the timeline would be discussed with the Rules Administrator and corrected promptly. Sen. Slaughter then read the [statement](#) in full. Sen. D'Armiento then took questions about the document from Senators.

Sen. Savin asked if this document could be provided to the Senate review committee established by the Board of Trustees. Sen. D'Armiento stated that the Rules Committee would work with the Rules Administrator to ensure all information in the documents concurred with the administration's information and then provide documents to the Trustee review committee.

Sen. Bernofsky thanked Sen. Slaughter and stated that the timeline was important for the Senate because it shows how the delays to student discipline came about, so that Senators can be informed as to why the University Senate was not responsible for delaying the student discipline cases. Sen. D'Armiento stated that the administration has responded to this complaint regarding the length of the discipline process by increasing staff to process student discipline cases.

Sen. D'Armiento adjourned the meeting.

Respectfully submitted,

Senate staff

By a vote of 62-2-0 (in favor-opposed-abstentions), the rosters were endorsed by the University Senate

Committee Structure	Delegation	Full name	Chair	Constituency	Senator / Nonsenator	Contact
Executive Committee (13)	Executive Committee (13)					
Ten.	Ten.	Jeanine D'Armiento	Chair	P&S	Sen.	jmd12@cumc.columbia.edu
Ten.	Ten.	Holger Klein	Vice Chair	A&S/HUM	Sen.	hak56@columbia.edu
Ten.	Ten.	Clarisa Long		LAW	Sen.	clong@law.columbia.edu
Ten.	Ten.	Letty Moss-Salentijn		CDM	Sen.	lm23@cumc.columbia.edu, es38@cumc.columbia.edu
Ten.	Ten.	Henning G. Schulzrinne		SEAS	Sen.	hgs@cs.columbia.edu
Ten.	Ten.	Joseph Slaughter		A&S/HUM	Sen.	jrs272@columbia.edu
TTOT	TTOT	Sarah Hansen		A&S/NS	Sen.	sjh2115@columbia.edu
TTOT	TTOT	Nicole Wallack		A&S/HUM	Sen.	nicolewallack@columbia.edu
Stu.	Stu. (Graduate)	Matthew Beck		SEAS	Sen.	mb5159@columbia.edu
Stu.	Stu.	Helen Han Wei Luo		GSAS/HUM	Sen.	hl3631@columbia.edu
Stu.	Stu.	Huda Paracha		BAR	Sen.	hp2571@barnard.edu
Ex officio	Admin.	Claire Shipman		Adm.	Sen.	ccs23@columbia.edu
Ex officio	Admin.	Angela Olinto		Adm.	Sen.	avo2113@columbia.edu
Alumni Relations Committee (7)	Alumni Relations Committee (7)					
Ten.	Ten.	Lori Qingyuan Yue		BUS	Sen.	qy2103@columbia.edu
TTOT	TTOT	Open		TTOT	.	.
Stu.	Stu. (Graduate)	Matthew Beck		SEAS	Sen.	mb5159@columbia.edu
Research Officer	Research Officers	Nancy J. Lolacono		Research Officers - Professional	Nonsen.	njl2@cumc.columbia.edu
Admin.	Admin.	Lisa Rosen-Metsch		Adm.	Sen.	lm2892@columbia.edu, me2002@columbia.edu
Alum.	Alum.	Tiffany Bryant		Alum.	Sen.	tnb2102@gmail.com
Alum.	Alum.	Carlos Cruz		Alum.	Sen.	cvc7@caa.columbia.edu
Budget Committee (12)	Budget Committee (12)					
Ten.	Ten.	Niall Bolger		A&S/NS	Sen.	nb2229@columbia.edu
Ten.	Ten.	Holger Klein		A&S/HUM	Sen.	hak56@columbia.edu
Ten.	Ten.	Elisa Konofagou		SEAS	Sen.	ek2191@columbia.edu
Ten.	Ten.	Clarisa Long		LAW	Sen.	clong@law.columbia.edu
Ten.	Ten.	Michael Thaddeus		A&S/NS	Sen.	mt324@columbia.edu
TTOT	TTOT	Greg Freyer		SPH	Sen.	gaf1@cumc.columbia.edu
TTOT	TTOT	Christopher Munsell		GSAPP	Sen.	cwm2132@columbia.edu
Stu.	Stu.	Open		Stu.	.	.
Stu.	Stu.	Open		Stu.	.	.
Research Officers	Research Officers	Daniel Wolf Savin		Research Officers - Professional	Sen.	savin@astro.columbia.edu
Alum.	Alum.	Tiffany Bryant		Alum.	Sen.	tnb2102@gmail.com
Executive Chair / Designee	Ten.	Jeanine D'Armiento		P&S	Sen.	jmd12@cumc.columbia.edu
Campus Planning and Physical Development (16)	Campus Planning and Physical Development Committee (16)					
Ten.	Ten.	Heidi Allen		SSW	Sen.	ha2332@columbia.edu
Ten.	Ten.	Richard Davis		A&S/NS	Sen.	rd2339@columbia.edu
Ten.	Ten.	Andrew Einstein		P&S	Sen.	ae2214@cumc.columbia.edu, ma12235@cumc.columbia.edu
Ten.	Ten.	Benjamin Orlove		SIPA	Sen.	bso5@columbia.edu
Ten.	Ten.	Brent Stockwell		A&S/NS	Sen.	bstockwell@columbia.edu
Ten.	TTOT	Steven Chaikelson		ARTS	Sen.	sec11@columbia.edu
TTOT	TTOT	Open		TTOT	.	.
TTOT	Stu.	Karla Camacho		CC	Nonsen.	kc3611@columbia.edu
Stu.	Stu.	Robert Mulvey		GS	Sen.	rm3989@columbia.edu
Stu.	Stu.	Open		Stu.	.	.
Stu.	Libraries	Katherine Brooks		Libraries	Sen.	kcb2145@columbia.edu
Libraries	Admin. Staff	Open		Admin. Staff	.	.
Admin. Staff	Research Officers	Giovanni Oliveros		Research Officers - Postdoctoral	.	goo2111@cumc.columbia.edu
Research Officers	Admin.	David Greenberg		Adm.	Nonsen.	dg2357@columbia.edu
Admin.	Admin.	Scott Wright		Adm.	Nonsen.	sjw91@columbia.edu, sr Ramirez@columbia.edu
Admin.	Alum.	Carlos Cruz		Alum.	Sen.	cvc7@caa.columbia.edu

**UNIVERSITY SENATE
COMMITTEE ROSTERS**

Education Committee (19)		Education Committee (19)			
Ten.		Ten.	James Applegate	A&S/NS	Nonsen. jha@astro.columbia.edu,
Ten.		Ten.	Julie Crawford	A&S/HUM	Sen. jc830@columbia.edu
Ten.		Ten.	Stuart Firestein	A&S/NS	Sen. sjf24@columbia.edu
Ten.		Ten.	Jonathan Glover	BUS	Sen. jg3463@gsb.columbia.edu
Ten.		Ten.	Lydia Goehr	A&S/HUM	Sen. lg131@columbia.edu
Ten.		Ten.	Ulrich Hengst	P&S	Sen. uh2112@cumc.columbia.edu
Ten.		Ten.	Letty Moss-Salentijn	CDM	Sen. lm23@cumc.columbia.edu, es38@cumc.columbia.edu
Ten.		Ten.	Oren Pizmony-Levy	TC	Sen. Pizmony-Levy@tc.columbia.edu
TTOT		TTOT	Sarah Hansen	A&S/NS	Sen. sjh2115@columbia.edu
TTOT		TTOT	Joseph Ulichny	A&S/NS	Nonsen. jcu2102@columbia.edu
TTOT		TTOT	Alan Yang	SIPA	Sen. asy2@columbia.edu
Stu.		Stu.	Eli Baum	CC	Sen. ecb2201@columbia.edu
Stu.		Stu.	Huda Paracha	BAR	Sen. hp2571@barnard.edu
Stu.		Stu.	Open	Stu.	.
Stu.		Stu.	Open	Stu.	.
Libraries		Libraries	Jeffrey Wayno	Libraries	Sen. jeffrey.wayno@columbia.edu
Admin.		Admin.	Weiping Wu	Adm.	Nonsen. weiping.wu@columbia.edu
Admin.		Admin.	Open	Adm.	.
Alum.		Alum.	Carlos Cruz	Alum.	Sen. cvc7@caa.columbia.edu
External Relations and Research Policy Committee (18)		External Relations and Research Policy Committee (18)			
Ten.		Ten.	Jeanine D'Armiento	P&S	Sen. jmd12@cumc.columbia.edu
Ten.		Ten.	Adana Llanos	SPH	Sen. al4248@cumc.columbia.edu
Ten.		Ten.	John S. Santelli	SPH	Sen. js2637@cumc.columbia.edu
Ten.		Ten.	Henning G. Schulzrinne	SEAS	Sen. hgs@cs.columbia.edu
Ten.		Ten.	Howard Worman	P&S	Sen. hjw14@cumc.columbia.edu
Ten.		Ten.	Open	Ten.	.
Ten.		Ten.	Open	Ten.	.
TTOT		TTOT	Adena Bargad	NURS	Sen. ab3120@cumc.columbia.edu
TTOT		TTOT	Amir Ziv	BUS	Sen. az50@columbia.edu
Stu.		Stu.	Elizabeth Adeoye	CC	Sen. ea3130@columbia.edu
Stu.		Stu.	Simon Ogundare	P&S	Sen. simon.ogundare@columbia.edu
Stu.		Stu.	Maeghan Sill	TC	Sen. mms2380@tc.columbia.edu
Libraries		Libraries	William Vanti	Libraries	Nonsen. wbv2101@columbia.edu
Research Officers		Research Officers	Rohan Munoth	Research Officers - Staff	Sen. rm4294@cumc.columbia.edu
Research Officers		Research Officers	Marco Tedesco	Research Officers - Professional	Sen. mt13102@columbia.edu
Admin.		Admin.	Loftin Flowers	Adm.	Nonsen. llf2105@columbia.edu, a2635@columbia.edu, ns2333@columbia.edu
Admin.		Admin.	Naomi Schrag	Adm.	Nonsen. jt3127@columbia.edu
Alum.		Alum.	Tiffany Bryant	Alum.	Sen. tnb2102@gmail.com
Faculty Affairs, Academic Freedom and Tenure (17)		Faculty Affairs, Academic Freedom and Tenure (17)			
Ten.		Ten.	Gerard Ateshian	SEAS	Sen. ateshian@columbia.edu
Ten.		Ten.	Raimondo Betti	SEAS	Sen. betti@civil.columbia.edu, rb68@columbia.edu
Ten.		Ten.	Jeanine D'Armiento	P&S	Sen. jmd12@cumc.columbia.edu
Ten.		Ten.	Kristina Douglass	CS	Sen. kmd2242@columbia.edu
Ten.		Ten.	Holger Klein	A&S/HUM	Sen. hak56@columbia.edu
Ten.		Ten.	Clarisa Long	LAW	Sen. clong@law.columbia.edu
Ten.		Ten.	David B. Lurie	A&S/HUM	Sen. dbl11@columbia.edu
Ten.		Ten.	Mahmood Mamdani	A&S/SS	Sen. mahmood.mamdani@columbia.edu
Ten.		Ten.	Andrew R. Marks	P&S	Sen. arm42@cumc.columbia.edu, il2405@cumc.columbia.edu
Ten.		Ten.	Letty Moss-Salentijn	CDM	Sen. lm23@cumc.columbia.edu, es38@cumc.columbia.edu
Ten.		Ten.	Kim Phillips-Fein	A&S/SS	Sen. kkp4@columbia.edu
Ten.		Ten.	Howard Worman	P&S	Sen. hjw14@cumc.columbia.edu
Ten.		Ten.	Open	Ten.	.
TTOT		TTOT	Greg Freyer	SPH	Sen. gaf1@cumc.columbia.edu
TTOT		TTOT	Nicole Wallack	A&S/HUM	Sen. nicolewallack@columbia.edu
TTOT		TTOT	Jonathan Susman	P&S	Plenary Observer js1138@cumc.columbia.edu
TTOT		TTOT	Adam Cannon	SEAS	Sen. cannon@cs.columbia.edu

**UNIVERSITY SENATE
COMMITTEE ROSTERS**

Honors and Prizes Committee (15)					
Ten.	Ten.	Heidi Allen	SSW	Sen.	ha2332@columbia.edu
Ten.	Ten.	Andrew Einstein	P&S	Sen.	ae2214@cumc.columbia.edu, ma12235@cumc.columbia.edu
Ten.	Ten.	David Hajdu	JOURN	Sen.	dh2145@gmail.com
Ten.	Ten.	Julia Hirschberg	SEAS	Sen.	julia@cs.columbia.edu
Ten.	Ten.	Anil Lalwani	Chair P&S	Sen.	anil.lalwani@columbia.edu
Ten.	Ten.	Gregory Mann	A&S/SS	Sen.	g.mann@columbia.edu
TTOT	TTOT	Michael Gerrard	LAW	Sen.	michael.gerrard@law.columbia.edu
TTOT	TTOT	Christine O'Hea	CDM	Sen.	co2361@cumc.columbia.edu
Stu.	Stu.	Elizabeth Adeoye	CC	Sen.	ea3130@columbia.edu
Stu.	Stu.	Simon Ogundare	P&S	Sen.	simon.ogundare@columbia.edu
Libraries	Libraries	Open	Libraries	Sen.	.
Research Officers	Research Officers	Marco Tedesco	Research Officers - Professional	Sen.	mt3102@columbia.edu
Admin.	Admin.	Carlos J. Alonso	Adm.	Sen.	ca2201@columbia.edu
Admin.	Admin.	Lisa Rosen-Metsch	Adm.	Sen.	lm2892@columbia.edu, me2002@columbia.edu
Alum	Alum.	Hartley du Pont	Alum.	Nonsen.	hartleydupont@aol.com
Housing Policy Committee (11)					
Ten.	Ten.	Nachum Sicherman	BUS	Sen.	nachum.sicherman@columbia.edu
Ten.	Ten.	Open	Ten.	.	.
Ten.	Ten.	Open	Ten.	.	.
Ten.	Ten.	Open	Ten.	.	.
TTOT	TTOT	Open	TTOT	.	.
TTOT	TTOT	Open	TTOT	.	.
Stu.	Stu.	Robert Mulvey	GS	Sen.	rm3989@columbia.edu
Stu.	Stu.	Open	Stu.	.	.
Research Officers	Research Officers	Dhan Cardinal	Research Officers - Staff	Nonsen.	dc3719@columbia.edu
Admin	Admin.	Carrie Marlin	Adm.	Nonsen.	cm3509@columbia.edu
	Admin.	Diego Rivera	Adm.	Nonsen.	jdr2171@columbia.edu
Information and Communications Technology Committee (13)					
Faculty	Ten.	Julia Hirschberg	SEAS	Sen.	julia@cs.columbia.edu
Faculty	Ten.	Serena Ng	A&S/SS	Sen.	serena.ng@columbia.edu
Faculty	Ten.	Rebecca Schnall	NURS	Sen.	rb897@cumc.columbia.edu
Faculty	TTOT	David Kessler	P&S	Sen.	dk2592@cumc.columbia.edu
Faculty	TTOT	Christine O'Hea	CDM	Sen.	co2361@cumc.columbia.edu
Stu.	Stu.	Dafne Sarfati	SEAS	Sen.	ds4129@columbia.edu
Stu.	Stu.	Open	Stu.	.	.
Libraries	Libraries	Jessica Noble	Libraries	Nonsen.	jn2861@columbia.edu
Admin. Staff	Admin. Staff	Joel Rosenblatt	Admin. Staff: Morningside-Lamont	Nonsen.	jlr9@columbia.edu
Research Officers	Research Officers	Nancy J. Lolocono	Research Officers - Professional	Nonsen.	njl2@cumc.columbia.edu
Admin	Admin.	Maneesha Aggarwal	Adm.	TBC	maneesha@columbia.edu
Admin.	Admin.	Open	Adm.	.	.
Alum	Alum.	Open	Alum.	.	.
Libraries and Digital Resources Committee (17)					
Ten.	Ten.	Alan Stewart	A&S/HUM	Nonsen.	ags2105@columbia.edu
Ten.	Ten.	Abosedé George	BAR	Sen.	ageorge@barnard.edu
Ten.	Ten.	David B. Lurie	A&S/HUM	Sen.	dbl11@columbia.edu
Ten.	Ten.	Open	Ten.	.	.
Ten.	Ten.	Open	Ten.	.	.
Ten.	Ten.	Open	Ten.	.	.
TTOT	TTOT	Keith Gessen	JOURN	Sen.	kag2174@columbia.edu
TTOT	TTOT	Maria Luisa Gozzi	A&S/HUM	Nonsen.	mlg30@columbia.edu
Stu.	Stu.	Elisha Dura	CC	Nonsen.	elisha.dura@columbia.edu
Stu.	Stu.	Camille McGriff	GSAPP	Sen.	cem2263@columbia.edu
Stu.	Stu.	Open	Stu.	.	.
Libraries	Libraries	Katherine Brooks	Libraries	Sen.	kcb2145@columbia.edu
Libraries	Libraries	Jeffrey Wayno	Libraries	Sen.	jeffrey.wayno@columbia.edu
Research Officers	Research Officers	Benjamin Bostick	Research Officers - Professional	Sen.	bb2461@columbia.edu
Admin.	Admin.	Ann D. Thornton	Adm.	Sen.	adt2138@columbia.edu
Admin.	Admin.	Open	Adm.	.	.
Alum	Alum.	Sara Coffield	GS	Nonsen.	scc2208@columbia.edu

**UNIVERSITY SENATE
COMMITTEE ROSTERS**

Research Officers Committee (9)					
Research Officers: Senator	Research Officers	Giovanni Oliveros		Research Officers - Postdoctoral	Sen. goo2111@cumc.columbia.edu
Research Officers: Senator	Research Officers	Benjamin Bostick		Research Officers - Professional	Sen. bb2461@columbia.edu
Research Officers: Senator	Research Officers	Azuzra Cottarelli		Research Officers - Professional	Sen. ac4023@cumc.columbia.edu
Research Officers: Senator	Research Officers	Daniel Wolf Savin	Chair	Research Officers - Professional	Sen. savin@astro.columbia.edu
Research Officers: Senator	Research Officers	Marco Tedesco		Research Officers - Professional	Sen. mt1302@columbia.edu
Research Officers: Senator	Research Officers	Rohan Munoth		Research Officers - Staff	Sen. rm4294@cumc.columbia.edu
Research Officers: Nonsenator	Research Officers	Nancy J. Lolocono	Vice Chair	Research Officers - Professional	Nonsen. njl2@cumc.columbia.edu
Research Officers: Nonsenator	Research Officers	Dhan Cardinal		Research Officers - Staff	Nonsen. dc3719@columbia.edu
Research Officers: Nonsenator	Research Officers	William Hunnicutt		Research Officers - Staff	Nonsen. hunnicutt@civil.columbia.edu
Rules Committee (16)					
Ten.	Ten.	Susan Bernofsky		ARTS	Sen. sb3270@columbia.edu
Ten.	Ten.	David Pozen		LAW	Nonsen. dpozen@law.columbia.edu
Ten.	Ten.	Joseph Slaughter		A&S/HUM	Sen. jrs272@columbia.edu
Ten.	Ten.	Open		Ten.	.
TTOT	TTOT	Michael Gerrard		LAW	Sen. michael.gerrard@law.columbia.edu
TTOT	TTOT	Adam Cannon		SEAS	Sen. cannon@cs.columbia.edu
Stu.	Stu.	Elizabeth Adeoye		CC	Sen. ea3130@columbia.edu
Stu.	Stu.	Eli Baum		CC	Sen. ecb2201@columbia.edu
Stu.	Stu.	Liane Bdair		CC	Sen. leb2244@columbia.edu
Stu.	Stu.	Eden Kaduri		SIPA	Sen. ek3449@columbia.edu
Stu.	Stu.	Marc Younker		LAW	Sen. mmy2108@columbia.edu
Libraries	Libraries	Candice Kail		Libraries	Nonsen. candicekail@columbia.edu
Admin. Staff	Admin. Staff	Janie Weiss		Admin. Staff: CUIMC	Sen. janie@columbia.edu
Research Officers	Research Officers	William Hunnicutt		Research Officers - Staff	Nonsen. hunnicutt@civil.columbia.edu
Admin.	Admin.	Carlos J. Alonso		Adm.	Sen. ca2201@columbia.edu
Admin	Admin.	Jenny Mak		Adm.	Nonsen. jenny@columbia.edu
Structure and Operations Committee (13)					
Ten.	Ten.	Henry Ginsberg		P&S	Sen. hng1@cumc.columbia.edu
Ten.	Ten.	Serena Ng		A&S/SS	Sen. serena.ng@columbia.edu
Ten.	Ten.	Brendan O'Flaherty	Co-Chair	A&S/SS	Nonsen. bo2@columbia.edu
Ten.	Ten.	Henning G. Schulzrinne		SEAS	Sen. hgs@cs.columbia.edu
Ten.	Ten.	Susan Witte		SSW	Nonsen. ssw12@columbia.edu
Ten.	Ten.	Open		Ten.	.
TTOT	TTOT	Jackie Dugard		A&S/SS	Sen. jd3903@columbia.edu
Stu.	TTOT	Greg Freyer		SPH	Sen. gaf1@cumc.columbia.edu
Stu.	Stu.	Dafne Sarfati		SEAS	Sen. ds4129@columbia.edu
Admin. Staff	Admin. Staff	Janie Weiss		Admin. Staff: CUIMC	Sen. janie@columbia.edu
Research Officers	Research Officers	Daniel Wolf Savin	Co-Chair	Research Officers - Professional	Sen. savin@astro.columbia.edu
Admin.	Admin.	Zeid Sitnica		Adm.	Nonsen. zs2152@columbia.edu
Admin.	Admin.	Linda Mischel Eisner		Adm.	Nonsen. lmischel@columbia.edu
Student Affairs Committee (25)					
Stu.	Stu.	Elizabeth Adeoye		CC	Sen. ea3130@columbia.edu
Stu.	Stu.	Eli Baum		CC	Sen. ecb2201@columbia.edu
Stu.	Stu.	Liane Bdair		CC	Sen. leb2244@columbia.edu
Stu.	Stu. (Graduate)	Matthew Beck	Co-Chair	SEAS	Sen. mb5159@columbia.edu
Stu.	Stu.	Ebonnie Goodfield		SSW	Sen. egg2133@columbia.edu
Stu.	Stu.	Yvonne Hou		GSAS/NS	Sen. bh2710@columbia.edu
Stu.	Stu.	Eden Kaduri		SIPA	Sen. ek3449@columbia.edu
Stu.	Stu.	Helen Han Wei Luo	Vice Chair	GSAS/HUM	Sen. hl3631@columbia.edu
Stu.	Stu.	Camille McGriff		GSAPP	Sen. cem2263@columbia.edu
Stu.	Stu.	Robert Mulvey		GS	Sen. rm3989@columbia.edu
Stu.	Stu.	Simon Ogundare		P&S	Sen. simon.ogundare@columbia.edu
Stu.	Stu.	Open		BUS	Sen. .
Stu.	Stu.	Open		CS	Sen. .
Stu.	Stu.	Open		GSAS/SS	Sen. .
Stu.	Stu.	Open		JOURN	Sen. .
Stu.	Stu.	Open		NURS	Sen. .
Stu.	Stu.	Open		SPH	Sen. .
Stu.	Stu.	Open		SPS	Sen. .

**UNIVERSITY SENATE
COMMITTEE ROSTERS**

Stu.	Stu.	Huda Paracha	Co-Chair	BAR	Sen.	hp2571@barnard.edu
Stu.	Stu.	Aarsh Ray		CDM	Sen.	apr2166@cumc.columbia.edu
Stu.	Stu.	Dafne Sarfati		SEAS	Sen.	ds4129@columbia.edu
Stu.	Stu.	Atman Satpathy		BUS	Sen.	ASatpathy26@gsb.columbia.edu
Stu.	Stu.	Maeghan Sill		TC	Sen.	mms2380@tc.columbia.edu
Stu.	Stu.	Marc Younker		LAW	Sen.	mny2108@columbia.edu
Stu. Observer	Stu. Observer (UTS)	Tony Amoury Alkhoury		UTS	UTS Student Observer	ta2667@utsnyc.edu

Commission on the Status of Women (15)

Commission on the Status of Women (15 as of 10/15/2021)						
Ten.	Ten.	Chunhua Weng		P&S	Sen.	chunhua@columbia.edu
Ten.	Ten.	Susan Witte		SSW	Nonsen.	ssw12@columbia.edu
Ten.	Ten.	Open		Ten.	.	.
Faculty	Ten.	Open		Ten.	.	.
TTOT	TTOT	Monica P. Goldklang		P&S	Nonsen.	mpg2124@cumc.columbia.edu
TTOT	TTOT	Paola Valenti		BUS	Nonsen.	pv2194@columbia.edu
Faculty	TTOT	Amy Zhou		BAR	Sen.	azhou@barnard.edu
Stu.	Stu.	Yvonne Hou		GSAS/NS	Sen.	bh2710@columbia.edu
Stu.	Stu.	Open		Stu.	.	.
Stu.	Stu.	Open		Stu.	.	.
Stu.	Stu.	Open		Stu.	.	.
Librarians / Admin. Staff / Research Officers	Research Officers	Azzurra Cottarelli		Research Officers - Professional	Sen.	ac4023@cumc.columbia.edu
Librarians / Admin. Staff / Research Officers	Libraries	Candice Kail		Libraries	Nonsen.	candicekail@columbia.edu
Librarians / Admin. Staff / Research Officers	Admin. Staff	Janie Weiss		Admin. Staff: CUIMC	Sen.	janie@columbia.edu
Librarians / Admin. Staff / Research Officers	Libraries/Admin. Staff/Research Officers	Open		.	.	.

Commission on Diversity (12 +1)

Commission on Diversity (12 and 1 student observer)						
Stu.	Stu.	Liane Bdair		CC	Sen.	leb2244@columbia.edu
Stu.	Stu.	Ebonnie Goodfield		SSW	Sen.	egg2133@columbia.edu
Stu.	Stu.	Eden Kaduri		SIPA	Sen.	ek3449@columbia.edu
Stu.	Stu.	Helen Han Wei Luo	Co-Chair	GSAS/HJM	Sen.	hl3631@columbia.edu
Stu.	Stu.	Open		Stu.	.	.
Faculty	Ten.	Peter Coleman		TC	Sen.	pc84@tc.columbia.edu
Faculty	TTOT	Adela Gondek		CS	Sen.	ajg2@columbia.edu
Faculty	Ten.	Andrea White		UTS	Nonsen.	awhite@uts.columbia.edu
Faculty	TTOT	Ovita Williams		SSW	Sen.	ofw1@columbia.edu
Librarians / Admin. Staff / Research Officers	Admin. Staff	Melinda Aquino		Admin. Staff: Morningside-Lamont	Sen.	maquino@columbia.edu
Admin	Admin	Celina Chatman Nelson		Adm.	Nonsen.	chatman.nelson@columbia.edu
Admin	Admin.	Open		Adm.	.	.
Stu. Observer	Stu.	Anamika Sharif		SEAS	Stu. Observer	abs2276@columbia.edu

Elections Commission (5)

Elections Commission (5)						
Ten.	Ten.	Brendan O'Flaherty		A&S/SS	Nonsen.	bo2@columbia.edu
TTOT	TTOT	Sarah Hansen		A&S/NS	Sen.	sjh2115@columbia.edu
Stu.	Stu.	Batya Tropper	Chair	Law	Nonsen.	bt2533@columbia.edu
Librarians / Admin. Staff / Research Officers	Admin. Staff	Melinda Aquino		Admin. Staff: Morningside-Lamont	Sen.	maquino@columbia.edu
Admin.	Admin.	Ann D. Thornton		Adm.	Sen.	adt2138@columbia.edu

Commission on the Status of Health Sciences (Tentative)

Ten. CUIMC	Ten.	Jeanine D'Armiesto		P&S	Sen.	jmd12@cumc.columbia.edu
Ten. CUIMC	Ten.	Andrew Einstein		P&S	Sen.	ae2214@cumc.columbia.edu, mal2235@cumc.colum
Ten. CUIMC	Ten.	Henry Ginsberg		P&S	Sen.	hng1@cumc.columbia.edu
Ten. CUIMC	Ten.	Melissa Stockwell		P&S	Sen.	mstockwell@columbia.edu
Ten. Non-CUIMC	Ten.	Gerard Ateshian		SEAS	Sen.	ateshian@columbia.edu
TTOT CUIMC	TTOT	Adena Bargad		NURS	Sen.	ab3120@cumc.columbia.edu
TTOT CUIMC	TTOT	David Kessler		P&S	Sen.	dk2592@cumc.columbia.edu
TTOT CUIMC	TTOT	Open		TTOT	.	.
TTOT Non-CUIMC	TTOT	Amir Ziv		BUS	Sen.	az50@columbia.edu
Research Officers CUIMC	Research Officers	Nancy J. Lolacono		Research Officers - Professional	Nonsen.	njl2@cumc.columbia.edu
Research Officers Non-CUIMC	Research Officers	Benjamin Bostick		Research Officers - Professional	Sen.	bb2461@columbia.edu
Student CUIMC	Stu.	Open		Stu.	.	.
Student Non-CUIMC	Stu.	Open		Stu.	.	.

University Senate

Proposed: October 3, 2025

Adopted: October 3, 2025

72-1-0: In favor-opposed-abstained

RESOLUTION TO ENDORSE THE 2025 REAPPORTIONMENT REPORT

BE IT RESOLVED that the University Senate endorse the 2025 Reapportionment Report.

Proponent:

Elections Commission

COLUMBIA UNIVERSITY SENATE
ELECTIONS COMMISSION

September 16, 2025

Re: University Senate Reapportionment

Jeanine D'Armiento
Chair, Executive Committee
Columbia University Senate
535 West 116th Street
New York, NY 10027

Dear Senator D'Armiento:

On behalf of the University Senate Elections Commission, I am pleased to submit the enclosed report and recommendations for reapportionment of seats in the University Senate. Based upon its analysis of population shifts within the University, the Commission recommends no adjustments to the current apportionment. The relative sizes of the various constituencies have not changed enough since 2020 to warrant changes.

Section 21 of the Statutes requires that 85 of the Senate's 111 seats be reapportioned every five years among the faculties of the Columbia Corporation and its affiliated institutions. Taking into consideration the establishment of the School of Climate, the seats subject to reapportionment are 43 for tenured officers of instruction, 17 for non-tenured officers of instruction, and 25 for students. The last reapportionment occurred in 2020 and was effective for the Senate's fall 2020 elections. The present allocation will continue until the next scheduled reapportionment in 2030.

The enclosed report is intended to satisfy the Elections Code provision that the Commission "advise the Senate" on the reapportionment process. While preparing this report, the Commission consulted with the Provost's Office of Planning and Institutional Research (OPIR) and Office of Academic Appointments (OAA) to obtain the most accurate and up-to-date population figures for the applicable Senate constituencies. The Commission also received input during the process of drafting this report from the Senate Structure and Operations Committee, and we are very grateful to that committee's members for their time and participation. With assistance of the Senate staff, the Commission analyzed the population data provided by OPIR and OAA alongside relevant provisions of the Statutes and Elections Code to determine the

COLUMBIA UNIVERSITY SENATE
ELECTIONS COMMISSION

appropriate apportionment of Senate seats. These determinations form the basis of the Commission's recommendation that no changes be made to the current allocation of seats.

The Senate Structure and Operations Committee endorsed this report and its recommendation on September 15, 2025.

In 2020, the Elections Commission recommended several changes to the Statutes in order to resolve ambiguities and remove antiquated sections that now led to unworkable conclusions. The Senate acted on those recommendations. The Senate also approved an expansion of its membership to accommodate the addition of the Climate School in 2021. It is unclear at this writing whether those amendments have been incorporated in the Statutes. In this document we will proceed as if they have been. We will point out the serious difficulties that would arise if they were not, however, and we will also show that in most cases, the interpretations we use can be supported even if the amended Statutes are not in place.

The Commission expresses its tremendous gratitude to Miranda Rehaut, chair of the Elections Commission in 2019-2020; Samuel Roth, the chair of the Elections Commission in 2014-15, and Benjamin Brickner, the chair of the Elections Commission in 2009-10, for providing the Commission with the wonderful and thorough template for reapportionment that the Commission has used to conduct this quinquennial reapportionment. In addition, the Commission is very grateful to Geraldine McAllister, Cynthia Langin, and Zeid Sitnica for their time and assistance in the reapportionment process.

I commend this report to your attention and respectfully request that it be forwarded to whomever its contents may concern.

For the Elections Commission,

Batya Tropper, Chair

cc: Claire Shipman, Acting President, Columbia University

Daniel Savin and Brendan O'Flaherty, Co-Chairs, Senate Structure and Operations Committee

TO: The Columbia University Senate
DATE: September 16, 2025
RE: 2025 Quinquennial Reapportionment Report

EXECUTIVE SUMMARY

Section 21 of the Statutes as amended requires the Senate to reapportion eighty-five of its 111 seats every five years among the faculties of the Columbia Corporation and its affiliated institutions.¹ Seats subject to reapportionment are 43 for tenured officers of instruction, 17 for non-tenured officers of instruction, and 25 for students.

The Elections Code provides that the Elections Commission shall “advise the Senate” on the quinquennial reapportionment of seats.² This report responds to this charge by presenting (1) populations of each constituency to be reapportioned, (2) their changes since the last reapportionment, and (3) the Commission’s recommendations for reapportionment of seats. Based upon its analysis of the population data and application of relevant provisions of the amended Statutes (“the Statutes”) and Elections Code, the Commission recommends no changes in the apportionment of seats. This recommendation is the result of calculations described herein that could have resulted in changes

Reapportionment last occurred in 2020 and was effective for the Senate’s fall 2020 elections. The present reapportionment will be effective until the next scheduled reapportionment in 2030.

This report proceeds with an overview of reapportionment followed by a description of the Commission’s process, analysis, and specific recommendations. Detailed population data are presented as appendices.

OVERVIEW OF SENATE REAPPORTIONMENT

Because the University Senate was founded as a representative assembly within a dynamic institution, the need for its periodic reapportionment is clear. Inevitable change in the relative size of the University’s faculties and schools requires occasional checking and possible reallocation of seats to ensure the proportion of representation among the Senate’s constituencies remains stable over time.

In approaching its advisory role, the Commission was aided tremendously by Senate staff, especially Geraldine McAllister. Additionally, staff in the Provost’s Office of Planning and Institutional Research (OPIR)—particularly Cynthia Langin—and Office of Academic Appointments—particularly Zeid Sitnica—provided high-quality population data for the Senate’s various constituencies, as well as

¹ Statutes, §§ 21(a)(1), (a)(2) and (b), *available at* http://secretary.columbia.edu/files/secretary/university_charters_and_statutes/University%20Charters%20and%20Statutes_June%202013.pdf. We assume that the amendments to establish the Climate School have been adopted.

² *Id.* § 6.

guidance on how to interpret the data. The Commission is grateful to these individuals for their assistance.

PROCESS, ANALYSIS, AND RECOMMENDATIONS

The Statutes provide for periodic reapportionment of only three of the Senate’s eleven constituencies: (I) tenured officers of instruction, (II) non-tenured officers of instruction (“TTOI”) and (III) students. In each case, the apportionment language varies; so in each case, the Commission adjusted its methodology accordingly, as described below.

I. TENURED OFFICERS OF INSTRUCTION

The relevant language of the Statutes reads as follows:

The forty-two memberships for officers of instruction having an appointment without stated term [i.e., tenured] as professor or associate professor . . . 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 for the purposes of this paragraph (1), apportionment and election of members from the Faculties of the College, General Studies and the Graduate School of Arts and Sciences, treated as one group, shall be among the three disciplines of the Social Sciences, Humanities, and Pure Sciences, respectively . . . [Section 21(a)(1)]

In December 2020, and in October 2021 the University Senate approved the following revised version of this section:

1. The forty-three 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. 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, each division of the Faculty of Arts and Sciences 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.

The chief discrepancies are the treatment of the Climate School, and the description of the Faculty of Arts and Sciences. The Climate School question is simple: did the addition of the Climate School and the Senate proposed revision of the Statutes increase the number of tenured Senators from 42 to 43? The Faculty of Arts and Sciences is a more complicated issue that we discuss in a special section below.

Population data. Population data for this constituency were provided by OAA. These data are current as of July 10, 2025 and are summarized in Appendix A.1.

Because the Statutes specify officers of instruction having an appointment “without stated term,” included in this constituency are both traditionally tenured officers and those with “tenure of title.”³ The Senate Bylaws also specify that officers with “tenure of title” should be considered in the count of tenured faculty.

³ This treatment is consistent with past practice. Additionally, *see* Columbia University Faculty Handbook (2008), <http://www.columbia.edu/cu/vpaa/handbook/instruction.html#tenureoftitle> (“Certain full-time officers of instruction in the Faculties of Dental Medicine, Medicine, Nursing, and Public Health who are not eligible for tenure may nonetheless receive tenure of title. While *those appointments are without stated term*, they do not provide a guarantee of salary from the University.”) (emphasis added).

Apportionment methodology. Due to the specific numbers of tenured officers in each faculty, and the fixed number of tenured officer seats, the ideal number of seats for each constituency is fractional and simple rounding awards does not guarantee the right total number of seats will be awarded. Therefore, it is necessary to use a more sophisticated apportionment method that ensures both proportional representation and assignment of the correct number of seats as designated by statute.

The mathematical problem of assigning seats subject to an integer constraint has been well studied and several different methods have been used or proposed. The Balinski-Young theorem (1982)⁴ shows that only “divisor methods” can simultaneously satisfy two highly desirable properties: population monotonicity (an increase in the population of school A with school B’s population unchanged will not cause a seat to be transferred from A to B) and house monotonicity (if the total number of seats increases, no school gets fewer seats). Divisor methods have 4 steps:

1. Choosing a trial ideal district size—“the divisor.”
2. For each school, dividing its population by the divisor to find a quotient—the number of seats it would have if the divisor were used. The quotient will almost never be an integer.
3. Rounding the quotient to an integer to get an integral number of seats for each school. More about this step later.
4. Adding up the rounded number of seats. If the sum of seats is 43, stop—the job is done. If the sum is less than 43, reduce the divisor and try again. If the sum is greater than 43, increase the divisor and try again.

Because divisor methods guarantee both population and house monotonicity, we will confine attention to these.

(Balinski and Young (1982) also prove that any method that satisfies population monotonicity violates the quota rule. The quota rule is that quotient always be rounded to either the smallest integer greater than itself or the largest integer smaller than itself. Divisor method cannot guarantee that the quota rule is never violated. In practice, however, violations of the quota rule are extremely rare. In the Elections Commissions experience in both 2020 and 2025, the quota rule has never been violated.)

Divisor methods differ in how they round quotients to integers—step 3. The two most popular divisor methods are called Hill’s method and Webster’s method. Webster’s method uses the method of rounding most of us learned in elementary school: round up to the next integer if the fractional part of the quotient is greater than a half; round down if it is less than a half. Hill’s method rounds up when the fractional part is greater than the geometric mean of the smaller integer and the larger integer; rounds down when it is less than the geometric mean.

Hill’s method has been used by the US House of Representatives since 1950 and by University Senate since at least 2010. Before we saw any data, we determined that we would continue that tradition. For purposes of illustration, we also continue the practice of using Webster’s method as well.

Table 1.a in the appendix shows the application of Hill’s method to the 2025 data, and Table 1.b shows the application of Webster’s method. For Hill’s we use a divisor of 31 and for Webster’s method we use a divisor of 30.9, but for each of the other methods there is a range of possible divisors around the value we used in these tables that will produce the same allocation.

⁴ Michael Balinski and H. Peyton Young, 1982, *Fair Representation: Meeting the Ideal of One Person, One Vote*, Yale University Press.

Our application of Webster’s method has one deviation from the simple version. Because of the statutory requirement that each school with at least one tenured faculty member have at least one seat, any value of the divisor less than 1.5 and greater than zero is rounded to one. Because the geometric mean of 0 and 1 is 0, Hill’s method automatically satisfies the statutory rule. Because the School of Professional Studies has zero tenured faculty, it is assigned zero seats.

Recommendations. Based upon its analysis of the population data, application of relevant provisions of the Statutes and Elections Code, and use of Hill’s method described above, the Commission recommends no adjustments to the current allocation of seats. Since 2020, changes in the relative numbers of tenured faculty across schools are not large enough to justify any change.

We note, however,

1. If the number of seats for tenured faculty is 42, the Business School would lose one seat under Hill’s method and the School of Medicine would lost one seat under Webster’s method, Hence with 42 seats the two methods produce the same allocation.
2. If the number of seats is 43 but Webster’s method is used, the Business School would lose one seat and the School of Medicine would gain one seat.

II. TTOT OFFICERS OF INSTRUCTION

The relevant language in the revised version of the Statutes reads as follows:

2. The seventeen 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 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 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, each division of the Faculty of Arts and Sciences, as specified in paragraph (1) above, shall be treated as a separate faculty.

The relevant language in the previous version of the Statutes read as follows:

The sixteen memberships for officers of instruction with stated term [i.e., non-tenured] 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 and Health Sciences. . . . For the purposes of this paragraph (2), apportionment and election of members from the faculties of the College, General Studies and the Graduate School of Arts and Sciences, treated as one group, shall be among the three disciplines of the Social Sciences, Humanities, and Pure Sciences, respectively [Section 21(a)(2)]

The discrepancies are the same ones that appeared for the allocation of tenured faculty seats: Climate School and the Faculty of Arts and Sciences.

Population data. Current population data for this constituency were provided by OPIR as of July 1, 2025. These data are summarized in Appendix B.1.

Apportionment methodology. The 17 faculties of the University that include TTOT officers of instruction correspond perfectly with the 17 statutory seats designated for TTOT faculty. Thus, the simple apportionment of one seat per faculty follows past practice and remains appropriate.

Recommendations. Consistent with the Statutes and past practice, the Commission recommends that each faculty receive one seat. The Commission's reapportionment analysis and recommendations are presented in Appendix B.2.

If the number of TTOT seats is 16 rather than 17, the Statutes and Bylaws provide us no guidance and we have no recommendation.

III. STUDENTS

The relevant language in the amended Statutes is

The twenty-five memberships for full-time students shall be apportioned by the University Senate every five years as follows: twenty-three 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-three 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 of the Humanities, Social Sciences, and Natural Sciences, respectively, as specified in paragraph (a.1) above. 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.

The relevant language in the previous version of the Statutes reads as follows:

The twenty-four memberships for 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 students; until the limit of twenty-two student seats for the Columbia Corporation is reached; one student member shall be elected from Barnard College; and one 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 disciplines of the Social Sciences, Humanities, and Pure Sciences, respectively [Section 21(b)]

The discrepancies are in the treatment of full-time students and the use of Section 153 to allocate students to schools and “disciplines.” We discuss the full-time issue in this section and the Section 153 issue as part of the larger discussion of the Faculty of Arts and Sciences.

Population data. Current population data for this constituency were provided by OPIR. These data are current as of November 2024 and are summarized in Appendix C.1. Additional current and historical population data for this constituency are available online at <http://www.columbia.edu/cu/opir/abstract/students.html>.

1. Who is counted.

- a. Full-time students. Under the revised version of the Statutes, it is clear that only full-time students count for the allocation of student seats.

If the revised version of the Statutes is not accepted, this interpretation should still hold. Without the 2020 amendments, the statutory language is ambiguous. In that case, there are two arguments for interpreting it the way we have proposed: first is precedent: the 2015 and 2020 Election Commissions both interpreted it that way. The second is the argument that the 2020 Elections Commission made from the principles of statutory interpretation:

“The relevant statutory language is clear that only full-time students are counted in the “Faculty with the largest number of full-time students,” which in this case was Columbia College. However, as the 2015 reapportionment report noted, the statutory language is not specific about whether only full-time students must be counted in “each of the Faculties with the next largest number of students.” The absence of “full-time” might suggest that all students, including part-time students, are to be counted in these population counts. Alternatively, the drafters of this provision might have merely omitted “full-time” from this sentence because the preceding sentence makes it sufficiently clear that only full-time students are to be counted.”

The 2020 Elections Commission argued that because the Statutes clearly require a count of only full-time students in at least one school (that with “the largest number of full-time students”), this approach is preferable in that it treats all schools equally.

- b. Degree-seeking and non-degree students. The 2020 Elections Commission found that neither the Statutes nor the Bylaws clarified whether non-degree-seeking students should be counted for purposes of apportionment and recommended that the issue be clarified. Following this recommendation, the Senate amended its bylaws in 2020 to state “Both degree-seeking and non-degree seeking students may be members of constituencies” (section 1 c (v)). Accordingly we count both degree-seeking and non-degree-seeking full-time students.

2. How students are assigned to constituencies.

- a. Certain Ph.D. candidates in GSAS. Some Ph.D. candidates, although officially enrolled in the Graduate School of Arts and Sciences (GSAS), pursue academic programs administered by other schools. (For instance, the Graduate School of Business and School of Engineering and Applied Science administer Ph.D. programs, the degree for which is awarded by GSAS.) Consistent with past practice and OPIR’s tabulation of the data, the Commission counted each student as part of the school that administers their program, rather than as part of GSAS. We discuss this issue at greater length in the section on the Faculty of Arts and Sciences and Section 153.
- b. Dual-degree students. Students enrolled in dual-degree or joint programs, such as a JD/MBA program, are classified by OPIR according to whichever “certifying office school” they were enrolled in during the fall 2024 term. Each school’s population count may include a certain number of dual-degree students, but these students were only counted once for reapportionment purposes.
- c. Office of Global Programs. OPIR reported no students under the Office of Global Programs
- d. Pure Sciences students. The following departments were counted under Pure Sciences for purposes of reapportionment: Astronomy; Biological Sciences; Chemistry; Earth and Environmental Sciences; Ecology, Evolution and Environmental Biology; Mathematics; Physics; Psychology; and Statistics.

Although the text of Section 21(b) of the Statutes calls for the Commission to refer to Section 153 in determining which departments constitute Pure Sciences, we realized that adhering strictly to Section 153 here would have caused illogical and extremely disruptive results. Thus, we instead adhered to the well-established understanding of Pure Sciences that is shared by all relevant stakeholders. Under this understanding, Pure Sciences includes the following nine departments: Astronomy; Biological Sciences; Chemistry; Earth and Environmental Sciences; Ecology, Evolution and Environmental Biology; Mathematics; Physics; Psychology; and Statistics.

The 2020 commission wrote:

“Section 153 of the Statutes describes Pure Sciences as comprised of 28 diverse departments, including many that clearly belong in the School of Engineering and Applied Science (e.g., Chemical Engineering, Electrical Engineering, and Mechanical Engineering). However, when the [2020] Commission spoke to several experts on this topic—including Pearl Spiro, Associate Provost for Academic Appointments, Office of the Vice Provost for Faculty Affairs; Andrea Solomon, Vice Dean and Dean of Academic Affairs, GSAS; Lucy Drotning, Associate Provost, OPIR; and Ryan Brown, Research Analyst, OPIR—we learned that all of the offices represented share an understanding of what departments constitute Pure Sciences that deviates significantly from Section 153. According to these experts, Pure Sciences is unquestionably made up of the nine departments listed above: Astronomy; Biological Sciences; Chemistry; Earth and Environmental Sciences; Ecology, Evolution and Environmental Biology; Mathematics; Physics; Psychology; and Statistics.

If we were to have adhered closely to Section 153, we would have counted students under Pure Sciences who are not considered by any office in the University, including GSAS, to be Pure Sciences students. In addition, we would have deviated dramatically from the methodology of the 2015 reapportionment; the Elections Commission that conducted that reapportionment also understood Pure Sciences to consist of the above nine departments. Our deviating from the methodology of the 2015 reapportionment in this way would have potentially resulted in an unprecedented and highly disruptive shift of student Senate seats among schools, not because of relevant changes in student population but because of a change in methodology between two quinquennial reapportionments. This was not an acceptable result to us.

We have concluded from this process that Section 153 of the Statutes should be amended to reflect the understanding of Pure Sciences that is shared by GSAS, OPIR, and the Office of the Vice Provost for Faculty Affairs. We have included this in our recommendations below.”

The Senate’s amendments resolve this issue in the manner the 2020 commission recommended (although these amendments use direct enumeration in chapter 20 in place of the references to section 153).

In the absence of these amendments, we would continue the practice of the 2020 commission.

Apportionment methodology. The Statutes provide that all schools shall receive at least one seat and the school with the largest population shall receive three. Whatever seats are left over after that go to the second largest, third largest, fourth largest, and so on, until all the seats are used up. As a

result, past practice has awarded a total of two seats to each of the schools with the second and third largest populations.

Recommendations. Based upon its analysis of the population data, and application of relevant provisions of the Statutes and Elections Code, the Commission recommends no changes to the current apportionment of student seats.

If there are only 22 seats for Columbia Corporation Schools rather than 23, the Business School would lose one seat.

The Commission's reapportionment analysis and recommendations are presented in Appendix C.2.

THE FACULTY OF ARTS AND SCIENCES

The Faculty of Arts and Sciences was established in its current form in the 1990s, well after the University Senate was established, and before the Senate's revision in 2020, the Statutes did not reflect current reality. The language in those Statutes was unworkable and it affected both faculty and students. There were three main problems.

1. Archaic language: "Pure sciences" for "natural sciences" and "disciplines" for "divisions."
2. Archaic organization chart for faculty. Unfortunately, the previous version of the Statutes had this relationship precisely backwards so that if read literally, it would disenfranchise the entire Faculty of Arts and Sciences.

The Faculty of Columbia College, the Faculty of General Studies, and the Faculty of the Graduate School of Arts and Sciences are vestigial. OPIR counts no members. No one is appointed to them. They do not hold meetings. (By statute the deans and the president of university are members of these faculties, but they do not count as tenured faculty for Senate purposes.) Instructors for the students in those schools are appointed to the Faculty of Arts and Sciences. That is how OPIR counts them. Two members of the Elections Commission are members of the Faculty of Arts and Sciences. We do not report to the deans of any of the three schools; through our department chairs and divisional deans, we report to the Executive Vice President of Arts and Sciences.

Thus the previous version of the Statutes assigns no seats to the one Faculty with members and it assigns seats to the three Faculties with no members.

3. Section 153. For both faculty and students, the previous version of the Statutes incorporates by reference Statute section 153 to delineate the three divisions ("disciplines") of the Arts and Sciences. The delineation in section 153 is substantially different from the delineation that the rest of the University uses. We have quoted the 2020 commission's reasoning in the section on students.

SUMMARY OF RECOMMENDATIONS

In this quinquennial reapportionment report, the Elections Commission has offered recommendations concerning apportionment of University Senate seats. A summary of all recommendations follows.

Commission Recommendations Concerning Apportionment of University Senate Seats

Tenured Officers of Instruction	'TOT' Officers of Instruction	Students
	all constituencies <i>no change</i>	
		<i>no change</i>
all constituencies <i>no change</i>		

ELECTIONS COMMISSION

2025

Brendan O’Flaherty
*Professor of Economics,
Department of Economics*

Melinda Aquino
*Associate Dean of Multicultural
Affairs,
CC/SEAS Undergrad
Student Life*

Ann Thornton
*Vice Provost and University
Librarian*

Sarah J.R. Hansen
*Senior Lecturer in the Discipline of
Chemistry,
Department of Chemistry*

Batya Tropper, Chair
*Student
School of Law*

Appendix A.1 Tenured Faculty: Population Count

	Fall 2014			Fall 2019			Summer 2025		
	Tenure	Tenure of Title**	Total Tenured	Tenure	Tenure of Title**	Total Tenured	Tenure	Tenure of Title**	Total Tenured
ARTS AND SCIENCES									
Columbia College, General Studies and GSAS	430	0	430	446	0	446	436	0	436
--Social Sciences	122	0	122	126	0	126	119	0	119
--Humanities	148	0	148	151	0	151	157	0	157
--Pure Science	160	0	160	169	0	169	160	0	160
Arts	11	0	11	19	0	19	26	0	26
Professional Studies (previously Continuing Education)	0	0	0	0	0	0	0	0	0
MORNINGSIDE PROFESSIONAL SCHOOLS									
Architecture, Planning, and Preservation	18	0	18	20	0	20	20	0	20
Business	75	0	75	79	0	79	77	0	77
Engineering and Applied Science	129	0	129	138	0	138	167	0	167
Journalism	19	0	19	20	0	20	14	0	14
Law	71	0	71	62	0	62	61	0	61
Social Work	18	0	18	16	0	16	20	0	20
Climate	0	0	0	0	0	0	7	0	7
International and Public Affairs	14	0	14	16	0	16	17	0	17
MEDICAL CENTER PROFESSIONAL SCHOOLS									
Dental Medicine	5	5	10	5	4	9	7	2	9
Medicine	226	29	255	264	16	280	282	12	294
Nursing	5	0	5	6	0	6	10	0	10
Public Health	53	1	54	57	1	58	58	1	59
UNIVERSITY TOTAL	1,074	35	1,109	1,148	21	1,169	1,202	15	1,217

Notes

Shaded rows indicate Senate constituencies

Source: Office of the Vice Provost for Academic Administration

Only officers with primary appointments are included. Those with secondary appointments (e.g. deans who are also professors) are included in the constituency of their primary appointment (e.g., administration members). Likewise, officers with multiple academic appointments are included in the constituency of their primary appointment.

Date: As of July 2025

Appendix A.2 Tenured Faculty: Commission Recommendations

Faculty or Academic Division <i>(descending order of 2025 population)</i>	2014 Tenured Faculty	2019 Tenured Faculty	2025 Tenured Faculty	2015 Seats	2020 Seats	2026 Seats	Change From 2020 Seats
Medicine	255	280	294	9	9	9	0
Engineering and Applied Science	129	138	167	4	5	5	0
A&S – Pure Sciences	160	169	160	6	5	5	0
A&S - Humanities	148	151	157	5	5	5	0
A&S – Social Sciences	122	126	119	4	4	4	0
Business	75	79	77	3	3	3	0
Law	71	62	61	2	2	2	0
Public Health	54	58	59	2	2	2	0
Arts	11	19	26	1	1	1	0
Social Work	18	16	20	1	1	1	0
Architecture, Planning, and Preservation	18	20	20	1	1	1	0
International and Public Affairs	14	16	17	1	1	1	0
Journalism	19	20	14	1	1	1	0
Nursing	5	6	10	1	1	1	0
Dental Medicine	10	9	9	1	1	1	0
Climate*	0	0	7	0	0	1	+1
Professional Studies**	0	0	0	0	0	0	0
UNIVERSITY SENATE TOTAL	1109	1169	1217	42	42	43	+1

NOTES

As explained in the reapportionment report, these calculations are made using the Method of Equal Proportions, employed by the U.S. Census Bureau since 1950 to reapportion congressional seats among the several states. See 2 U.S.C. § 2a(a) (2006); see also http://en.wikipedia.org/wiki/Huntington-Hill_method. This method minimizes the percentage differences in the number of persons-per-Senator among all constituencies with multiple seats.

*The Senate approved the expansion of its membership to accommodate the addition of the Climate School in 2021

**The Faculty of Professional Studies, having zero tenured officers of instruction, has previously not received representation in this category. See Appendix B.2 for non-tenured representation.

Appendix B.1 TTOT Faculty: Population Count

	Fall 2014			Fall 2019			Summer 2025		
	Tenure Eligible	Non-tenure Eligible	Total TTOT	Tenure Eligible	Non-tenure Eligible	Total TTOT	Tenure Eligible	Non-tenure Eligible	Total TTOT
ARTS AND SCIENCES									
Columbia College, General Studies and GSAS	155	223	378	170	251	378	138	265	403
--Social Sciences	44	29	73	45	35	80	41	31	72
--Humanities	48	159	207	58	168	226	40	183	223
--Pure Science	63	35	98	67	48	115	57	51	108
Arts	9	50	59	21	47	68	15	46	96
Professional Studies (previously Continuing Education)	0	25	25	0	56	56	0	47	47
MORNINGSIDE PROFESSIONAL SCHOOLS									
Architecture, Planning, and Preservation	11	6	17	8	10	18	9	10	19
Business	52	12	64	49	18	67	44	27	71
Engineering and Applied Science	48	22	70	58	31	89	53	37	90
Journalism	5	10	15	6	10	16	5	14	19
Law	7	14	21	5	15	20	9	11	20
Social Work	22	3	25	19	2	21	8	9	17
Climate*	0	0	0	0	0	0	4	5	9
International and Public Affairs	13	32	45	21	47	68	8	36	44
MEDICAL CENTER PROFESSIONAL SCHOOLS									
Dental Medicine	4	59	63	3	70	73	2	63	65
Medicine	187	1,515	1,702	179	1,877	2,056	179	2,154	2,333
Nursing	7	66	73	6	84	90	11	66	77
Public Health	40	81	121	42	86	128	46	77	123
UNIVERSITY TOTAL	560	2,118	2,678	575	2,585	3,160	531	2,867	3,398

Shaded rows indicate Senate constituencies

Source Summer 2025: Office of the Vice Provost for Faculty Affairs

Only officers with primary academic appointments are included. Those with secondary appointments (e.g., deans who are also processors) are included in the constituency of their primary appointment (e.g., administration members). Likewise, officers with multiple academic appointments are included in the constituency of their primary appointment.

*The Senate approved the expansion of its membership to accommodate the addition of the Climate School in 2021

Data as of July, 2025

Appendix B.2 TTOT Faculty: Commission Recommendations

Faculty or Academic Division <i>(descending order of 2025 population)</i>	2014 TTOT Faculty	2019 TTOT Faculty	2025 TTOT Faculty	2015 Seats	2020 Seats	2025 Seats	Change From 2020 Seats
Medicine	1,702	2,056	2,333	1	1	1	<i>no change</i>
A&S - Humanities	207	226	223	1	1	1	<i>no change</i>
Public Health	121	128	123	1	1	1	<i>no change</i>
A&S – Pure Sciences	98	115	108	1	1	1	<i>no change</i>
Engineering and Applied Science	73	90	90	1	1	1	<i>no change</i>
Nursing	70	89	77	1	1	1	<i>no change</i>
A&S – Social Sciences	73	80	72	1	1	1	<i>no change</i>
Business	64	67	71	1	1	1	<i>no change</i>
Dental Medicine	63	73	65	1	1	1	<i>no change</i>
Arts	59	68	61	1	1	1	<i>no change</i>
Professional Studies	25	56	47	1	1	1	<i>no change</i>
International and Public Affairs	45	37	44	1	1	1	<i>no change</i>
Social Work	25	21	17	1	1	1	<i>no change</i>
Law	21	20	20	1	1	1	<i>no change</i>
Architecture, Planning, and Preservation	17	18	19	1	1	1	<i>no change</i>
Journalism	15	16	19	1	1	1	<i>no change</i>
Climate*	0	0	9	0	0	1	+1
UNIVERSITY SENATE TOTAL	2,678	3,160	3,398	16	16	17	

NOTES

*The Senate approved the expansion of its membership to accommodate the addition of the Climate School in 2021

Appendix C.1 Students: Population Count

	Fall 2014		Fall 2019			Fall 2024			Change from 2019 to 2025
	Full-time Degree Enrollment	Full-time Enrollment †	Full-time Degree Enrollment	Full-time Non-Degree Enrollment	Full-time Enrollment †	Full-time Degree Enrollment	Full-time Non-Degree Enrollment	Full-time Enrollment †	
ARTS AND SCIENCES									
Columbia College	4,576	4,650	4,588	89	4,677	4,868	68	4,936	259
Graduate School of Arts and Sciences	2,907	2,908	3,487	29	3,516	3,306	19	3,325	-191
Social Sciences	774	774	1,082		1,082	1,136	7	1,143	61
Humanities	806	807	830		830	657	4	661	-169
Natural (Pure) Sciences	1,327	1,327	1,575		1,575	1,513	9	1,522	-53
General Studies	1,308	1,308	1,735	1	1,736	2,132		2,132	396
Arts	804	810	856		856	764		764	-92
Professional Studies	421	956	1,571	262	1,833	1,971	101	2,072	239
MORNINGSIDE PROFESSIONAL SCHOOLS									
Architecture, Planning, and Preservation	765	780	771	8	779	767	4	771	-8
Business	1,871	1,883	1,980	23	2,003	2,347	32	2,379	376
Climate						113	0	113	113
Engineering and Applied Science	3,418	3,421	4,142	2	4,144	4,691	7	4,698	554
International and Public Affairs	1,226	1,227	1,142	1	1,143	1,217		1,217	74
Journalism	333	333	291	0	291	241		241	-50
Law	1,483	1,518	1,562	50	1,612	1,660	49	1,709	97
Social Work	860	860	906	0	906	1,034		1,034	128
MEDICAL CENTER PROFESSIONAL SCHOOLS									
College of Physicians and Surgeons	1461	1726	1450	243	1693	1422	280	1702	9
Dental Medicine	407	413	438	0	438	439	5	444	6
Nursing	456	456	662	1	663	485	15	500	-163
Public Health	1100	1100	1272	0	1272	1298	0	1298	26
UNIVERSITY TOTAL	23,396	24,349	26,853	709	27,562	28,755	580	29,335	1,773

NOTES

Shaded rows indicate Senate constituencies

Source Fall 2014: Student Information Systems, Student Information Systems, available upon request from the Office of Planning and Institutional Research.

Additional data provided by the Office of Planning and Institutional Research.

Source Fall 2019: Preliminary data from Student Information Systems to be uploaded to

https://provost.columbia.edu/sites/default/files/content/Institutional%20Research/Statistical%20Abstract/opir_enrollment_degree_level.pdf.

Source Fall 2024: Office of Planning and Institutional Research

† Includes degree and non-degree students.

Appendix C.2

Students: Commission Recommendations

School or Academic Division (descending order of 2024 full-time enrollment)	2009	2015	2019	2024	2010	2015	2020	2025	Change From 2015 Seats
	Full-time Enrollment	Full-time Enrollment	Full-time Enrollment †	Full-time Enrollment †	Seats	Seats	Seats	Seats	
Columbia College	4,363	4,650	4,677	4,936	3	3	3	3	<i>no change</i>
Engineering and Applied Science	2,682	3,421	4,144	4,698	2	2	2	2	<i>no change</i>
Business	2,012	1,883	2,003	2,379	2	2	2	2	<i>no change</i>
General Studies	826	1,308	1,736	2,132	1	1	1	1	<i>no change</i>
Professional Studies	404	956	1,833	2,072	1	1	1	1	<i>no change</i>
Law	1,612	1,518	1,612	1,709	1	1	1	1	<i>no change</i>
College of Physicians and Surgeons	1,378	1,726	1,693	1,702	1	1	1	1	<i>no change</i>
GSAS – Natural (Pure) Sciences	984	1,327	1,575	1,522	1	1	1	1	<i>no change</i>
Public Health	669	1,100	1,272	1,298	1	1	1	1	<i>no change</i>
International and Public Affairs	1,164	1,227	1,143	1,217	1	1	1	1	<i>no change</i>
GSAS – Social Sciences	638	774	1,082	1,143	1	1	1	1	<i>no change</i>
Social Work	813	860	906	1,034	1	1	1	1	<i>no change</i>
Architecture, Planning, and Preservation	738	780	779	771	1	1	1	1	<i>no change</i>
Arts	871	810	856	764	1	1	1	1	<i>no change</i>
GSAS – Humanities	846	807	830	661	1	1	1	1	<i>no change</i>
Nursing	398	456	663	500	1	1	1	1	<i>no change</i>
Dental Medicine	395	413	438	444	1	1	1	1	<i>no change</i>
Journalism	344	333	291	241	1	1	1	1	<i>no change</i>
Climate School				113				1	
Columbia Corporation Total	21,137	24,349	27,533	29,335	22	22	22	23	
Barnard College					1	1	1	1	<i>no change</i>
Teachers College					1	1	1	1	<i>no change</i>
Affiliated Institution Total**					2	2	2	2	
University Senate Total					24	24	24	25	

Notes: Pursuant to the Senate By-Laws, Section 1(g), the Union Theological Seminary may elect one non-voting student observer who enjoys a limited role in Senate deliberations.

† Including both degree seeking and non-degree students.

Appendix on the Reapportionment of Tenured Faculty Seats

A. Why use geometric means

As noted, our decision to use Hill's method was based on University precedent and the example of the US House of Representatives and was made before we saw the data. However, some readers may find the use of geometric means in that method strange. After all, arithmetic means are what we grew up on. The purpose of this section is to explain a rationale for using geometric means. We are following a tradition and set of precedents, but those traditions and precedents are not implausible.

To begin, let's examine the rationale for using arithmetic means. Suppose that quotient q for some school is between two integers n and $(n+1)$. Since q can be thought of as the ideal number of seats that school should have in the absence of the integer constraint, one principle we might want to use is to say that we want to choose the lower integer n if and only if doing so makes the "absolute distortion" from doing so less than the "absolute distortion" from choosing the higher integer $(n+1)$. Here we define the absolute distortion from choosing the lower integer as $(q-n)$ and absolute distortion from choosing the higher integer as $(n+1-q)$. Then a little algebra shows that we should choose the lower integer if and only if $q < n + 1/2$, which is the arithmetic mean. So the principled argument for using Webster's method is that it minimizes the absolute distortion.

While minimizing the absolute distortion leads to an easy formula, arguments can be made for other criteria. Another criterion that has sometimes been appealed to is minimizing the proportional distortion. The distortion from losing, say, a half a seat from the ideal may be more serious for a school that has only two or three seats than for a school that has between nine and ten seats. The distortion for the smaller school is a much larger fraction of its representation than the distortion for the larger school. Define the proportional distortion from choosing the lower integer n as $\ln q - \ln n$ and the proportional distortion from choosing the higher integer as $\ln (n+1) - \ln q$. There is an argument for minimizing the proportional distortion instead of the absolute distortion. Algebra in this case will show that minimizing the proportional distortion implies choosing the lower integer if and only if $\ln q < [\ln (q+1) + \ln q]/2$ which is the logarithm of the geometric mean. This is Hill's method.

Schools with an ideal number of seats less than one-half present a direct contrast between Hill's method and Webster's method. Hill's method says that they should have one seat and Webster's method (applied literally) says that they should have no seats. The statutory requirement that they have one seat in this case suggests a statutory preference for Hill's method.

Hill's method minimizes proportional distortion and Webster's method minimizes absolute distortion. Reasonable arguments can be made for either criterion and its accompanying method. In this situation, we chose Hill before we saw the data because of tradition and precedent.

B. Graphical analysis

We have found a convenient graph to illustrate the reapportionment possibilities with any divisor method. We illustrate with Hill's method.

Given a data set and a method, any divisor determines a number of seats and an allocation among schools. For instance, take the smallest usable divisor: 1. If our ideal apportionment has one Senator per tenured faculty member, then we have 1217 Senators (the number of tenured faculty) and each school has

the number of seats equal to its number of tenured faculty. No rounding needs to be done, and so Hill's and Webster's methods agree. So for a divisor of 1, the number of seats is 1217.

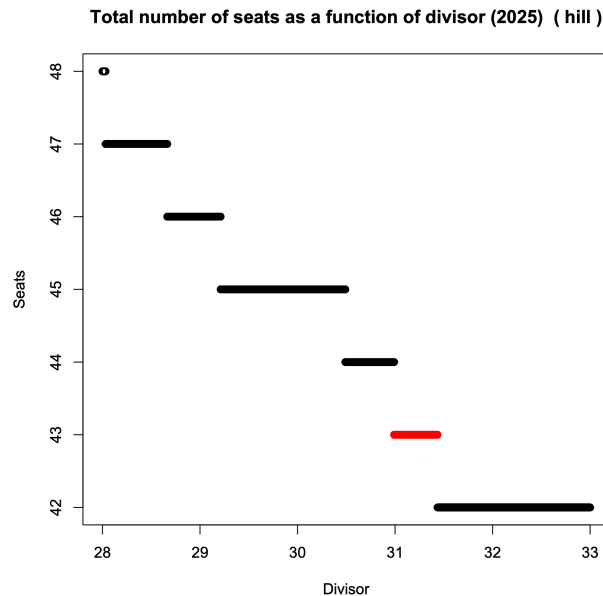
At the other extreme, a divisor of 294 (the population of the largest school) implies 17 seats, one for each school. Hill and Webster again agree. Increasing the divisor from 1 to 294 drastically reduces the number of seats.

Since we need to allocate 43 seats, a divisor of 1 is too small and a divisor of 294 is too big. We can think of the number of seats as a function of the divisor and graph the divisor on the horizontal axis and the number of seats on the vertical. This function will be (weakly) decreasing: as the divisor increases, the number of seats falls or stays the same. This is illustrated for Hill's method in figure 1 below. The figure concentrates on values of the divisor between 26 and 35 because away from this range the number of seats is far from 43.

The function in figure 1 is a step function. For many values of the divisor, small changes in the divisor cause no change in the number of seats. At occasional intervals, though, as the divisor falls, a school's rounded number of seats will fall enough that the number of seats that it is awarded falls by one, and so the total number of seats also falls by one.

In figure 1, for instance, the number of seats as a function of the divisor stays at 43 (the desired number) as long as the divisor is greater than 30.990, where P&S loses one seat from 10 to 9, and 31.441, where the Business School loses one seat from 3 to 2.

**Figure 1:
Total Number of Seats as a Function of Divisor (2025) (Hill)**



C. Proposed allocation of seats

Table 1.a below shows our reapportionment calculation. We use a divisor of 31; as we saw above, any divisor in the range [30.990, 31.441] would produce the same allocation of seats.

Table 1.a
Tenured Faculty: Commission Analyses (Divisor=31)

Table 1.a.	divisor	31			
Faculty of Academic Division (descending order of 2024 population)	Tenured	Ideal	G. Mean	Rounded	2025 Allocation
Architecture, Planning & Preservation	26	0.838710	1.414	1	1
Arts	20	0.645161	1.414	1	1
Business	77	2.483871	2.449	3	3
Climate	7	0.225806	1.414	1	1
Dental Medicine	9	0.290323	1.414	1	1
Engineering	167	5.387097	5.477	5	5
Humanities	157	5.064516	5.477	5	5
International & Public Affairs	17	0.548387	1.414	1	1
Journalism	14	0.451613	1.414	1	1
Law	61	1.967742	1.414	2	2
Natural Sciences	160	5.161290	5.477	5	5
Nursing	10	0.322581	1.414	1	1
Physicians & Surgeons	294	9.483871	9.487	9	9
Professional Studies	0	0.000000		0	0
Public Health	59	1.903226	1.414	2	2
Social sciences	119	3.838710	3.464	4	4
Social Work	20	0.645161	1.414	1	1
Total	1217			43	43

Notice that both the Business School and the College of Physicians and Surgeons have the same fractional part—0.483871—but the Business School is rounded up and P&S is rounded down. This illustrates how Hill's method differs from Webster's method. If we used Webster's method, both would be rounded down and there would be only 42 seats. We would have to increase the divisor to get 43. Intuitively, the Business School would suffer roughly a 20% loss in representation relative to its ideal if it were to lose one seat, while P&S would suffer roughly a 5% loss in representation relative to its ideal if it were to lose one seat. Hill's method causes the seat whose loss would result in the larger percentage decrease in representation to be preserved.

The allocation of 43 seats under Webster's method is in table 1.b

Table 1.b
Tenured Faculty: Commission Analyses (Divisor=30.9)

Table 1.b (Webster's Method)	divisor	30.9		
Faculty of Academic Division (descending order of 2024 population)	Tenured	Ideal	A. Mean	2025 Allocation
Architecture, Planning & Preservation	26	0.841424	1.5	1
Arts	20	0.647249	1.5	1
Business	77	2.491909	2.5	2
Climate	7	0.226537	1.5	1
Dental Medicine	9	0.291262	1.5	1
Engineering	167	5.404531	5.5	5
Humanities	157	5.080906	5.5	5
International & Public Affairs	17	0.550162	1.5	1
Journalism	14	0.453074	1.5	1
Law	61	1.974110	1.5	2
Natural Sciences	160	5.177994	5.5	5
Nursing	10	0.323625	1.5	1
Physicians & Surgeons	294	9.514563	9.5	10
Professional Studies	0			0
Public Health	59	1.909385	1.5	2
Social Sciences	119	3.851133	3.5	4
Social Work	20	0.647249	1.5	1
Total	1217			43

SENATE RESEARCH OFFICERS COMMITTEE (ROC)

2023-2025 ACADEMIC YEAR FINAL REPORT

We briefly summarize a few of the highest priority issues addressed over these past two years.

University Senate Executive Committee Representation. The Executive Committee (EC) is the Senate's agenda committee and committee on committees. The members include the University President and Provost and it regularly meets with members of the Board of Trustees. ROC has been advocating for over 20 years for research officer representation on EC, a goal that was finally achieved during the 2024-2025 academic year. This could not have been more timely. Columbia is under attack by a federal government that is destroying the research infrastructure of this nation. Many Research Officers (ROs) have already been let go and it is anticipated that many more will be let go due to the current and anticipated loss of federal funding. Long-term survival of research at Columbia will require support from the University to compensate for this loss of federal funding. Our representation on EC enables us to advocate directly to the University President, Provost, and Board of Trustees about the importance of this support.

Research Professors. Professional Research Officers (PROs) who are leading their own research program as Principal Investigators (PIs) on externally funded research grants are a vital part of Columbia University's mission of research, education, and service. We have proposed to the Office of the Provost to create a research professor track that will increase the ability of PRO PIs to contribute to the University's mission, enhance the long-term viability of their research programs, and attract top scientist and scholars from around the globe to the University. Such a track already exists at Lamont-Doherty Earth Observatory and has been extremely successful in helping LDEO to maintain its premier status in the earth science studies in the nation. We estimate that there are approximately 150 PRO PIs who would be eligible for the proposed research professor track.

Frequent Meetings with Senior Administrators. The University Senate is the only forum that ROs have for interacting directly with the Senior Administration. ROs do not have representation in the faculty governance of departments or schools. ROC has continued to meet on a regular basis with Senior Administrators across the University. These meetings are extremely important for being able to bring RO issues of concern directly to the relevant Administrators. The Administrators, in turn, bring proposed policy changes to address these and other issues to ROC for comments and suggested changes. The details of these meetings are typically confidential in order to most fruitfully advance the work of ROC, as per the "Guidelines on Confidentiality and Release of Information by Senate Committees".

Meetings with university administrators and others

- Prof. Eugenia Lean, Vice Provost of Faculty Affairs; Prof. Jeannette Wing, Executive Vice President of Research (13 Jun 2023).

- Columbia University Postdoctoral Society (CUPS) leadership: Francesca Copperi, Co-President; Vikas Malik, Vice President; Victoria Marshe, Secretary (11 Jul 2023).
- Michael Choolfaian, Assistant Vice President for Finance and Administration at CUIMC; Richard Medina, Director of Public Safety Operations at CUIMC (13 Oct 2023).
- Prof. Jeffrey Shaman, Interim Dean, Columbia Climate School; Prof. Clifford Stein, Interim Director, Data Science Institute; Prof. Steven Goldstein, Interim Director, Lamont Doherty Earth Observatory (14 Nov 2023).
- Prof. Eugenia Lean, Vice Provost of Faculty Affairs; Prof. Jeannette Wing, Executive Vice President of Research (12 Dec 2023).
- Dr. Ericka Peterson, Executive Director, Office of Postdoctoral Affairs (05 Mar 2024).
- Laura Kirschstein, Vice Provost for Equal Opportunity and Affirmative Action; Gerald Rosberg, Senior Executive Vice President (02 Apr 2024).
- Prof. Eugenia Lean, Vice Provost of Faculty Affairs; Prof. Jeannette Wing, Executive Vice President of Research (07 May 2024).
- Jonathan Cain, Associate University Librarian for Research and Learning; Anne Cong-Huyen, Director of Digital Scholarship (02 Jul 2024).
- Prof. Dana Palmer, Senior Associate Provost for Academic Programs (10 Sep 2024).
- Alicia Czachowski, Senior Executive Director, Alice Health Promotion; Darlene D'Souza, Health Promotion Specialist (08 Oct 2024).
- Prof. Eugenia Lean, Vice Provost of Faculty Affairs; Prof. Jeannette Wing, Executive Vice President of Research (14 Jan 2025).
- Dr. Ericka A. Peterson, Executive Director, Office of Postdoctoral Affairs and Early Career Research (11 Feb 2025).
- International Students and Scholars Office (ISSO) leadership: Jane Acton, Director, Scholars, ISSO Morningside and Manhattanville; Kathleen McVeigh, Director, Students and Scholars, ISSO CUIMC; Maria Y. Reynoso, Director, Compliance, ISSO Morningside (18 Mar 2025).
- Orin Herskowitz, Senior Vice President for Applied Innovation and Industry Partnerships; Executive Director, Columbia Technology Ventures (CTV); Ofra Weinberger, Senior Director of Commercialization & Associate Vice President for Intellectual Property and Tech Transfer, CTV (22 Apr 2025).
- Prof. Eugenia Lean, Vice Provost of Faculty Affairs; Prof. Jeannette Wing, Executive Vice President of Research (27 May 2025).

Some issues for the coming year

- Improved retention and recognition of ROs.
- Protection against power-based bullying and harassment.
- Research professorships.
- Reduced annual increases in health care benefits premiums.
- Streamlining PI approval process for Associate Research Scientists/Scholars.

Respectfully,

University Senate Research Officers Committee 2023-2024

DANIEL WOLF SAVIN, Chair, *Senior Research Scientist*, Astrophysics Laboratory
ADRIAN BRÜGGER, *Associate Research Scientist*, Civil Engineering and Engineering Mechanics
CHRISTOPHER B. DAMOCI, *Senior Staff Assoc. II*, Herbert Irving Comprehensive Cancer Center
WILLIAM HUNNICUTT, *Senior Staff Associate I*, Civil Engineering and Engineering Mechanics
NANCY LOIACONO, Vice-Chair, *Research Scientist*, Environmental Health Sciences
VICTORIA MARSHE, *Postdoctoral Research Scientist*, Neurology
ROHEENI SAXENA, *Postdoctoral Research Fellow*, Environmental Health Sciences
MARCO TEDESCO, *Lamont Research Professor*, Lamont-Doherty Earth Observatory
SAVANNAH J. THAIS, *Associate Research Scientist*, Data Science Institute
STEFAN VAN LIEFFERINGE, *Associate Research Scholar*, Art History and Archeology

University Senate Research Officers Committee 2024-2025

DANIEL WOLF SAVIN, Chair, *Senior Research Scientist*, Astrophysics Laboratory
ADRIAN BRÜGGER, Co-Vice Chair *Associate Research Scientist*, Civil Eng. and Eng. Mechanics
DHAN CARDINAL, *Senior Staff Assoc. II*, Center for Integrated Sciences and Engineering
CHRISTOPHER B. DAMOCI, *Senior Staff Assoc. II*, Herbert Irving Comprehensive Cancer Center
XIONG HUANG, *Postdoctoral Research Scientist*, Physics
WILLIAM HUNNICUTT, *Senior Staff Associate I*, Civil Engineering and Engineering Mechanics
ALEXANDROS KOUKRAS, *Postdoctoral Research Scientist*, Astrophysics Laboratory
NANCY LOIACONO, Co-Vice Chair, *Research Scientist*, Environmental Health Sciences
VIKAS MALIK, *Associate Research Scientist*, Medical Center
RADHA RAGHURAMAN, *Associate Research Scientist*, Neurology
ROHEENI SAXENA, *Postdoctoral Research Fellow*, Environmental Health Sciences
MARCO TEDESCO, *Lamont Research Professor*, Lamont-Doherty Earth Observatory
SAVANNAH J. THAIS, *Associate Research Scientist*, Data Science Institute
STEFAN VAN LIEFFERINGE, *Associate Research Scholar*, Art History and Archeology

Research Officers Committee (ROC) Annual Report 2023-2025

Daniel Wolf Savin, Chair
Nancy Lolocono, Vice Chair

October 03, 2025



Overview

- University Senate
- Research Officers Committee (ROC)
- Activities in 2023-2025
- Plans for 2025-2026

Overview

- University Senate
- Research Officers Committee (ROC)
- Activities in 2023-2025
- Plans for 2025-2026

The University Senate

Policy body addressing issues affecting more than one school. Established by Trustees in 1969. Consists of

- Officers of Instruction: 63 senators
- Students: 25 senators
- Senior Administration: 9 senators
- **Research Officers (ROs): 6 senators**
- Officers of the Libraries: 2 senators
- Administrative Staff: 2 senators
- Alumni: 2 senators

Overview

- University Senate
- Research Officers Committee (ROC)
- Activities in 2023-2025
- Plans for 2025-2026

The Research Officers Committee (ROC)

Consists of all 6 senators plus 3 non-senators, selected to achieve balance among RO ranks and across campuses.

Trustee-Approved Mandate

Considers all RO matters relating to terms and conditions of academic employment, including, but not limited to, promotion, leaves, retirement, academic freedom, academic advancement, benefits, housing, conduct and discipline, and other perquisites.

Research Officer Population (as of 09/2025)

Professional ROs (now 784, was 833 end of May 2025)

- Qualifications and contributions to fields are equivalent to parallel faculty rank, includes:
 - Lamont Research Professor of various ranks (35/15/8)
 - Senior Research Scientist/Scholar (47)
 - Research Scientist/Scholar (50)
 - Associate Research Scientist/Scholar (629)

Postdoctoral Research Scientists/Scholars (966, was 997)

Postdoctoral Research Fellows (116, was 183)

Staff Research Officers (508, was 582)

- Senior Staff Associate I, II, III (199)
- Staff Associate I, II, III (309)

Overview

- University Senate
- Research Officers Committee (ROC)
- **Activities in 2023-2025**
- Plans for 2025-2026

ROC Activities: 2023-2025

Executive Committee (EC) Representation

- Advocated by ROC for over 20 years.
- EC sets Senate's agenda.
- Members include President and Provost.
- Meets regularly with members of the Trustees.
- RO seat added to EC in early 2025.
- Timely given current Federal attack on Columbia and research funding.
- EC representation enables ROC to bring RO concerns directly to President, Provost, and Trustees.

ROC Activities: 2023-2025

Research Professor Titles for PRO PIs

- Principal Investigator (PI) Professional Research Officers (PROs) bring in ~10% of all external support to Columbia.
- Funding rate per capita comparable to Faculty.
- Titles already exist at Lamont-Doherty Earth Observatory.
- About 150 PRO PIs would be eligible.
- Some of the benefits for Columbia:
 - Recruitment of more soft-money researchers;
 - Retention of those already at Columbia.

ROC Activities: 2023-2025

Frequent Meeting with Senior Administrators

- Senate is only forum that ROs have for interacting directly with Senior Administration.
- ROs do not have representation in faculty governance of departments or schools.
- ROC meets on a regular basis with Senior Administration across Columbia.
- Administration brings proposed policy changes and other issues to ROC for comments and suggested changes.
- These meetings are confidential to most fruitfully advance the work of ROC and the Administration.

Overview

- University Senate
- Research Officers Committee (ROC)
- Activities 2023-2025
- Plans for 2025-2026

ROC plans for 2025-2026

- Improved retention and recognition of ROs.
- Protection against power-based bullying and harassment.
- Research professorships.
- Reducing the annual rate of increase for health care premiums.
- Streamlining PI approval for ARSs.

University Senate Libraries and Digital Resources Committee

Annual Report 2024-25

August 4, 2025

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). University Senate by-Laws, Sec. 4.k.xi

The 2024-2025 academic year was first and foremost a period of rebuilding for the University Senate's Libraries and Digital Resources Committee. As of September 2024, the committee had not met for more than eighteen months, necessitating considerable work to reconstitute the committee, its membership, and an active agenda. Over the summer, Sen. Katherine Brooks and Sen. Jeffrey Wayno, both of whom represent the Columbia University Libraries (CUL), worked with the University Senate office to staff the committee and plan an active meeting schedule. At the first meeting of the 2024-2025 term, they were elected by their committee colleagues as co-chairs of the committee for the coming year. Filling the seventeen committee seats (6 tenured faculty; 2 tenure-track or off-track faculty; 3 students; 2 librarians; 2 administrators; 1 research officer; 1 alumnus) proved difficult, but the committee co-chairs are particularly grateful to our fellow senators who volunteered to serve on this committee, and indeed to several non-senator members for agreeing to provide the committee with their time, wisdom, and expertise around the University.

At the start of the academic year, Sens. Brooks and Wayno, co-chairs of the committee, decided to focus the committee's attention on the issue of textbook affordability and availability. The rationale for this decision was simple: if Columbia's libraries are to provide ample and systematic support for student learning across the University, its staff must understand 1) how students are accessing required and recommended course materials, and 2) what barriers prevent them from doing so. The committee's members quickly realized the complexity of this issue, which in turn meant that most of the committee's work this year consisted of gathering and processing information from students, faculty, librarians, and administrators from around the University.

The committee began its investigation into textbook affordability and availability by inviting Will Vanti, Science and Engineering Librarian, to present on his work leading the Provost's Advisory Committee on the Libraries (PACL) Textbook Cost Data Working Group. In 2023, this working group analyzed course textbook data pulled from Courseworks. To focus its efforts, the group looked at data from 1) the top 20 enrolled courses and 2) the top 20 courses in terms of projected textbook costs. In these course subsets, the Libraries provided access to all except one required text through the library catalog, CLIO. In the top enrolled courses, about 50 percent of the required titles were available electronically. Will Vanti usefully noted some of the ongoing challenges of using and interpreting the textbook dataset. One of the largest challenges is that the Courseworks textbook data is incomplete. Instructors must manually enter their required text lists in Courseworks and, unfortunately, not all instructors comply.

The committee also heard from Jeremiah Mercurio, Head of the Humanities and History unit within CUL. Mercurio provided a useful update on the FLI (First-generation or Low-income) Library, a physical collection housed in Butler Library, which provides access to course texts across all disciplines taught at Columbia. The committee learned that the FLI library is well-used and well-funded. Mercurio's presentation combined with Vanti's provided the committee with an excellent sense of where things stand with the issue of textbook availability.

To interrogate how the University thinks about student textbook costs, Sens. Brooks and Wayno met with the heads of the two main financial aid offices for undergraduate education at the University: Michael Hall, Executive Director of Financial or Columbia College (CC) and the Fu Foundation School of Engineering and Applied Science (SEAS); and Michael Gratale, Senior Associate Dean of Enrollment Management and Chief Technology Officer for the School of General Studies (GS). Michael Hall then made a brief presentation to the committee and answered questions about how Columbia handles textbook costs as part of its financial aid packages for undergraduate students. The committee learned that textbook costs are included in CC, SEAS and GS financial aid packages and are calculated using a national textbook cost dataset.

The committee then sought information about how instructional staff communicate textbook requirements to their students. Sens. Brooks and Wayno corresponded with Weiping Wu (Vice Provost for Academic Programs) to learn more about how Columbia manages compliance with the [Higher Education Opportunity Act \(HEOA\)](#), which requires instructors to post their text lists online before course registration. Significant discussion ensued about how to improve compliance with this important requirement. These conversations involved Barry Kane (Associate Vice President and Registrar of the University) and Maneesha Aggarwal (Associate Vice President for Academic, Emerging Technologies & Research Services, CUIT) as well as several administrators and staff members who manage Courseworks, the online instructional tool that Columbia has used for many years, and which serves as a platform for communicating information to students about their classes.

Finally, the committee invited students from the Student Advisory Committee on the Libraries to provide specific feedback about how students acquire and use course materials. This conversation in turn surfaced ongoing needs for more engagement between the University Libraries and the undergraduate community in particular. Although CUL's staff regularly partners with the first-year Undergraduate Writing Program to provide a general introduction to the library and its resources, students still felt they had difficulty finding necessary course materials.

As the committee's work wound down for the end of the academic year, Sens. Brooks and Wayno agreed to focus their immediate efforts on improving communication with instructors about the HEOA textbook requirement. They will work with the Office of the University Registrar and the Courseworks development team to implement a series of small changes which may help to address some of the challenges highlighted by the committee's work this year. The committee will continue to examine this important topic next year in the hope of making further advances based on the substantial amount of data collected this year.

Respectfully submitted,

Sens. Katherine Brooks and Jeffrey Wayno

Co-Chairs, Libraries and Digital Resources Committee

Libraries and Digital Resources Committee 2024-25: Members and Contributors				
Ten.	John B. Donaldson	BUS	Sen.	jd34@gsb.columbia.edu
Ten.	Abosede George	BAR	Sen.	ageorge@barnard.edu
Ten.	Joseph Howley	A&S/HUM	Sen.	jah2220@columbia.edu
Ten.	Samuel K. Roberts	A&S/SS	Nonsen.	skroberts@columbia.edu
Ten.	Alan Stewart	A&S/HUM	Nonsen.	ags2105@columbia.edu
Ten.	Charles Zukowski	SEAS	Sen.	caz@columbia.edu
TTOT	Keith Gessen	JOURN	Sen.	kag2174@columbia.edu
TTOT	Maria Luisa Gozzi	A&S/HUM	Sen.	mlg30@columbia.edu
Stu.	Ayaan Ali	CC	Nonsen.	aa4688@columbia.edu
Stu.	Akash Kapoor	P&S	Sen.	akash.kapoor@columbia.edu
Stu.	Open	.	.	.
Libraries	Katherine Brooks, Co-Chair	Libraries	Sen.	kcb2145@columbia.edu
Libraries	Jeffrey Wayno, Co-Chair	Libraries	Sen.	jeffrey.wayno@columbia.edu
Research Officers	Nancy J. LoIacono	Research Officers - Professional	Nonsen.	njl2@cumc.columbia.edu
Admin.	Ann D. Thornton	Adm.	Sen.	adt2138@columbia.edu
Admin.	Open	Adm.	.	.
Alum.	Vishy Manve	CS	Nonsen.	vbm2109@columbia.edu
Libraries	Anna Getselman	Libraries	Contributor	ag3353@columbia.edu
Professor Emerita	Frances Pritchett	A&S/HUM	Contributor	fp7@columbia.edu

Libraries & Digital Resources FY25 Annual Report



October 3, 2025

Presented by Co-Chairs Katherine Brooks & Jeffrey Wayno

Textbook affordability and availability

- How are students accessing required course texts?
- What access barriers exist?
- Met with students, faculty, administrators, librarians

Textbook affordability and availability

- Columbia University Libraries provide access to majority of required texts (in sampled courses)
- Online-only textbooks with personal access codes are unpopular and cannot be purchased by the Libraries
- Low faculty compliance with the Higher Education Opportunity Act (HEOA), a federal law requiring faculty to post all required course materials before registration period

Textbook affordability and availability

Future Work

- Continue to encourage faculty to place required course texts on Course Reserve in the Libraries
- Improve communication with faculty regarding the HEOA requirements to post required course materials online
- Improve CourseWorks textbook tool

Student Affairs Committee | Changes to the Rules of University Conduct

September 2025

The Board of Trustees made extensive changes to the University Statutes in July and August 2025. In the interests of informing our community, we highlight changes to Chapter XLIV (Rules of University Conduct), the chapter that concerns policy on protest and demonstration, including new procedures for disciplinary proceedings and sanctions.

We find these changes troubling. First, these changes were made over the summer, while our students and faculty were largely absent from campus and thus unavailable for broad consultation and collaboration. Second, we feel it is inappropriate for Columbia to pull back from the standards of deliberation and consensus building that normally govern campus decision-making, especially at a time when civil liberties and democratic institutions are under threat. With these concerns in mind we summarize key changes, and encourage the community to review and familiarize themselves with the updated Rules of University Conduct.

We note that the University Senate had no role in these changes. Its statutory authority over the Rules of University Conduct, set out previously in §452, has been removed. §452 had required that “all changes in these Rules shall be passed by the University Senate for approval and acceptance by the Trustees in accordance with the Statutes of the University.” These changes were made in disregard of the established principles and procedures of shared governance at Columbia.

We are unaware of how these changes will impact the community long-term. As Chairs of the Student Affairs Committee, we encourage students to share their thoughts and concerns so that we may better advocate on their behalf.

Changes to Protest and Demonstration Policies

- All demonstration activity is now “subject to the University’s anti-discrimination and anti-harassment policies” (§440, p. 137).
- All demonstrations and other protest activities “that occur inside academic buildings and places where academic activities take place” are now prohibited (§442, p. 140).
- Masks “for the purpose of concealing one’s identity while violating a University policy or rule or state, municipal, or local law” are now prohibited and anyone, masked or unmasked, must present a valid ID when asked by a University Delegate OR a Public Safety Officer (§444, pp. 144-5).

Changes to Disciplinary Proceedings

- The previous two-month time frame for resolving a report of misconduct is now an indefinite time frame, with the qualification that “the University will seek to resolve every report of misconduct as promptly as possible” (§446, p. 148; §448, p. 150).
- Respondents no longer have the right to request that a hearing be open to the public (§448, p. 153, relevant stipulation was removed in August 2025).
- Disciplinary proceedings may now be recorded on a respondent’s permanent record even if the respondent has been found not responsible for a Rules violation (§449, p. 156, relevant stipulation was removed in August 2025).
- Respondents’ rights to request access to University documents or camera footage are now limited, with the Rules Administrator having full discretion to deny requests for access (§446, p. 148).
- Powers entrusted to Delegates may now be exercised by other University officials, including Public Safety Officers (§443, pp. 142–3).
- The University Senate’s duty to “promulgate a code of conduct for faculty, students and staff and provide for its enforcement” is amended with the addition that “such code shall not include any of the matters addressed in Article XLIV of the Statutes, any University policy on discrimination or harassment or any policy administered by the Center for Student Success and Intervention (or successor group)” (§23, p. 23).

Changes to Sanctions

- An addition has been made to the sanction “revocation of degree” that it may be “(limited or indefinite), with any applicable conditions for reinstatement” (§449, p. 159).
- An addition has been made to the sanction “suspension (limited time or indefinite)” that there may be “any applicable conditions for return” (§449, p. 159).

Guidelines to the Rules of University Conduct

The Guidelines to the Rules of University Conduct were prepared by the Rules of University Conduct Committee to facilitate implementation and application of the Rules and were endorsed by the University

Senate in August 2024. We understand that the Guidelines are no longer in effect and while some elements have been incorporated into the current University Statutes, the following have not:

- Specifics about permissible time, place and manner of protests
- The provision that groups may not be sanctioned for the behavior of an individual, and that individuals may not be sanctioned for the behavior of a group unless there is evidence about the individual's own conduct
- The discussion of restorative justice
- The provision that the University Judicial Board shall seek consistency and uniformity in the sanctions it imposes
- The provision on credentials for student media
- The provision on written witness statements
- The provision that "interim sanctions may not impact a respondent's access to their housing, dining or healthcare services unless their alleged conduct involved serious actual or threatened harm to or in such facilities" is not present

One final note: while not an amendment to the University Statutes, a clarification was added to Columbia's University Policies webpage on the Rules of University Conduct that "for the purposes of this policy, the term 'University' includes Columbia University only. It does not include affiliate institutions, including Barnard College or Teachers College."

Plenary, October 3rd 2025

Student Affairs Committee Leadership

Matthew Beck (SEAS '28), Graduate Co-Chair

Huda Paracha (Barnard '26), Undergraduate Co-Chair

Helen Han Wei Luo (GSAS '27), Vice Chair

Sept. 17, 2025

SAC 2025-2026 Priorities



1. Accessibility and Affordability



2. Physical and Mental Wellbeing

3. Common ground amongst student voices and partnership with student leaders across Columbia

4. Transparency and fairness from all members of the shared governance structure

Off-Campus Gym Access

Partnership with an external private gym-share company

Goal - Provide student access to off-campus gyms and fitness spaces.

- **Context and background:**
 - **Dodge Fitness Center faces peak-hour congestion issues and struggles with timely equipment and facilities maintenance.**
 - Built in 1974 for student population of 15,000. Student population is now at 36,000.
- **Consistent student dissatisfaction**
 - 2017 Senate Quality of Life Survey (6500 student responses) showed 38% of students satisfied with gym facilities at Columbia. Commonly cited complaints were lack of space and poor levels of cleanliness. 2024 Engineering Quality of Life Survey found similar results, with a 46% satisfaction rate.
- **Large-scale renovation to Dodge will not address immediate student need.**

Proposal - Partial Columbia subsidy for student access to off-campus gym and fitness providers.

What is an external private gym-share company?

- **Proposal:** Partnership with a single-app fitness provider offering access to many private gyms and facilities across the US.
 - ❑ Columbia Faculty are offered OnePass (currently not available to students).
 - ❑ Subscription-based model, with varying options for access.
 - ❑ Offers flexibility and choice between different gyms without need for individual memberships.
 - ❑ Cost is shared between Columbia and students.
 - ❑ Pilot program at SEAS received highly positive feedback.

Customizable

Affordable

Flexible

What does this Cost?

Shared Payment:

- **Institutional cost:** Columbia contributes upfront cost to enable student access to app provider's network. This amount is determined by the total amount of eligible users and the duration of their membership (varies per each competitor)
 - We are collaborating with administration to subsidize this cost without raising student fees/tuition.
- **Individual cost:** Each app varies in user cost, but offers several different price tiers for users, ranging from \$0-\$315 per month depending on tier of gym services desired.

Individual Student Pricing Targets

Ideal Options

- **Free Tier \$0 (May not be available for every company partner)**
 - Access to various fitness premium apps and other misc. fitness perks.
- **Basic Morningside Option Target of \$19.99 per month**
 - NYSC 94th, Blink 125th, Blink 116th, NYSC 73rd.
- **Full Access Option for Student Athletes \$314.99 per month**
 - Orange Theory 92nd, Orange Theory 110th, Club Pilates 88th, Fitting Room 88th, SLT 89th

Next Steps

- Contract negotiations are underway and likely roll out of a program would be Spring 2026

Thank You!

