

University Senate Plenary

November 21, 2025



University Senate

Proposed: November 21, 2025

Adopted: November 21, 2025

PROPOSED AGENDA

University Senate

Friday, November 21, 2025 at **12:30 p.m.**, Miller Theatre

[Registration](#) required

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

1. Adoption of the agenda
2. Adoption of the minutes of October 24, 2025
3. President's report and questions
4. Chair's report and questions
5. Old business:
 - a. Committee reports and updates:
 - i. Responses to Sec. 1.m. petitions from Professor Mitts and Sen. Bernofsky (Structure and Operations)
 - ii. Proposed policy on committee membership (Structure and Operations)
6. New business:
 - a. Committee reports and updates
 - i. Commission on the Status of Women Annual Report 2024-2025
 - ii. Structure and Operations Committee Annual Report 2025-2025
7. Adjourn

University Senate | Parliamentary Procedure Quick Guide: November 21, 2025

1. **Quorum:** Half of all sitting Senators (typically 90 to 111 senators)

2. Voting

2.1. Only Senators present may vote

2.2. **Default:** A motion passes if more Senators vote for than against it. (This always applies to amendments to motions even if the main motion requires a super-majority.)

2.3. Exceptions

2.3.1. **Parliamentary exceptions:** 2/3 vote required for certain motions. The motion passes only if twice as many Senators vote for as vote against it. This includes:

- Previous question (close debate and vote)
- Suspend the rules (allow something normally not allowed)
- Change the order of business
- Limit or extend debate

2.3.2. **University Senate exceptions:** The following actions require at least 3/5 of all Senators to vote in favor.

- Amendments to University Senate By-Laws
- Proposed amendments to University Statutes (including new degree types, for example)

3. Debate

3.1. Only Senators can speak, with some limited exceptions (officers of schools or committee members presenting reports)

3.2. **Germane:** Speak only about the merits of the motion on the floor

3.3. **Courteous:** Never speak ill of another Senator

3.4. **Brief:** No more than 10 minutes without permission of the Senate (2/3 vote)

3.5. **Engaged:** No reading from lengthy documents without permission (2/3 vote)

3.6. **Don't hog the floor:** Don't speak more than twice on same motion without permission (2/3 vote)

4. Amendment Rules

4.1. Must be germane to the main motion

4.2. Cannot just reverse the main motion

4.3. Can be amended only once (no amendments to amendments of amendments)

4.4. Must be voted on before the main motion. (To postpone a vote on an amendment, you must postpone the vote on the main motion)

5. **Some privileged and incidental motions:** Almost always in order.

5.1. Point of order: To point out that the rules are not being followed. Chair rules on it immediately. Chair's decision may be appealed. Appeal is decided by majority vote—ties go to the chair.

5.2. Point of privilege (personal or general): To point out an urgent condition preventing one or more Senators from fully participating. Chair rules on it immediately and acts.

5.3. Call for the order of the day: If the Senate is not following its agenda. Chair rules immediately.

5.4. Adjourn. To close the meeting.

Minutes of the Meeting of October 24, 2025

87 out of 102 Senators were present.

Senator Jeanine D’Armiento (Ten., P&S), Executive Committee Chair, called the University Senate to order at 1:15pm. Sen. D’Armiento welcomed Senators and guests to the second Plenary of the 2025-2026 session. Sen. D’Armiento reminded attendees of the Parliamentary procedures and that recordings are not permitted in Plenary meetings.

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

Senators then adopted the [minutes](#) of the October 3rd, 2025 Plenary.

Updates from President Shipman

President Claire Shipman began her remarks by stating that she was in Washington D.C. to attend meetings for the [Association of American Universities \(AAU\)](#). She stated that she was meeting with United States Senators and members of Congress to build relationships. President Shipman stated that the AAU meetings would focus on the financial issues around research fundings and the compact proposal that is being presented to other universities, stating that she would be able to provide more updates on these meetings to the Columbia community next week. President Shipman thanked the groups of faculty members that have been going to Washington D.C. to speak to government leaders about research under the guidance of Loftin Flowers, Vice President of Government and Community Affairs. She stated that these faculty have been going almost every month and that members of [The American Association of University Professors \(AAUP\)](#) had advocated for this approach. President Shipman stated that people in Washington D.C. have been impressed by the faculty. She stated that this will continue to be done on a monthly basis, since faculty will be a better advocate for research funding for the University. President Shipman stated that Melanie Bernitz had been appointed the permanent Executive Vice President for University Life and Wellbeing after serving in the role on an interim basis and that Dennis Mitchell would serve as the permanent Dean of the College of Dental Medicine after serving in the role on as interim Dean. President Shipman also announced that Jim Glover, former Senior Associate Dean for Academic Administration at the Columbia Climate School, would serve as the [Resolution Administrator](#) for the federal government resolution with Columbia. She stated that Associate Dean Glover knows the institution very well, having been a long-term administration across a number of different divisions at Columbia. President Shipman presented an overview for the financial situation that the University is in currently, stating that it is a mixed set of circumstances. She stated that the financial situation is much more stable than it was a few months ago and that there have been good endowment returns for the year. President Shipman stated that the operational costs have been challenge, however, and that, while continued federal

grants have mostly been returned, future federal grants are in question. She also stated that the administration is also looking closely at the upcoming discussion of indirect costs for research, including the [FAIR model](#) that Columbia is supporting as an alternative to the 15 percent model that some individuals in the White House are supporting. President Shipman noted that about 80 percent of research funding currently comes federal funding and that she is working with the [Presidential Task Force on Columbia's Research Mission](#) in order to see how to diversify the funding sources for research, as well as supporting the desire for many faculty to be more entrepreneurial with their research. She stated that the other area of interest for the administration currently is the international student enrollment levels. President Shipman stated that the individual Schools worked to get the majority of international students over the finish line in getting all international student visas approved for this year but that the administration is seeing an initial drop in international student applications. She stated that this was expected given the events that have occurred over the last six months at the University.

Senator Greg Freyer (TTOT, SPH) asked whether there had been any work on the idea to have faculty do service work for companies in order to bring money into departments at Columbia. President Shipman responded that the research task force and Deans are working on creating information about best practices in order to consider models like what Sen. Freyer is discussing and that more information should be available in the coming months. Sen. Freyer also raised concerns about how the cutbacks on federal loans will affect student enrollment and will lead to a drop in student quality due to financial inaccessibility. President Shipman responded that the administration is looking at the issue of federal loans and need for students comprehensively, including financial aid.

Senator Susan Bernofsky (Ten., ARTS) asked about the decision for the other Ivy League universities to individually to deal with the government compact rather than banding together in order to respond to the government's demands. President Shipman responded that she is reluctant to characterize anything going on with individual universities until she meets them at the AAU meeting. She stated that there has been some discussion to have this addressed at the AAU meeting but that, even among the Ivy League universities, it wasn't clear that everyone would want to respond in the same way. President Shipman stated that she agreed in general that it was helpful for the universities to try to stand together as much as they can when possible, such as for the indirect cost model, for example, and that she believes that there is much more of a desire to come together in the future. President Shipman stated that she believed many of the universities felt that the pressure to sign the compact and deadline was enormous and that she would also be able to give a more comprehensive response in the future.

Senator Henning Schulzrinne (Ten., SEAS) asked whether the administration was looking at its own efficiency in reviewing the University's financing and if there was any look at possibly combining resources across similar services offered across universities in New York. President Shipman responded that there has been projects ongoing already around administrative operational efficiency and she invited Executive Vice President for Finance Anne Sullivan to speak more on the issue. EVP Sullivan stated that continuing to do work internal to the University was the first step before doing cross-institutional work.

She stated that Columbia has been approaching this in a number of layers, starting with an 8 percent budget cut going into 2026, which is the third round of budget cuts that the University has taken in the last eight years. EVP Sullivan said that the University has reached the point where broad budget cuts have reached their limit in what is possible and that a rework in the financial system is necessary. She stated that there have been improvements on the technological side that have allowed for more self-service at the administrative level but that there was more training and organizational work needed in order to make the efficiency better. EVP Sullivan noted that IT was one area that has seen a lot of reworking at the central and school-level in order to reduce costs and to improve the service model. She noted that Chief Executive Officer of the Columbia University Irving Medical Center and Executive Vice President for Health and Biomedical Sciences Katrina Armstrong has been doing a lot of this work at the uptown campus and providing a model for the rest of the University on these issues. EVP Sullivan stated that now the University is getting into the hard work of evaluating efficiency, noting that she expects it will take another 18 months before it becomes tangible to the wider Columbia community. EVP Sullivan stated that she hopes this work can become a template for other institutions and that she was willing to get into more detail about this work in different Senate subcommittees, if desired.

Senator Michael Thaddeus (Ten., A&S/NS) thanked President Shipman for stating that increasing transparency in administrative decision-making was a priority, noting that it was badly needed at this time. He raised concern about the [external commission](#) on Robert Hadden that the University convened two years ago run by Joan Loughnane, quoting from the statement by the University, asking if President Shipman would commit to releasing the report by the end of her presidency. President Shipman stated that she was not sure how long she will be serving as Acting President and that the report is taking longer than expected but will be released. She stated that, upon investigating the incident, it was one of the most heinous things ever seen at Columbia and that there has been a lot of work to protect patients, faculty, and the institution. President Shipman stated that she does not know when the report will be done.

Senator Eli Baum (Stu., CC) asked about Trustee Shoshana Shendelman being [removed from her pharmaceutical company](#) over accusations of tampering with medical data and securities fraud yet remains on the Columbia Board of Trustees, asking if President Shipman believes that there should be any oversight over the Board of Trustees especially in the situation of a corrupt Trustee. President Shipman stated that she is not a Trustee anymore but that she believes that Columbia Trustees to be held to the highest standard. She stated that the University relies on the Trustees to be operating with ethical and moral guidelines that is expected from the whole Columbia community. President Shipman stated that she had not been intimately involved in that case but that she believes that it has not been finally adjudicated in order for her to speak specifically about that situation. She stated that she expects Board of Trustee members to be above reproach ethically.

Chair's Report and Questions

Sen. D'Armiento began her remarks by stating that the Senate has heard from many in the community about the cost of living and health insurance premium increases. She responded that in the coming weeks

the University would work with the Senate and relative committees, including the Senate [Budget Committee](#), and come up with a solution to resolve these concerns. Sen. D'Armiento went over the agenda for the meeting, stating that the responses to the [l.m. petitions](#) included in the Plenary packet from the [Senate Structure and Operations Committee](#) were for review-only and would be discussed at the next Plenary.

Resolution to Approve the Establishment of the Columbia Institute for Cell Engineering and Therapy (Education)

Sen. D'Armiento introduced the [resolution to approve the establishment of the Columbia Institute for Cell Engineering and Therapy](#) brought by the [Education Committee](#). Sen. D'Armiento introduced Senator Ulrich Hengst (Ten., P&S), Professor of Pathology and Cell Biology in the Taub Institute, and Michael Sadelain, Herbert and Florence Irving Professor of Medicine and Director of the Columbia Initiative in Cell Engineering and Therapy, to lead the discussion on the resolution, noting that EVP Armstrong was also in support of the establishment of the Institute. Sen. D'Armiento introduced Professor of Astronomy and Co-Chair of the Education Committee, Jim Applegate, to present the resolution.

Professor Applegate began reviewing the [proposal](#). He explained that an Institute is a structure at Columbia that has a basic scientific research component, an education component, and, in this case, a commercialization component. Professor Applegate stated that the goal of this Institute is to cure disease and the creation of new drugs, which would be commercialized. He stated that the Education Committee was enthusiastic about the proposal. Professor Applegate invited Sen. Hengst and Professor Sadelain to speak on the Institute. Sen. Hengst said that he was not involved in the Institute but that he was on the subcommittee that reviewed the proposal, noting that the creation of the Institute for Cell Engineering and Therapy was a timely need for the University by combining research, education, public services in the form of clinical products, and societal benefits by bringing together people to think about diseases ranging from cancer to autoimmune disorders. Sen. Hengst stated that the subcommittee felt that this Institute should be approved by the University Senate and, while the Institute would be located in the Vagelos College of Physicians and Surgeons, it would involve researchers from all three campuses at Columbia. Professor Sadelain thanked the Senate for thinking through the proposal. He stated that the use of the cells as medicine is a novel development and is emerging as one of the major new directions in contemporary medicine. Professor Sadelain stated that it relies on using human cells, mostly from the patient themselves, to treat or cure disease and that many of these interventions require modifications to those cells, often genetic engineering to fix a defect to repair a gene or to confer a supraphysiological function. He stated that it is very multidisciplinary in nature, bringing together genetic engineering, biomaterials, biomedical engineering, immunobiology, stem cell biology, and manufacturing sciences. Professor Sadelain added that it will bring the University to clinical trials and clinical developments, noting that the goals are to advance knowledge, teach, publish papers and bring these emerging therapies to patients. He noted that, in order to bring these therapies to patients, it might require collaboration with industry, which is not the ultimate purpose of the Institute, but to make the therapies available to as many patients as possible

through collaboration across the College of Physicians and Surgeons, the School of Public Health, the School of Engineering and Applied Science, and the Business School.

Sen. D'Armiento noted that the vote to support this resolution would require a supermajority or three-fifths vote. There was a motion which was seconded to endorse the resolution to establish the Institute. The motion was passed 75-0-0 (in favor-opposed-abstention).

Resolution to Approve an Academic Program Leading to the Master of Science in Artificial Intelligence (School of Engineering and Applied Science) (Education)

Sen. D'Armiento introduced the [resolution to approve a MS degree in Artificial Intelligence](#) brought by the Education Committee. Sen. D'Armiento noted that there were [letters of support](#) for the creation of the MS in Artificial Intelligence from Dean of the School of the Arts Sarah Cole, Dean of the School of International and Public Affairs (SIPA) Keren Yarhi-Milo, Interim Dean of the Mailman School of Public Health Kathleen Sikkema, EVP Armstrong, Dean of the School of Engineering and Applied Science Shih-Fu Chang, and the Avenessians Director of the Data Science Institute Garud Iyengar. Sen. D'Armiento welcomed proposal reviewer and Senior Lecturer in the Discipline of Chemistry Joseph Ulichny, RKS Family Professor of Computer Science and Vice Dean of Computer and Artificial Intelligence Vishal Misra, Professor Iyengar, and Dean Chang to speak to the proposal, before turning the meeting over to Professor Applegate to initiate the discussion.

Professor Applegate began by describing the [proposal](#) of the new degree and the process for approving a new degree of this nature, which requires the creation of a subcommittee, in this case lead by Senior Lecturer Ulichny. Ulichny introduced the subcommittee and went over the new degree, stating that it was a Master of Science degree that would be 30 points in total. He stated that 12 points would be a core base in engineering, mainly in computer science and that another 12 points would be in a concentration either from four tracks within engineering or five tracks outside of engineering with SIPA, the medical school, the Mailman School of Public Health, the School of the Arts, and the Department of Statistics in the Arts & Sciences, noting that more concentrations could be opened up as time goes on. Ulichny stated that the remaining credits would be electives that the students would take and that the program is intended to be a three-semester program with a possible fourth semester if students choose to do an optional capstone project supervised by faculty within their concentration. He stated that the program would rely entirely on existing classes without the need for the creation of new courses. Ulichny stated that there is an expectation of 40-60 students to start, with a steady state of 150 students after five years. He stated that there were plenty of opportunities for students to obtain jobs with this degree as stated in the proposal. Ulichny stated that there were several other schools in the northeast that offer a similar program but that the unique aspect of Columbia's program is the concentrations that are outside of SEAS. Dean Chang stated that he believed Columbia to be in a unique position to be leading in AI across the entire University. He stated that they intentionally worked across different Schools in order to encourage cross-disciplinary work. Dean Chang said that, from this base, he hopes to explore additional concentrations, including to more cross-disciplinary Schools. He stated that, in the absence of this program, Columbia is 2-3 years behind peer

universities who have already been offering such degrees. Dean Chang stated that he hoped that the Senate would support the new degree so that Columbia would be able to enhance its educational offerings and reputation at a critical moment for this field.

Sen. Freyer commented that there was a lot of enthusiasm at the School of Public Health for this program and that the inter-disciplinary nature of the program was an exciting aspect of the new degree.

Sen. Bernofsky asked about what the word “ethics,” as described in the proposal, means in the context of AI, given that much of AI usage is controlled by for-profit companies outside of universities, noting that her own work had been stolen by AI companies for training. Dean Chang stated that copyright and IP protection is important, noting some current lawsuits and issues going on right now with AI. He stated that understanding the ethical use of AI was important for students to learn, noting that one of the required classes for the MS degree, Ethical and Responsible Artificial Intelligence taught by Professor Ansaf Selleb-Aouissi, covered such topics. Dean Chang stated that this was another reason he was excited for the program to collaborate with SIPA, given its focus on policymaking and courses tailored to these issues.

Senator Michael Mitsanas (Stu., JOURN) asked about the [Dual MS in Journalism and Computer Science](#) and its relationship to the new degree, noting that many students in the Journalism School are interested in the Dual MS exclusively because of AI, and whether the program would extend to the Journalism School. Dean Chang responded that students in the Dual MS can already take some classes covering AI but that the new MS degree would have a core within SEAS and allow for cross-disciplinary concentrations, if desired. He stated that he had not talked to the Dean of the Journalism School yet but that the structure of the proposed MS degree would allow for new concentrations to be added, including within journalism.

Senator Jeffrey Wayno (Libraries) stated that he was on the subcommittee reviewing this program and that there had been concerns about the structure of the program that were allayed through the review process. He added that he wanted to comment about the process of creating programs of this size, noting that there were 26,000 students in 2009, now today almost 37,000 students, a 35% increase. Sen. Wayno stated that this happened over time through different programs and expansions, asking where or when does such expansions end in light of there not being enough money and resources put into the infrastructure to support the student experience while growth occurs. He stated in his experience as a former graduate student at Columbia, teacher in the Core Curriculum, and Librarian that there were already issues around not enough housing or classroom space, inadequate gym facilities, and lack of space within the libraries to support the current students. Sen. Wayno said that the Senate needs to think carefully about approving new programs at this scale when the University is already space constrained. Sen. D’Armiento stated that these issues have been an extensive discussion, even with this proposal, regarding the lack of space and support for students. She stated that, while this program is an amazing opportunity and hopefully will not strain the University further, the Senate has communicated to President Shipman and the administration that the Senate cannot continue to approve such programs unless there is a plan to

address the concerns around student space. Sen. D'Armiento stated that the Senate felt comfortable reviewing this proposal at this time, given the time-constraints but that future proposals would be looked at more carefully. President Shipman agreed with Sen. D'Armiento about these being serious issues and that the administration is looking at these issues. Sen. D'Armiento thanked the student Senators for supporting this initiative and noting that the students would like issues of infrastructure addressed before another such degree proposal was approved.

Senator Kim Phillips-Fein (Ten., A&S/SS) asked about the lack of representation in the new degree with the Arts & Sciences, which she stated was partially borne out of concerns of resources and the relationship between PhD students and Masters students, as well as concerns that the questions around AI were not only technical in nature but also from the natural sciences, history, ethics, and bio-mental impact. She stated, while specific courses that would fulfill for the requirements for the proposed MS degree might address these questions, the structure of the program could better reflect these concerns. Sen. D'Armiento responded that the program is structured to be able to expand. Dean Chang said that they would love to expand to work with faculty who work in digital humanities, philosophy, and more to develop concentrations and enhance the new degree. He stated that the structure is inclusive and scalable, noting that they have worked with the School of Arts to create an AI & Arts, Creativity and Media Concentration, as well as the stated interest to expand to other areas like journalism. Professor Iyengar stated that the Data Science Institute that there has been a lot of interest across Schools around AI and noted some of the current cross-collaboration opportunities that students have. He stated that he was happy with how the degree was developing and hopes that it can open up future departments and Schools to join the program, including the Climate School and the Department of Philosophy. Professor Iyengar stated that he hoped these connections build toward a holistic educational program.

Senator John Santelli (Ten., SPH) stated that he strongly supported the proposal, given that the field was important and rapidly changing, as well as highlighting the potential for AI to help in the fields of medicine and public health. Sen. Santelli stated that he wanted to emphasize the importance of the ethics component of the program, as highlighted by the data breaches at medical centers. He stated that Columbia has expertise through the [MS in Bioethics](#) and that those faculty should potentially be brought in to support this new program.

Senator Helen Han Wei Luo (Stu., GSAS/HUM) asked what the motivation to launch such a large program and what plans are in place to provide support for the large incoming cohort. Sen. Luo stated that Masters students often don't get much institutional support given how short of a time period that they are at the university, specifically noting housing. She also raised concern that this program would contribute to the changing ratio of Masters students versus PhD students, given that PhD students stay longer at a university and are more expensive to maintain. Sen. Luo raised the concern that top universities are reducing PhD admissions and increasing Masters students in order to help fund universities. She stated that increasing Masters students changes class and instructional dynamics, especially through the increase of enrollment in each class and the difficulty for cohorts to form community in a short time, noting that this typically

results in the dilution of quality of the education. Dean Chang responded that education offered to the Masters student is very important to SEAS and that there are a lot of resources and support given to these students within SEAS. He also stated that there is some expectation that there will be some shifts from existing masters programs into the new MS in Artificial Intelligence. Dean Chang said that the current difficulty is finding enough instructors to teach sections of AI and that this new program will actually help SEAS to structure and spread the students interested in studying AI. He said that they are aware of the possible impact but are approaching the program to ensure the quality of student experience.

Senator Nicole Wallack (TTOT, A&S/HUM) stated that she is Director the Undergraduate Writing Program and was currently co-teaching a class in the English Department called Writing AI with Associate Professor of English and Comparative Literature Dennis Tenen. Sen. Wallack cautioned that the ability for the University to deliver on progressing in the field of AI has to be matched with self-monitoring and reflection from the University about ethical uses of AI. She stated that Columbia recently launched its own [AI service](#) and stated that students may use it for writing assignments, which Sen. Wallack wished the University did not state. She asked that, beyond a singular course in ethics, there should be a sustained group to have conversations about the University plans to regulate AI. Dean Chang responded that there are a lot of efforts ongoing in the Provost and President's Offices around AI and how it relates to students' work and that the administration is constantly monitoring how AI is impacting students and faculty. Sen. D'Armiento responded that the Senate could put forward a set of concerns around AI that could be given to the administration through the Education Committee or the [External Relations and Research Policy Committee](#). Professor Iyengar responded that, at the Data Science Institute, there is an [Education Working Group](#) run by Professor of Statistics Tian Zheng and Associate Professor Biostatistics Jeff Goldsmith that looks at AI in relationship to education and that, if any faculty are interested, they can reach out to this Working Group to get involved.

Senator Adam Cannon (TTOT, SEAS) stated that he thinks that a lot of the anxiety being discussed was around AI more broadly and not the program and that this underscored the need to have a program dedicated to AI that reaches out to five different Schools at Columbia. He added that there was a really strong demand for this program from all parts of the University.

There was a motion which was seconded to end discussion on the proposal for a new MS in AI and to move to voting. The motion to end discussion was passed with 43 votes in favor.

There was a motion which was seconded to endorse the resolution to establish a MS in Artificial Intelligence. The motion was passed 65-0-9 (in favor-opposed-abstention).

Responses to Sec 1.m. Petitions from Professor Mitts and Sen. Bernofsky (Structure and Operations)

Sen. D'Armiento stated that there was a response in the Plenary packet to the second portion of the Sec. 1.m. petitions from Professor Mitts and Sen. Bernofsky, as the responses to the first part of the petitions

had been addressed previously by the Senate. Sen. D'Armiento stated that there was a [proposal](#) from the Structure and Operations Committee on how Senator committee assignments would be done, up for discussion and vote by the Senate at the next Plenary. She stated that any questions can be directed to Senator Daniel Savin (Research Officers – Professional) who Chairs the Structure and Operations Committee. Sen. Savin stated that this document was being provided with plenty of time for Senators to ask questions in advance so that they can prepare any answers needed during discussion.

Information and Communications Technology Committee Annual Report 2024-2025

Sen. D'Armiento introduced Senator Julia Hirschberg (Ten., SEAS), Percy K. and Via L.W. Hudson Professor of Computer Science and Chair of the [Information and Communications Technology Committee](#), to lead discussion on the committee's [2024-2025 annual report](#).

Sen. Hirschberg stated that there were eight regular meetings and one joint meeting with the [Libraries and Digital Resources Committee](#). She reviewed the content of each meeting of the IT Committee as outlined in the Plenary packet.

Sen. Freyer raised concerns about the centralization of IT making things much slower at the uptown campus. Sen. Hirschberg said that this had been discussed and that future discussions about what will be happening uptown and downtown in order to alleviate these issues. Sen. D'Armiento responded that she has heard from many faculty of medicine that there is a delay when a ticket is put in but that the medical school used to have its own IT person and that, in order for the medical faculty to do what the University is asking it to do, that there needs to be personnel at the medical school dedicated to IT. Sen. Hirschberg stated that her department still has its own IT group that is able to respond within the same day to requests but that any requests placed through the central system take a longer time. Sen. D'Armiento agreed and stated that perhaps the IT Committee could ask who the central IT staff are for the University. Sen. Hirschberg agreed and added that they could ask how to improve the central IT service as well.

Annual Officers' Benefits Update 2026

Sen. D'Armiento introduced Executive Director for Benefits and CU HR Sara Leupp and Associate Vice President for Benefits and CU HR Michael Bloom to lead the discussion of the [2026 annual Officer's Benefits update](#).

Leupp began reviewing the presentation. She stated that Open enrollment would begin on Monday, November 10th and last until Friday, November 21st and that information about the enrollment would be at humanresources.columbia.edu. Leupp noted that on October 28th there would be an Officers Open Enrollment Forum to discuss the process. She stated what benefits individuals would retain and lose if they chose not to re-enroll, as listed in the presentation. Leupp then discussed what would be [new for 2026](#), reviewing each change, including one change that was a consequence of the [SECURE 2.0 Act](#) passed in 2022 that had mandatory effects on retirement plans starting in 2026. Leupp also reviewed the

enhancements to voluntary benefits and enhancements to income replacement benefits, as detailed in the presentation.

Senator Melinda Aquino (Admin. Staff, Morningside-Lamont-Manhattanville) asked for clarification about the life insurance coverage being up to three times or six times the annual salary. Leupp responded that there is an option to elect to have up to six times annual salary in coverage for the maximum policy up to \$1.75 million but that the New York life insurance is allowing for an election of up to three times coverage up to \$1 million without a medical questionnaire, which is a one-time offering for this cycle. She stated that anything above three times would require Evidence of Insurability.

Senator Benjamin Orlove (Ten., SIPA) asked if there would be an overall ballpark if the rates would be steady or increasing. Leupp responded that, overall, employee contributions will be increasing by a modest increase of 6.5 percent. She stated that the medical and pharmaceutical trend has hovered around 8 percent, which has since been lowered to 6.5 percent. Sen. Orlove responded that he understood that Leupp was constrained in the decisions she could make but that he found it striking that this information about Open Enrollment would be disseminated in the same week that faculty were emailed to be notified that, for the third or fourth year in a row, there would be no increase of salaries to match the cost-of-living increases. Sen. D'Armiento responded that other peer universities that had an increase in their premiums gave their faculty increases to their salaries in response to cost-of-living increases. Sen. Orlove responded that Sen. D'Armiento's comment was probably informing many Senators of this information for the first time.

Sen. Freyer followed up on Sen. Orlove's comment, stating that faculty have essentially taken a cut in their salary and now have a significant increase in healthcare premiums, noting that the [University endowment did increase](#) this year by a large amount. Sen. Freyer stated that it seems like every time there is a financial problem at the University that it comes back on the faculty and that this was not fair.

Senator Lydia Goehr (Ten., A&S/HUM) stated that she would have raised similar concerns as Sens. Orlove and Freyer and wanted more information about bereavement resources and how to access them. Leupp responded that there were two new programs for bereavement support: Empathy and Survivor Support Benefits. She stated that Empathy was virtual but that Survivor Support Benefits required contacting someone through the website and that the individual does not have to be the primary beneficiary to access the resources.

Sen. D'Armiento commented that the time for the next plenary, which is in-person, might be moved a little earlier to 12:30pm and that the staff would let the Senators know more about that change soon.

Sen. D'Armiento adjourned the meeting.

Respectfully submitted,
Senate staff

Structure and Operations Committee

Responses to petitions from Professor Joshua Mitts and Professor Susan Bernofsky

September 29, 2025

1. Allegations in the appendix of the Mitts petition. We reported to the plenary on November 22, 2024.
2. Term limits. We have heard many ideas for many different offices in the Senate. In fall 2025 we will be addressing the question of term limits for Senators and committee chairs. We will follow up with town halls and other means of gathering ideas and opinions.
3. Committee membership. We studied committee membership in spring 2025 and adopted the attached recommendation.
4. Whistleblower policy. We studied whistleblower policies at other universities. These policies reside in various parts of the administration of those universities, not in legislative bodies like the University Senate. We believe that this placement is appropriate, since the policies require some full-time staff to administer. Columbia already has a whistleblower policy that can be found at the following two websites:
 - <https://research.columbia.edu/report-compliance-concern>
 - <https://tccolumbia.navexone.com/content/dotNet/documents/?app=pt&source=unspecified&docid=88&public=true>

The existing university policy, however, is not explicit or coherent. We would be happy to share what we have learned with the administration.

5. Code of conduct, conflict of interest. A draft conflict of interest policy based loosely in Robert's Rules of Order (12th edition), sections 45:4 and 45:5 is below.

***Conflict of interest.** No Senator shall vote in any plenary meeting or committee meeting on any question in which they have or any member of their immediate family has a personal or pecuniary interest not common to other members of the Senate or other members of their constituency. No non-senator committee member shall vote in any committee meeting on any question in which they have or any member of their immediate family has a personal or pecuniary interest not common to other members of the University community. However, this rule does not prohibit a senator or committee*

member from voting for themselves or for an immediate family member for an office or position for which two or more members of the Senate or the committee are generally eligible. “Immediate family” means spouse, parent, step-parent, legal guardian, child, stepchild, sibling, or step-sibling.

6. Teaching load reductions. The bylaw section that the Mitts petition quotes is an exhortation, hoping that Senate service will be recognized by teaching reductions. The Senate has no power to grant teaching reductions or any other form of relief. There are cases where deans or department heads have recognized Senate service with teaching load or (more commonly) service load reductions, but those occurred at the discretion of the dean or department head.
7. Transparency and confidentiality. We are not prepared to revisit the Senate rules on these matters until we see how the Provost’s recently issued policy on doxing is working out, and how the First Amendment rights, particularly those of non-citizens, are being enforced.
8. The Bernofsky petition takes the position that the University Senate should not be compared to the board of a profit-making corporation or of a non-profit corporation. We agree. With 111 members, the Senate is far larger than almost all corporate boards. Unlike corporate boards, we do not have direct control over expenditure, we do not approve budgets, and we do not hire or remove officers, directly or indirectly. Unlike most non-profit boards, the Senate has constituents who elect most of its members. Unlike the boards of profit-seeking corporations, we are not charged with profit maximization and we do not share in the corporation’s profits. As an elected legislative body, the Senate resembles city councils and state legislatures—state legislatures especially because they contain many members. City councils, however, generally have more direct administrative powers like approving contracts and appointments of top officials than the University Senate does, and both have police powers and taxation powers that no part of the University has. Labor unions, especially at the national or international level, are often governed by large numbers of elected delegates, and do not directly control the work conditions of their members. They usually are financed by members’ dues, however. In some ways, the Senate is something between a state legislature and national labor union—less powerful than a state legislature, but more powerful in everyday life than a national labor union.

[[To sign this petition, click here](#)]

A PETITION FOR SENATE ACTION

TO THE UNIVERSITY SENATE

PURSUANT TO SECTION 1(M) OF THE SENATE BYLAWS

“ON THE GOVERNANCE OF THE CHAIR OF THE EXECUTIVE COMMITTEE”

Dear Senators:

We submit this petition for Senate action pursuant to Section 1(m) of the University Senate bylaws, which permit 150 members of the University community to place a matter on the agenda of an appropriate committee of the Senate.

As set forth in the Statutes of Columbia University, the University Senate is a policymaking body meant to represent the views of the University community. The events of the past year have shown how important it is for the Senate to be a thoughtful and trustworthy partner with the University administration and all members of the University community in fulfilling this policymaking role. For the Senate to effectively achieve its mission, it is essential that the Senate be governed in a manner consistent with the basic common interests of the University.

A commitment to best practices and good governance is essential to maintain the legitimacy and trust of the University community in the Senate as an institution. **We write out of concern that the term of the current Chair of the Executive Committee may be extended to eight (8) years under the current interpretation of the Senate bylaws, in contravention of good governance practices.** Term limits are a fundamental tenet of good governance to allow new leadership and fresh perspectives to be brought to an organization.

Good governance also ensures that Senate leadership, including the Chair of the Executive Committee, act in an impartial manner towards all Senators. Unfortunately, allegations have been made that the current Chair has at times not done so (see Appendix). These allegations undermine the community's trust in the Senate and impair the Senate's legitimacy. The appearance of a lack of objectivity hampers the ability of the Senate to perform its statutory function and weakens the Senate's standing vis-a-vis the University administration and community writ large. Ultimately, poor governance can lead to a failure to comply with anti-discrimination law and other legal obligations, putting the university at risk of litigation and a loss of federal funding and creating a chaotic environment where faculty, students, and other affiliates are unable to study, teach and research.

The Powers of the Chair of the Executive Committee

The Chair of the Executive Committee of the University Senate is endowed with significant powers. For example, the Chair of the Executive Committee presides over Senate meetings as Speaker *pro tempore* in the absence or at the request of the University President; exercises Senate-delegated powers during recesses or emergencies to ensure operational continuity; determines how confidential deliberations are conducted; approves speaking privileges for non-Senators during Senate meetings;

manages committee member absences and initiating replacement procedures if vacancies arise; works with the University's central administration as a liaison between the Senate and administration; participates in the selection process for key university officials; and consults with the Rules of University Conduct Committee on policy revisions and conduct enforcement.

Governance Reforms to the Chair of the Executive Committee

Despite holding these extensive powers, the office of the Chair of the Executive Committee deviates from standard principles of best practices and good governance.^[1] We list each of these below and call on you to reform the Senate bylaws to bring the office of the Chair of the Executive Committee into compliance with these standard best practices. Ensuring that the Chair of the Executive Committee comports with principles of good governance will enhance the legitimacy of Senate action and rebuild trust in the Senate as an institution.

Term Limits

Under Senate bylaws, the Chair can serve up to three consecutive terms, with a fourth term allowed under specific circumstances (Section 4.k.i). Because each term is two years, the Chair of the Executive Committee may serve up to **eight years** under the existing bylaws.^[2]

It is considered a standard "best practice" in good governance to employ strict term limits so as to prevent entrenchment and to encourage fresh leadership.^[3] Specifically, a recent study found that nearly half of nonprofit boards limit members to two terms, and nearly 60% cap the length of the board chair to three terms.^[4] Board members typically serve six years. It would thus be an extraordinary deviation from standard best practices of good governance for the Chair to serve four terms (eight years).

We submit that a revision to the term limits bylaw is urgently needed in light of reports that the current Chair may intend to run for a fourth term.

Representation and Committee Allocation

The bylaws provide that **committee membership**, including Executive Committee membership, includes representatives from different stakeholder groups, e.g., tenured faculty, non-tenured faculty, students, and administrators, with the goal of ensuring broad representation from the University community. However, the nomination of committee members is controlled by the Executive Committee, with nominees confirmed by the full Senate. There is **no explicit mechanism for oversight** of whether representation across committees is equitable or reflective of the broader University community.

There is reason to doubt that equitable representation is being achieved in practice. For example, the Committee on the Rules of University Conduct has six (6) faculty members. Of these, two are appointed in the arts and humanities (33%), two are law professors and two are medical professors (33%). According to the 2024 faculty directory, the arts and humanities collectively represent 492 out of 4,739 faculty, or just over 10%; **the arts and humanities faculty are thus over-represented on the Rules Committee.**^[5] There are no faculty from the natural sciences, social sciences, professional studies, architecture, planning & preservation, business, climate, engineering, international and public affairs, journalism, or social work.

Additional Proposals for Governance Reform

Whistleblower Policies and Accountability. The Senate bylaws do not make any provision for the Chair or Executive Committee to adopt a whistleblower or similar policy for the Senate. It is a standard “best practice” in governance to have a whistleblower policy so that members of the organization can report issues without fear of retaliation.^[6]

Code of Ethics and Conflict of Interests. The bylaws make no provision for a code of ethics or managing conflict of interests by the Chair or other Senators. The lack of this code of ethics is especially concerning because two Senators who sit on the Rules Committee were photographed taking part in the April encampment. But it is well-understood that boards and leaders should adopt a code of ethics and disclose and manage conflicts of interests to maintain objectivity and ensure trust on the part of constituents.^[7] A timely and transparent process must be created to remove Senators who have committed significant ethics violations and recuse Senators with conflicts of interest from matters where they have a conflict.

Teaching Load Reductions. Under the bylaws, the Chair and members of the Executive Committee may receive teaching load reductions. It is a standard “best practice” to have review of compensation decisions to ensure fairness and transparency, e.g., to ensure that teaching loads are not reduced based on ideological agreement.

Transparency in Senate and Committee Hearings. It is crucial that Senate and Committee Hearings should be open to Columbia constituents, that hearings should be recorded, and a detailed, accurate, and complete transcript be made available shortly after each hearing. Any committees which are not specifically listed as “confidential” must have meeting recordings and transcripts made available to University Affiliates to review within a timely period.

Conclusion

We urge you to enact amendments to the Senate bylaws consistent with the above proposals to reform the office of the Chair of the Executive Committee as soon as possible, in order to rebuild trust and legitimacy in the University Senate and ensure that the Senate adequately represents the interests of the entire University community. To reiterate, these amendments are:

- (1) limit the term of the Chair to two terms, effective as of the spring 2025 election, retroactively;
- (2) review committee representation;
- (3) institute whistleblower policies and accountability;
- (4) develop a code of ethics and conflicts of interest policy;
- (5) mandate transparency on teaching load reductions and other forms of compensation;
- (6) require recordings and published transcripts of all Committee hearings which are not officially listed as confidential.

Finally, we expect that due to the inherent conflict of interest, the current Chair will be recused from any deliberations in connection with this petition. We ask that the Interim President of the University,

in her role as Presiding Officer of the Senate, preside over the discussion of this petition in any committee proceedings and when it is reported to the Senate floor.
Implementation of these changes will rebuild trust in the Senate among the community, promote dialogue among constituents, and allow the University to return to fulfilling its core mission.

Sincerely,

Elisha Baker, CC'26

Joshua Mitts, David J. Greenwald Professor of Law

John C. Coffee, Jr., Adolf A Berle Professor of Law

Brent Stockwell, PhD, Professor of Biological Sciences, Chemistry and Pathology and Cell Biology,
Senator

Zohar Goshen, Jerome L. Greene Professor of Transactional Law

Aaron M. Pallas, Arthur I. Gates Professor of Sociology and Education, Teachers College

Gil Zussman, Professor and Chair, Electrical Engineering

Clifford Stein, Wai T. Chang Professor of IEOR and Professor of Computer Science

Assaf Zeevi, Kravis Professor of Business

Ross Frommer, CUIMC

Jonathan Rosen, Columbia College '25

Eden Yadegar, GS/JTS '25

Heather Krasna, PhD, MS, EdM, Associate Dean and Adjunct Professor

James Lapin, MBA, Department Administrator

Mindy Feldman Hecht, EdD MPH, Program Manager

Rivka Shoulson, DVM, MPH, DACLAM, Institute of Comparative Medicine

Sam Nahins, SOA '27

Richard Friedman, PhD, Lecturer, Biomedical Informatics

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Sara Siris Nash MD '05; Associate Professor of Psychiatry

Mikal Finkelstein MD, MPH, DrPH candidate, Mailman School of Public Health

Ellen Flax, Director, Corporate and Foundation Relations, MSPH

Alon S. Levin, PhD Student, Electrical Engineering

Ariana Pinsker-Lehrer, Student CSSW '25

Aya Brown Kav, Associate Research Scientist

Elad Arad, PhD, postdoctoral fellow, Department of Chemical Engineering

Tal Zussman, PhD student, Computer Science

Yael Halaas CC '92

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Tamara Kurek MD, Clinical Fellow OBGYN

Elliot Glassman, BArch, MDeSS, Adjunct Assistant Professor

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Eylam Tagor, MS Computer Science
David Lederer, SEAS '26
David Hidary, CC '26
Sharon Cooper, Senior Education Officer, Lamont-Doherty Earth Observatory
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Danielle Reich
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Asher Strell, GS/JTS '26
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Eliana Birman, BC '28
Jacob Resnick, GS' 26
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Gilad Bregman, GS '26
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Steve Safier, PhD Program Director and Lecturer, Human Capital Management, School of Professional Studies
Clementine Silver Schwartz, JTS/GS '27
Aaron Wallen, Ph.D., Senior Lecturer in Human Capital Management, SPS
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Sarah Gartenberg, SEAS 06
Inbar Brand, GS/TAU '25
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Naama Lewin BC '91
Lauren Goldsamt, CSSW '25

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Natalie Fruchter, BC '20
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Stijn Van Nieuwerburgh, PhD, E. Kazis and B. Schore Professor of Real Estate, Columbia Business School
Boaz Abramson, Assistant Professor of Finance, Columbia Business School
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Melanie Brazil, PhD, Chief of Staff, Precision Medicine Initiative
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David Kessler, MD, Professor of Pediatrics

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Sarah Cohen, SIPA '26
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Mia Kamensky, BC , '28
Sarah Lo, alumna, BC, class of 1998, Mailman, Class of 2003
Kathryn Wolf, BC, 1991, writer
Jeffrey Liebmann, Professor of Ophthalmology, CUIMC
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Rick Greenberg, PhD, LCSW-R, Senior Lecturer-in-Discipline; Social Work
Alyssa Guttman BC03

Tamar Senderowicz Hofer TC '06

IRVING KALET, DR ENG SC, PROFESSOR (ADJUNCT) ELECTRICAL ENGINEERING

Steven Katz, JD, LLM, MBA, MPH Adjunct Associate Professor, Mailman School of Public Health

Maya Arison, CBS, '01

Sarah Kishinevsky, CC, '05

Dena Grosser Brody, Barnard, '66

Benjamin Atkins, CC, '93, CLS, '96, Adjunct Professor CBS

Mark Lebovitch, Esq.; Lecturer in Law

Ben Wald, GS '25

Appendix: Allegations of Partiality of the Current Chair

- Muted the microphone of a tenured Senator during a plenary meeting, in contravention of the bylaws of the Senate and despite admitting that her action “broke the rules,” because she disagreed with the viewpoint expressed by that Senator;^[8]
- Allowed a student Senator, speaking on behalf of the University Senate, to publicly contradict the Interim President regarding whether an unregistered Demonstration on October 7, 2024 was sanctioned by the University or the Senate, without any discussion within the Senate about this disagreement;^[9]
- Sent faculty members to the illegal encampment in spring 2024 (notwithstanding allegedly notifying the administration of their presence), thereby implicating the Senate in a violation of the Rules of University Conduct as well as nondiscrimination and student conduct policies;^[10]
- Falsely told a student leader of a counterprotest against CUAD’s “All Out for Lebanon” protest that the Rules of University Conduct required them to counterprotest in a specific remote location, despite Senate leadership later acknowledging that the Rules do not require protest in a given location and that guidance to that effect is purely suggestive;^[11]
- Other than generically condemning calls for violence, failed to condemn the unregistered, unsanctioned and harassing Demonstration on October 7, 2024 in which protestors openly displayed signs like “long live the Al-Aqsa Flood,” (*i.e.*, the October 7 terrorist attacks), retracted an apology by a student who expressed a desire to commit murder and clarified they now stand by the student’s words, celebrated a lynching on social media, openly backed a terrorist group and said “violence is the only path forward,” and actively distributed imagery and other material created by terrorist groups;^[12]
- Despite insisting that the “Columbia United Against Terror” counterprotestors stay in a specified location, failed to endorse time, place and manner rules on CUAD’s protests before or after on October 7, 2024, allowing the CUAD protestors to breach a barrier, spill out of their assigned zone and overwhelm the Public Safety cordon meant to keep the crowds separated. This allowed the CUAD protesters to go on a dangerous and unsanctioned “march” across campus and thereby create “no go” zones for students and faculty who at a University-approved memorial art installation were grieving their family and friends who had been murdered by the “Al Aqsa Flood” Hamas attack that CUAD supported, causing some of them to suffer panic attacks and emotional distress as the mob approached. Of note, the tabling of art that was supposed to be held for a week was not held the next day due to exhaustion;
- Inequitably used her power to manage the Senate agenda by silencing one specific group of students with lived experiences of discrimination, harassment and exclusion based on their membership in a particular protected class, denying them the opportunity to share their

experiences when the Task Force on Antisemitism presented its second report and explicitly asked that students join their presentation;^[13]

- During a presentation by the Task Force on Antisemitism, allowed a single critical Senator more than twice the time to speak as other Senators and almost as much as time as the entire Task Force on Antisemitism combined, using that as a pretext to repeatedly cut off the co-chair of the Task Force while he attempted to answer critical comments and questions by Senators, thereby preventing the ordinary discussion and debate that are consistent with Senate principles, and ignoring a written response to the critical Senator's opinion piece that had already been published in the Spectator, which was not read in response;^[14]
- Arbitrarily silenced comments and letters sent by students with lived experience harassment, discrimination, and exclusion based on their protected classes based on shared ancestry, religion, nationality, or veteran status, while allowing others not in these specific protected classes many opportunities to be heard;^[15]
- Dedicated virtually all time in recent plenary meetings to the Rules Committee, while failing to advance agenda items for other Senate committees and cutting short discussion of University business more broadly.

[1] Independent Sector, Principles for Good Governance and Ethical Practices: A Guide for Charities and Foundations, <https://independentsector.org/wp-content/uploads/2022/03/Principles2018-Final-Web.pdf>.

[2] We understand that the Parliamentarian has tentatively opined that the current Chair may run for a fourth term. We also recognize that the Parliamentarian may reach a different final opinion regarding the current Chair's eligibility, in which case we are still of the view that a revision to the term limits bylaws is appropriate as a good governance measure to prevent entrenchment and encourage fresh leadership.

[3] *Id.* at 28.

[4] *Leading with Intent: BoardSource Index of Nonprofit Board Practices (Washington, D.C.: BoardSource, 2021)*, <https://leadingwithintent.org/>.

[5] Columbia University Full-Time Faculty Distribution by School, https://opir.columbia.edu/sites/default/files/content/Statistical%20Abstract/opir_faculty_history.pdf.

[6] Independent Sector, Principles for Good Governance and Ethical Practices: A Guide for Charities and Foundations, Principle #4.

[7] Independent Sector, Principles for Good Governance and Ethical Practices: A Guide for Charities and Foundations, Principle #3.

[8] <https://nypost.com/2024/05/11/us-news/columbia-faculty-senator-warns-campus-had-been-infiltrate-by-terrorist-organizations/> and see more recent article by NYTimes on the topic: <https://www.nytimes.com/2024/10/09/nyregion/columbia-pro-palestinian-group-hamas.html>.

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[10] https://senate.columbia.edu/sites/default/files/content/Plenary%20Binders%202024-25/US_Plenary%20Binder_20240920.pdf and <https://x.com/CUJewsIsraelis/status/1827774272372109772>.

[11] <https://x.com/LishiBaker/status/1840865446855393691>

[12] *Id.*

[13] Elisha Baker, *Silenced by the University Senate*, Columbia Spectator, <https://www.columbiaspectator.com/opinion/2024/10/01/silenced-by-the-university-senate/>

[14] *Id.*

[15] https://x.com/gil_zussman/status/1788319534551535759

A PETITION IN SUPPORT OF COLUMBIA UNIVERSITY'S SENATE

We, the undersigned, state our support for the existing policies and procedures of the Columbia University Senate, including the process by which amendments may be made to the Senate's governing documents, including its by-laws.

The Senate By-Laws set forth that the Committee on Senate Structure and Operations "shall observe and review the operations and effectiveness of the University Senate and make recommendations for the improvement of the structure and operations of the Senate, through statutory amendment and otherwise." *The By-Laws, Statutes, and Rules of the Columbia University Senate* Sec. 4 (k)(vii) (2020). We support this Committee's responsibility and role in considering amendments to improve the functioning and structure of the Senate.

We express our concern that [a petition](#) has been circulated within Columbia that seeks to undermine the well-functioning process by which changes to the Senate's procedures and structure take place. In the name of "best practices of corporate governance", the petition demands that the Senate take action on several proposed amendments. The authors of the petition [profess](#) expertise in corporate governance, but have no expertise in non-profit governance matters. We urge concern toward efforts to import the best-practices of the for-profit business world into the university setting, a context in which principles of shared governance, transparency, and measures of excellence and success are quite different from, if not in opposition to, the principles that inform for-profit corporate governance.

While Sec. 1 (m) of the Senate's By-Laws allows for the placement of a matter on the appropriate Senate Committee's agenda by petition, the [petition now-circulating](#) fails to meet the requirements of Sec. 1 (m), and suffers a number of other deficiencies.

First, the petition fails to identify whether its signatories amount to 150 members of the University community who are entitled to vote for members of the Senate, as required by the By-Laws.

Second, the petition seeks to subvert the normal procedures already being pursued by the Committee on Senate Structure and Operations. The petition's drafters appear to be aware of confidential deliberations from the Senate Structure and Operations Committee as it has been considering amendments related to term limits, which may appear on the Senate Plenary's Agenda on October 25, 2024. The petition seeks to accomplish an end-run around that process by making an 11th hour demand that the Senate take up a set of other measures without the benefit of full and careful consideration by the appropriate Committee.

Third, the petition rests its demands on a set of claims that are either unsubstantiated or are demonstrably false. The petition essentially recites talking points drawn from social media that advance a political agenda, rather than address actual deficiencies in the Senate.

Fourth, the petition fails to acknowledge that limits on the terms that can be served by Chair of the Executive Committee were adopted by the Senate in 2020, and that the Senate is currently considering an amendment that has progressed through proper channels, that would clarify the application of those existing term limits.

For this reason, we assert our confidence in the existing deliberations and processes of the University Senate, including the integrity of the Committee process.

Signed,

(Please add your name [here](#))

1. Aliaa	Abdelhakim	MD PhD, Assistant Professor of Ophthalmology
2. Nasr	Abdo	Lecturer of Arabic
3. Nadia	Abu El-Haj	Ann Olin Whitney Professor, Department of Anthropology
4. Lila	Abu-Lughod	Joseph L. Buttenwieser Professor of Social Science
5. Abdu	Abushaban	Staff
6. Vanessa	Agard-Jones	Anthropology
7. Samara	Ahmed	SIPA 202
8. Manan	Ahmed	Associate Professor of History
9. Angela	Aidala	Research Scientist, Sociomedical Sciences Professor, Sociology
10. Mashura	Akilova	Senior Lecturer in the Discipline of Social Work
11. Qais	Al-Awqati	Professor of Medicine; Professor of Physiology & Cellular Biophysics
12. Haj Amin	al-Husseini	Professor of Palestine Studies
13. Alexander	Alberro	Professor of Art History
14. Joseph	Albernaz	Assistant Professor of English and Comparative Literature
15. Ibraheem	Aljayeh	Business '25
16. Jafari Sinclair	Allen	Professor of African American and African Diaspora Studies GS '25
17. Maryam	Alwan	BC '19
18. Virginia	Ambeliotis	BC '19
19. Stefan	Andriopoulos	Professor of German
20. Muzna	Ansari	BC '10
21. Asim	Ansari	Professor, Columbia Business School
22. Hadeel	Assali	Lecturer in Earth and Environmental Sciences
23. Aly	Azhar	SIPA '20
24. Zainab	Bahrani	Edith Porada Professor of Art History and Archaeology
25. Taylor	Banning	Student, CSSW
26. Nico	Baumbach	Associate Professor of Film and Media Studies
27. Kadambari	Baxi	Professor of Practice in Architecture
28. Debbie	Becher	Associate Professor of Sociology, Barnard College
29. Naor	Ben-Yehoyada	Associate Professor, Anthropology
30. Courtney	Bender	Tremaine Professor of Religion
31. Helen	Benedict	Professor of Journalism
32. Nina	Berman	Professor of Journalism
33. Susan	Bernofsky	Professor of Writing, School of the Arts
34. Elizabeth	Bernstein	Professor of Sociology and Professor and Chair of WGSS
35. Rym	Bettaieb	Senior Lecturer
36. Lutfur	Bhuiya	Staff
37. Grace	Bickers	CC '14, Religion '26
38. Nathan	Blackwell	GSAS '28
39. Alfred	Blair	CC '85
40. Zoe	Boff	CC' 83

41. John	Bohn	Staff
42. Celeste	Brewer	Staff
43. Melanie	Brewster	Professor of psychology and education
44. Allegra	Brown	CC '05
45. Matthew	Buckingham	Professor of Professional Practice, Visual Arts, School of the Arts
46. Ted	Byfield	CC '89
47. K.	C.	GSAS '01
48. Victoria	Cadostin	BC '23
49. Gaia	Caramazza	CJS '24
50. Carolyn	Cargile	Lecturer in Discipline
51. Taylor	Carman	Professor of Philosophy
52. Jo Ann	Cavallo	Professor of Italian
53. Zeynep	Celik Alexander	Associate Professor, Department of Art History and Archaeology
54. Hannah	Chazin	Assistant Professor of Anthropology
55. Amy	Chazkel	Associate Professor of History
56. Sajjad	Chowdhry	SIPA '04
57. Laura	Ciolkowski	CC '88
58. Jean	Cohen	Professor of Political Science
59. Sarah	Coker	CSSW '25
60. Jessica	Collins	Associate Professor of Philosophy
61. Jonathan	Crary	Meyer Schapiro Professor of Modern Art and Theory
62. Zoe	Crossland	Professor of Anthropology
63. Chris	Cynn	GSAS '05
64. Lila	Davachi	Professor of Psychology
65. Jenny	Davidson	Professor of English and Comparative Literature
66. Sarah	Desoky	SEAS '00
67. Hilary	Devaney	SOA '22
68. Raghav	Dhall	Earth and Environmental Engineering '25
69. Tiffany	Dimm	CC '21
70. Thomas	Dodman	Associate Professor of French
71. Paula	Drewes	Student CSSW '25
72. Brent	Edwards	Peng Family Professor of English and Comparative Literature
73. Marwa	Elshakry	Associate Professor of History
74. Jeffrey	Fagan	Professor of Law
75. Laura	Fair	Professor, A&S
76. Catherine	Fennell	Associate Professor of Anthropology
77. Katherine	Franke	James L. Dohr Professor of Law
78. Greg	Freyer	PhD, Professor of Environmental Health Sciences
79. Dani	Friedrich	Associate Professor of Curriculum
80. Victoria	Frye	Professor of Social Work

81.	Aubrey	Gabel	Assistant Professor, French
82.	Gabrielle	Gabrielle	VP&S '25
83.	Theodore	Gehr	SIPA '90
84.	Abosede	George	Associate Professor of History
85.	Keith	Gessen	Professor of journalism
86.	Ralph	Ghoche	Assistant Professor, Architecture, Barnard College
87.	Tim	Gilboy	SEAS '15
88.	Eileen	Gillooly	Executive Director, Heyman Center for the Humanities and Society of Fellows; Adjunct Associate Professor of English and Comparative Literature and the Institute for Research on Women and Gender
89.	Lydia	Goehr	Fred and Fannie Mack professor of the humanities
90.	Devon	Golaszewski	GSAS '20
91.	Bette	Gordon	Professor of Film/ School of the Arts
92.	Eva	Gordon	Practicum Instructor
93.	Aliya	Govindraj	BC '25
94.	Farah	Griffin	William B Transform Professor of English and African American Studies
95.	Nora	Gross	Assistant Professor of Education, Barnard College
96.	Frank	Guridy	Dr. Kenneth and Kareitha Forde Professor of African American & African Diaspora Studies
97.	Delcine	Hackley	CSSW '25
98.	Lilia	Hadjiivanova	Staff
99.	David	Hadu	Professor of Journalism
100.	Jack	Halberstam	The David Feinson Professor of the Humanities
101.	Sarah	Haley	Associate Professor of History and Gender Studies
102.	Kim	Hall	Lucyle Hook Professor of English
103.	Wael	Hallaq	Avalon Foundation Professor in the Humanities
104.	Hilary	Hallett	Professor of History
105.	Ross	Hamilton	Professor and Chair, Department of English, Barnard
106.	Michael	Harris	Professor of Mathematics
107.	Matthew	Hart	Professor of English and Comparative Literature and former University Senator
108.	Shaheen	Hasan	SIPA '11
109.	Abdalla	Hassan	Journalism '97
110.	Katie	Heins	LMSW, Associate in Psychiatric Social Work
111.	Ferg	Hendry	CSSW '25
112.	Kit	Hermanson	GSAS, Religion '25
113.	Sara	Hijer	Student MPH '26
114.	Marianne	Hirsch	William Peterfield Trent Professor Emerita
115.	Jennifer	Hirsch	Professor of Sociomedical Sciences
116.	Jean	Howard	George Delacorte Professor Emerita in the Humanities
117.	Andreas	Huysen	Villard Professor Emeritus of German and Comparative Literature
118.	Andreas	Huysen	Villard Professor Emeritus of German and Comparative

Literature

119.	Marilyn	Ivy	Associate Professor of Anthropology
120.	Esther	Jackson	Staff
121.	Muhsin	Jassim al-Musawi	Humanities Professor
122.	Cameron	Jones	CC '26
123.	Rebecca	Jordan-Young	Ann Whitney Olin Professor of WGSS, Barnard
124.	Laureline	Josset	Associate Research Scientist
125.	Tom	Kalin	Professor of Professional Practice, Film
126.	Faria	Kamal	Assistant Professor, CUMC
127.	Sabreena	Karim	CC '04
128.	Rebecca	Kennison	Staff
129.	Rashid	Khalidi	Edward Said Professor Emeritus
130.	Mahmoud	Khalil	MPA '25
131.	Zeinab	Khalil	CLS '22
132.	Salman	Khan	Assistant Professor of Medicine
133.	Zainab	Khan	CSSW '24
134.	Rola	Kyayyat	Adjunct Assistant Professor, School of the Arts
135.	Mana	Kia	Associate Professor, MESAAS
136.	Darcy	Krasne	Lecturer in Classics
137.	Paul	Kreitman	Associate Professor of 20th Century Japanese History
138.	Sarika	Kumar	BC '16
139.	Laura	Kurgan	Professor, GSAPP
140.	Maria	Kuzina	GS '22
141.	Christoper	Landry	Vagelos CPS, '19; Psychiatry Residency, CUIMC, '23; Public Psychiatry Fellowship, '24
142.	Jennifer	Lena	Associate Professor of Arts Administration
143.	Maya	Lerman	CC'27
144.	Arthur	Lerner-Lam	Lamont Research Professor
145.	Elizabeth Wolder	Levin	Barnard '69; GSAS '77 and '86
146.	Natasha	Lightfoot	Associate Professor, History
147.	Sam	Lipsyte	Professor, School of the Arts
148.	Ruthnaomi	Liquisa	CSSW '25
149.	Lydia	Liu	Wun Tsun Tam Professor in the Humanities
150.	David	Lurie	Associate Prof. of Japanese History and Literature
151.	Khadeeja	Majoka	GSAS '26
152.	Daniel	Malinsky	Assistant Professor of Biostatistics
153.	Mahmood	Mamdani	Herbert Lehman Professor of Government, Dept of Anthropology
154.	Gregory	Mann	Professor, History Dept.
155.	Aisha	Mansoor	Bridge to PhD '26
156.	Ellen	Marakowitz	Senior Lecturer, MA Director, Anthropology
157.	Reinhold	Martin	Professor of Architecture
158.	Connor	Martini	GSAS '27
159.	Cella	Masso-Rivetti	GSAS '27
160.	Ann	McCann Oakley	Staff
161.	Mary	McLeod	Professor of Architecture
162.	Alberto	Medina	Professor, LAIC

163.	Francesca	Meninger	CCSW '25
164.	Christia	Mercer	Gustave M. Berne Professor of Philosophy
165.	Nara	Milanich	Professor of History, Barnard
166.	Timothy	Mitchell	William B. Ransford Professor of Middle Eastern Studies
167.	Ciamac	Moallemi	Professor of Business
168.	D. Max	Moerman	Professor and Chair, AMEC, Barnard
169.	Naeem	Mohaiemen	Associate Professor of Visual Arts
170.	Rosalind	Morris	Professor of Anthropology
171.	Lambda	Moses	Staff
172.	Yves	Moussallam	Assistant Professor of Earth and Environmental Sciences
173.	Debashree	Mukherjee	Associate Professor, MESAAS
174.	Bahia	Munem	Lecturer
175.	Diana	Nabulsi	SIPA '20
176.	Andrew J.	Nathan	Class of 1919 Professor of Political Science
177.	Frederick	Neuhouser	Professor of Philosophy
178.	Lena	Newman	Staff
179.	Robert	Newton	Lecturer, Sustainability Science, SPS
180.	Mae	Ngai	Lung Family Professor of Asian American Studies and Professor of History
181.	Youssef	Nouhi	Senior Lecturer, MEASAS
182.	Russell	O'Rourke	Lecturer in Music
183.	Ben	Orlove	Professor of International and Public Affairs
184.	Jackie	Orr	Adjunct professor, WGSS, Barnard
185.	Tim	Paine	Associate in Computer Science
186.	Deborah	Paredes	Associate Professor and Chair, School of the Arts Writing Program Barnard '24
187.	Jesse	Pearce	Associate Professor, Anthropology
188.	John	Pemberton	GSAS '02
189.	Hiram	Perez	Associate Professor of History
190.	Gregory	Pflugfelder	Robert Gardiner-Kenneth T. Jackson Professor of History
191.	Kim	Phillips-Fein	Adjunct Assistant Professor of Urban Planning
192.	James	Piacentini	Raghunathan Professor Emeritus FBA
193.	Sheldon	Pollock	Staff
194.	Kathryn	Pope	Franz Boas Professor, Anthropology & ISSG
195.	Elizabeth	Povinelli	CC '85
196.	Herbert	Quester	Senior Lecturer in French
197.	Sophie	Queuniet	Staff
198.	Nikhil	Raghuram	CLS '15
199.	Rebecca	Ramaswamy	Professor, History and MESAAS; Director, Institute for Comparative Literature and Society
200.	Anupama	Rao	CC '15
201.	Elizabeth	Ray	Professor of English and Comparative Literature and the Center for the Study of Ethnicity & Race
202.	Shana L.	Redmond	Old Dominion Foundation Professor in the Humanities
203.	Bruce	Robbins	

204.	Adelina	Rolea	GSAS '27
205.	David	Rosner	Ronald Lauterstein Professor of Public Health and Professor of
206.	Lindy	Roy	GSAPP '90
207.	Emily	Runde	Staff
208.	George	Saliba	Prof. Emeritus
209.	Layla	Saliba	Social Work '25
210.	Nadia	Sariahmed	Core Lecturer
211.	Alec	Schachner	CC '08
212.	Joerg	Schaefer	Joerg Schaefer Lamont Professor
213.	James	Schamus	Professor of Professional Practice, School of the Arts
214.	Sharon	Schwartz	Professor of Epidemiology
215.	David	Scott	Professor of Anthropology
216.	Sarita	See	CC '21
217.	Samah	Selim	GSAS '97
218.	Joseph	Serritello	School of Nursing '13
219.	Bruce	Shapiro	Adjunct Professor of Journalism and Executive Director, Dart Center for Journalism and Trauma
220.	Fadi	Shuman	GS '26
221.	Anooradha	Siddiqi	Barnard College Department of Architecture
222.	Shelly	Silver	Professor of Professional Practice, School of the Arts
223.	Rasa	Siniakovas	CSSW '24
224.	Samuel	Skippon	Lecturer in French
225.	Joseph	Slaughter	Assoc. Prof. of English and Comparative Literature, Director Institute for the Study of Human Rights
226.	Bennett	Slibeck	GSAS '26; CC '21
227.	Pamela	Smith	Seth Low Professor of History
228.	Alisa	Solomon	Professor, School of Journalism
229.	Gayatri Chakravorty	Spivak	University Professor
230.	Elsa	Stamatopoulou	Director, Indigenous Peoples' Rights Program, Institute for the Study of Human Rights
231.	Alan	Stewart	Professor of English and Comparative Literature
232.	Natasha	Stovall	BC '93
233.	Flora	Sugarman	Social Work '25
234.	Ezra	Susser	Professor of Epidemiology and Psychiatry
235.	Neferti	Tadiar	Professor of Women's, Gender, and Sexuality Studies
236.	Erhan	Tamur	Lecturer, Department of History of Art, University of York
237.	Marco	Tedesco	Lamont Research Professor
238.	Yannik	Thiem	Associate Professor of Religion
239.	Kendall	Thomas	Nash Professor of Law
240.	Kimberly	Traube	CC '04, SOA '14
241.	Lisa	Trever	Associate Professor
242.	Blake	Turner	Associate Professor of Social Science (in Psychiatry) at CUMC
243.	Gray	Tuttle	Leila Hadley Luce Professor of Modern Tibet
244.	Marc	Van De Mieroop	Professor of History

245.	Karen	Van Dyck	Kimon A. Doukas Professor, Classics
246.	Travis	Vidic	General Studies '20; African American Studies MA '21; Business School '26
247.	Anjali	Vishwanath	CSSW '25
248.	Dorothea	von Mücke	Gebhard Professor of German Language and Literature
249.	Stuart	Waldman	GSAS '65
250.	Lauren	Wansker	Staff
251.	Kelly	Ward	SIPA '19
252.	Matthew	Ware	Public Health '25
253.	Jennifer	Wenzel	Professor, English and Comp Lit and MESAAS
254.	Paige	West	Claire Tow Professor of Anthropology
255.	Madi	Whitman	Lecturer, Center for Science and Society and Anthropology
256.	Ovita	Williams	Staff
257.	Mabel	Wilson	Nancy and George Rupp Professor of Architecture, Planning and Preservation, a Professor in African American and African Diasporic Studies
258.	Gisela	Winckler	Lamont Research Professor
259.	Susan	Witte	Professor, School of Social Work
260.	Elwin	Wu	Professor of Social Work
261.	Tim	Wyman-McCarthy	Lecturer in Discipline, Institute for the Study of Human Rights
262.	Serdar	Yalcin	GSAS '14
263.	Homa	Zarghamee	Professor of Economics, Barnard
264.	Eliza	Zingesser	Associate Professor, Department of French
265.	Darla	Zohair	CC '03

**Proposed Policy on University Senate Committee Membership:
Advancing Transparency and Representation**

November 21, 2025 Plenary

Proposed by: Structure & Operations (S&O) Committee

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

Background

This proposal is in response to a petition brought to the Senate that raised concerns about the apparent **lack of university-wide representation on Senate committees**, particularly the concentration of faculty from specific schools/departments (e.g., arts and humanities, medicine, law) on influential committees such as the Rules of University Conduct Committee. The petition further questioned the transparency of the committee assignment process and called for greater attention to representation across Senate bodies, but it appears to refer to school or departmental representation rather than specific title or stakeholder groups. To clarify, Senate seats are apportioned for students and officers of instruction by schools. The Structure & Operations Committee has reviewed existing practices and developed a proposed policy to address concerns regarding the breadth of school and department representation, increase transparency, and encourage broader participation. We are not addressing issues of term limits here. We recognize that the Senate is not structured as a legislative "House of Representatives". The purpose of the Senate is to ensure shared governance that includes all university constituents by title and by school, and to foreground faculty governance, recognizing that faculty, particularly tenured faculty, hold specific protections that enable them to advocate freely for the university's interests. We affirm the Senate's commitment to broad participation.

Current practice

The current process for staffing CU Senate committees relies on a self-nomination process with structured balancing¹ and for representative committee membership. The current practice includes:

- Senators complete a survey, on an annual basis, to rank their top committee preferences.

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

- Assignments are made by Senate staff to match Senators with their top choices through a structured balancing process, ensuring distribution across the necessary expertise needed, and titles, consistent with committee composition as stated in the By-Laws.
- Senate By-Laws and committee composition describe a mandated membership by title/stakeholder group. Some committees have all title/stakeholder groups represented (e.g., Campus Planning and Physical Development), while others are only comprised of one type (e.g., Student Affairs Committee).
- Senators are expected to serve on at least one committee; however, the assignments may vary depending on the number of available Senators and their availability for Senate work.

Proposed changes

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

1. Use Preference Rankings to Support Committee Membership Choice over Time

How it would work:

- Senators rank their top 3 committee choices.
- Senate staff assign **first choices where possible**. Those already assigned to committees, listed as their top choices, receive preference to continue in their positions.
- When certain committees (e.g., Rules of University Conduct; Faculty Affairs, Academic Freedom, and Tenure; and Education) are oversubscribed, Senators representing schools who identify that they would like to be represented but have not been, would receive **priority for top-choice placement as new positions open**.
- If a senator's **top choice is unavailable**, they are either:
 - Placed on their second or third choice, **or**
 - **Placed on a waiting list** and given **priority the following year** for their top choice.
- Senators who already serve on two or more committees may be given lower priority for oversubscribed committees to ensure broader participation and reduce concentration of committee membership. This allows other schools, disciplines, and perspectives to rotate into influential roles while still respecting high levels of engagement.

2. Establish Observer Seats for High-Impact Committees

Instead of expanding voting seats, which can dilute governance, powerful committees should be allowed to add non-voting observers from schools or groups that are not currently represented.

How it would work:

- Committee chairs can invite one or more observers each year from schools or title groups that would like more representation.
- Observers can attend, contribute to, and inform the discussion, but they do not have voting rights.

The benefits include the ability to increase voice and exposure without formal structural changes, allowing more senators to engage without inflating the voting membership. It may also offer an opportunity for mentorship for newer senators to learn the committee process before becoming full committee members in a subsequent term.

3. Transparency and Monitoring

- Review assignments and publish an annual summary each Spring reflecting on how the process works, and to promote transparency and accountability.

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

Implementation tools

- Senator tracking spreadsheet (school, role, committee history, how many senators wanted to be on committee X and how many openings there were [demand-supply-outcome])
- Annual committee preference survey
- Representation monitoring data (Senate web page)

Next Steps

- Present the policy at a plenary session for community input.
- Finalize policy in the fall of 2025.
- Pilot the framework during the 2026–2027 committee cycle.
- Review outcomes and refine the process through annual S&O oversight.

Commission on the Status of Women (CSW): 2024–2025 Annual Report

The Commission on the Status of Women (CSW) convened four times during Spring 2025 (January–April). Although no meetings were held during Fall 2024, the Commission re-established its leadership and sustained a focus on gender equity, institutional accountability, and the impact of national and institutional crises on women’s status at Columbia University.

1. Leadership and Structure

Co-chaired by **Dr. Monica Goldklang (P&S)** and **Dr. Susan Witte (SSW)**, with **Dr. Marni Sommer (SPH)** on sabbatical, the CSW welcomed new members from across Columbia’s campuses, representing faculty, students, research officers, and administrative staff.

2. Institutional Accountability and the R. Hadden Resolution

The Commission continued to press for accountability in the aftermath of the University’s failure to act transparently in the **Robert Hadden sexual abuse case**.

- The CSW reaffirmed the Senate’s **October 2023 resolution**—endorsed by six Senate committees—calling for an independent investigation, a report to the President and Board of Trustees, and a public summary presented to the Senate.
- Despite over **\$1 billion in settlements** with survivors, **no report has been released** to the Senate or to the Columbia community.
- In Spring 2025, CSW leadership delivered a Senate plenary address highlighting this as “one of the most egregious and long-standing failures of oversight in Columbia’s history,” connecting the University’s lack of transparency to broader issues regarding institutional accountability, academic freedom, and governance.
- The Commission called for **immediate release of the report**, greater transparency in administrative decision-making, and renewed commitment to survivor dignity and moral accountability.

3. Faculty Quality of Life Survey

The CSW reviewed and prepared to relaunch the **Faculty Quality of Life Survey** to assess the experiences of women faculty and staff. Planned updates included revising outreach language, adding an open comment section, and broadening dissemination. Due to IRB and timing constraints, the survey’s spring rollout was postponed, but members reaffirmed it as a **priority initiative for 2025–2026**.

4. Equity in Promotion and Tenure

The Commission discussed ongoing **gender disparities in promotion and tenure**, with concern for the worsening climate for equity-oriented research amid **anti-DEI political pressures** and **federal funding freezes**. Members emphasized the need for data-driven analysis of funding patterns, contract renewals, and institutional support for women researchers.

5. Impact of Research and Hiring Freezes

Members documented the severe effects of **NIH and other federal funding suspensions**, including halted projects, lab closures, and non-renewal of research appointments. The Commission highlighted the disproportionate impact on early-career and women investigators and urged stronger administrative communication and protective measures

6. Endorsement of the Student Affairs Commission Statement on Mahmoud Khalil and Mohsen Mahdawi

- In April 2025, the CSW **endorsed the Student Affairs Commission’s statement** condemning the detention of Columbia students **Mahmoud Khalil and Mohsen Mahdawi** by federal immigration authorities.
- The statement denounced the University’s **silence** on these incidents and warned against any **consent decree** or federal agreement that would permit surveillance or restrict academic freedom.
- By endorsing this statement, the CSW affirmed its commitment to **defending the rights and dignity of international and politically marginalized students**, and to safeguarding Columbia’s institutional autonomy and moral leadership.

7. Emerging Issues and Next Steps

The group identified new and continuing concerns, including the need for expanded **support for working and studying mothers** and improved access to **Work/Life resources**.

Members agreed to continue consultation through the summer and to set a focused agenda for the 2025–2026 academic year, emphasizing:

- Gender equity in research and promotion
- Institutional accountability and transparency
- Strengthening faculty voice and governance

Commission on the Status of Women 2024-25: Members and contributors

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Structure and Operations Committee | Annual report for Academic Year 2024-2025

We began the Academic Year considering proposed amendments to the University Senate By-Laws section on the Executive Committee. We presented a draft of proposed amendments at the October plenary and received comments. We revised the proposed amendments in light of those comments and added some housekeeping matters where two other sections of the By-Laws had ceased to reflect current configurations and names. The March plenary adopted these amendments.

In October and November, we received two petitions under Section 1-m of the By-Laws. In the November plenary, we reported on the factual basis of a series of allegations that one of those petitions contained. We continued to study both petitions for the remainder of the academic year and have a preliminary draft of our responses to them.

We are continuing to work on doxing issues for Senate plenaries, possible changes to the time of plenaries to accommodate religious observances, and possible adjustments to the timing of Senate terms.