

## **Minutes of the Arts and Sciences Faculty Meeting**

**May 9<sup>h</sup>, 2018**

**12-1**

**Faculty Room, 207 Low Library**

### ***Introductory remarks from EVP David Madigan:***

- The recent deaths were noted of Professors Ted Taylor, Steven Marcus, and Marcellus Blount, and a silence was observed in their honor.
- EVP Madigan thanked those faculty members who had served in 2017-18 on major committees (PPC, EPPC, ARC, PTC); he also thanked the Divisional Deans for their service.

### ***Updates from Professor Maya Tolstoy, Chair of PPC:***

The recommendations of the PPC Equity reports were surveyed, synthesized from the committee reports produced by subcommittees in each division (Humanities, Social Sciences, Natural Sciences).

### ***Leadership:***

Recommendations were for:

1. More diversity at all levels within A&S, from departmental chair to EVP.
2. A standing committee to be established to guide and monitor the implementation of the present recommendations.
3. The fostering of a climate of transparency as opposed to informality in decision-making and the implementation of policy.
4. The strengthening of rules governing professional conduct.

### ***Faculty Diversity***

1. Diversity should be embedded not as desirable option but as an established and regular practice in faculty recruitment.
2. It was important not just to hire diversely, but also to foster an amenable climate so as to retain such hires and to help them progress effectively to tenure.

*Education on climate, inclusion, diversity and equity:*

1. Training in best practices on these issues should be implemented for departmental and search committee chairs.
2. Bystander training should also be provided.

*Policy, process and transparency:*

1. The PPC Bylaws subcommittee was working to establish principles of best practice; the establishing of proper bylaws in individual units was an important instrument to this end.
2. Conflict of interest policies should be clarified.
3. Inequities in the distribution of named chairs should be addressed.

*Salary:*

1. Inequities should be addressed as a matter of priority.
2. There should be a process for merit-based raises independent of the advancement effected by outside offers.
3. There should be transparency about the criteria for raises.
4. Long-term planning should be done to address predictable challenges of salary compression over time.

*Harassment, discrimination and bullying:*

There was a need to consider:

1. Definition of what constituted harassment, etc.
2. An overhaul of the poor current reporting system.
3. Implementation of an information Escrow system that would enable people to file complaints on a 'time-stamped' basis, with grievances recorded but action on them potentially taken later.

*Workload:*

1. Inequities in teaching and service should be addressed.
2. Where possible, untenured faculty should not serve in such roles as DGS and DUS.
3. People should be compensated for their invisible service on committees, graduate dissertation advising, etc.

*Work/life:*

Consideration should be given to:

1. Giving teaching relief for birthing mothers, so that the term in which they give birth is followed by a semester of parental leave.

2. The improved provision of need-based resources for child and family care.
3. Fostering greater transparency in admissions policy at The School at Columbia.
4. The possible establishing of on-campus day-care facilities.

*Continued vigilance:*

Ongoing attention should be given to:

1. Analysis of inequities experienced by URM faculty.
2. Conducting regular surveys on issues of climate and workload.
3. Maintaining and expanding data collection.
4. Making Faculty Information Forms electronic.
5. Implementing exit issues to investigate those factors that motivate faculty to leave Columbia.

*Questions:*

Q. (Professor Allison Busch): What were next steps for the recommendations? How would they be implemented?

A. A priority was for the EVP to consider how to establish the standing committee to oversee implementation of the equity recommendations. EVP Madigan then stated that some of the measures predicated on the recommendations were obvious, but that others would need careful reflection and planning.

Q. (Professor Jack Snyder): what specifically was proposed for relief for birthing mothers?

A. The aim was to allow mothers who give birth in one semester to receive relief from teaching, etc., in that semester and then to take a parental leave in the following semester.

***Remarks from President Bollinger:***

*Interim EVP for Arts and Sciences:*

An announcement would be made about this appointment after the June 6<sup>th</sup> Trustees meeting.

*Space issues:*

The Manhattanville site was moving to greater occupancy, with The Jerome L. Greene Science Center and The Lenfest Center for the Arts already operational. A major focus of attention was now the parcel of land south of 125<sup>th</sup> street currently occupied by McDonalds. A significant building was projected for this site, with hotel capacity of 100 or so rooms, and residential housing for faculty and graduate students; this project was

feasible for completion within four years. It also had implications for Prentis Hall, a one-time milk processing plant on the south side of 125<sup>th</sup> street. Much thought had been given to interaction with the local community, and a \$150 million community benefits agreement was already in place. Initiatives to enhance community engagement included (i) a wellness center on the Manhattanville site, offering training for healthcare workers; (ii) an education facility that was aimed at enabling children of all grades (K-12) to find out about science; and (iii) exhibits in the Wallach Gallery in the Lenfest Center had featured the works of artists from Upper Manhattan.

Prentis Hall: this space had been earmarked for the School of the Arts, which faced two main challenges; apart from space issues, it lacked resources to offer significant financial aid for students. On the space issue, Prentis posed many challenges that approached \$100 million in prospective costs; alternative space would have to be found for the School of the Arts, and Prentis Hall would have to be re-planned, possibly in conjunction with the building projected for the southwest corner of 125<sup>th</sup> street.

The Morningside campus: President Bollinger had already pledged that A&S would gain occupancy of Uris Hall after the Business School vacated the building for Manhattanville in four or so years. With the addition of Uris and the Northwest Corner building, A&S was set to gain 50% or so more space on the Morningside campus, but upkeep of existing buildings was also a major challenge. Accordingly, the budget for upkeep for the next four to five years was increased from \$22 million to \$38 million. Various ideas also existed for using courtyard space for building initiatives.

*Major appointments:*

Alexander Halliday (director of Columbia's Earth Institute); Simon Tavaré (Columbia Initiative on Cancer); Jeannette M. Wing (Data Science Institute); Thomas J. Christensen (SIPA).

*Capital campaign:*

The current University-wide fundraising campaign sought to raise \$5 billion in five years; two years in, \$2.7 billion had already been raised in cash and pledges. Two major gifts to the medical school meant that more than \$1 billion had been raised in cash in one year. Critical was a unified vision that integrated Columbia College, SPS and A&S in fundraising goals and philosophy.

*Major initiatives:*

The Global Centers had by now become woven into the institutional life of Columbia. Their guiding philosophy was not necessarily to endorse the government in any given country where a given Center existed, but to remain as a presence even in those countries

that did not abide by practices (e.g., free speech, freedom of the press) that Columbia did endorse. Professor Katherine Franke had recently not been admitted into Israel because of connection with the Boycott, Divestment, Sanctions (BDS) movement. President Bollinger reported that Columbia planned a center in Tel Aviv, but the Franke case complicated Columbia's engagement with Israel, and the matter would have to be carefully considered before the center is set up there.

The Columbia World Projects had begun encouragingly, both (i) identifying major projects with external partners and (ii) setting up fora for educational exchange on campus. Major initiatives included projects on access to energy; climate change; and an inequality forum to be held in June 2018.

*Questions:*

Q. Could renovation on the Morningside campus be linked to a fundamental re-imagining of Columbia's educational mission on this campus?

A. Professor Bollinger was certainly willing to discuss the question and to explore its ramifications.

Q. Graduate student unionization: Harvard had agreed to negotiate with graduates seeking to unionize. Given Columbia's commitment to social justice, how could it seek to block attempts to unionize here?

A. The UAW's involvement was in President Bollinger's view not good for the future of the Academy. Columbia's position had been principled, seeking a ruling on the wording and interpretation of the National Labor Relations Act: are graduate students to be considered *employees* in accordance with the Act's terms? Columbia's position had been to challenge such an interpretation. At Columbia views differed on the unionization issue, but the University's position had remained consistent and principled throughout the process as conducted thus far.

The meeting was adjourned at 12.25.

Respectfully submitted  
Gareth Williams