

**The Bollinger Columbia Presidency:
A Timeline, 2000 - 2023**

<http://spectatorarchive.library.columbia.edu/>

http://senate.columbia.edu/topbar_pages/archives.html

<https://president.columbia.edu/articles>

Speeches -- <http://www.columbia.edu/cu/president/docs/communications/index.html>

<http://www.columbia.edu/cu/president/docs/communications/index.html>

<https://president.columbia.edu/content/articles-archive>

<https://wayback.archive-it.org/1914/20100624073949/http://www.columbia.edu/cu/opir/abstract/students.html>

<https://wayback.archive-it.org/1914/20191221195146/https://provost.columbia.edu/content/statistics-and-facts>

<http://wayback.archive-it.org/1914/20121220210402/http://fiveyear.columbia.edu/index.php>

Columbia University Record Archive -- <https://spectatorarchive.library.columbia.edu>

Faculty of Arts and Sciences Minutes 2002 -

https://docs.google.com/document/d/1bz_ZR1n9sm1LsKhanKSiylYFNn9TJo1Ki1kHmri4nw/edit

2000

December 18, 2000 – New Yorker article by Nicholas Leeman, “THE POLITICAL SCENE: The Empathy Defense,” 46-52, describing the affirmative-action cases in which University of Michigan president was the defendant. “If you were called upon to invent a perfect university president, you couldn’t do better than Lee Bollinger, of the University of Michigan.”

January 26, 2001 – University Record on Columbia Entrepreneurial Enterprise, EVP Michael Crow, and its \$144 million in licensing income in 2001.

2001

February 2001 – The Harvard University presidential search concludes with the selection of the Harvard economist Lawrence Summers to be Harvard’s 27th president. Among the three finalists was the President of the University of Michigan, Lee C. Bollinger, then in his 5th year in that post.

February 23, 2001 – 3rd building going up at Audubon Biomedical and Technology site adjoining the medical school

March 5, 2001 – [Columbia president George Rupp makes surprise announcement of his intention to resign](#) his office at the end of the next academic year. Rupp: “Nobody should be president for more than 10 years.” Stephen Friedman, trustee chair, made announcement.

Accompanying financial data:

Capital Campaign completed with \$2+ billion

Operating budget -- \$1.7 billion

Endowment -- \$4 billion

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20010305-01&e=-----en-20--1--txt-txIN----->

March 19, 2001 – [Columbia Spectator](#) prints a letter from U. Michigan alumnus Brian Reich, “Bollinger for President.” Cites Bollinger’s success at Michigan, his being an alumnus of the Columbia Law School, and daughter Carey currently a 3rd year student in the law school.

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20010305-01&e=-----en-20--1--txt-txIN----->

April 25, 2001 – CU Presidential search committee established, chaired by attorney Henry King, ex-chair of the board of trustees. Bollinger and University Provost Jonathan Cole cited as in the running.

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20010425-01&e=-----en-20--1--txt-txIN-----#>

Summer 2001 – University of Michigan Board of Regents seeking President Bollinger’s commitment to decline another presidency while under his current contract.

September 11, 2001 – Aerial attacks on World Trade Center and Pentagon by Islamist terrorists; LCB in NYC for presidential search committee interview. “The City in silence.”

October 1, 2001 – [Columbia Spectator](#) headline: “Presidential Search Committee May Select Bollinger Today.” Selection process expedited in light of efforts of the Michigan Board of Regents to commit Bollinger to staying in Ann Arbor.

Michigan statistics provided:

53,000 students; 19 schools; \$3.5 billion operating budget; \$3.6 billion endowment

LCB as president teaching undergraduate course on 1st Amendment

Life Sciences Institute a major undertaking ; Arthur Miller Theatre

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20011001-01.2.6>

October 2001 -- Joseph Stiglitz, appointed professor of economics in 1999, awarded 2001 Nobel Prize in economics

October 2, 2001 – [Spectator](#) carries story on Bollinger’s presidency at Michigan, where “Bollinger’s strength is connection with students.” Rupp described as “inaccessible.”

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20011002-01&e=-----en-20--1--txt-txIN----->

October 3, 2001 – Search Committee’s selection of Bollinger reported, again with intimations that the process had been accelerated lest Bollinger become unavailable. Accompanied by story of Bollinger seen in Ann Arbor as “a student’s president.”

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20011003-01&e=-----en-20--1--txt-txIN----->

October 5, 2001 – Spectator editorializes that “Bollinger Will Lead a Columbia in Midst of Success.”

October 8, 2001 – Trustees confirm search committee selection of Bollinger as Columbia’s 19th president, effective July 1, 2002. Bollinger at Michigan characterized as “The People’s President.”

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20011008-01.2.6&e=-----en-20--1--txt-txIN---->

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UM characterization of LCB: “Bollinger’s tenure brought a renewed emphasis on the arts, highlighted by residential program with the Royal Shakespeare Company. The Life Sciences Initiative positioned the university to be a major player in a developing field. Though popular with faculty and students, Bollinger also faced controversies on issues involving affirmative action in admissions and the Athletic Department. Bollinger resigned to become president of Columbia University.

<https://bentley.umich.edu/legacy-support/um/umpresid.php>

October 30, 2001 – Spectator: “Bollinger’s Reputation for Visibility Pleases Students”

November 1, 2001 – Spectator: “Community Lauds Choice of Bollinger.” Community leaders looking to continuation of good relations developed with Rupp administration.

December 3, 2001 – University reaffirms its commitment to Fathom, an entrepreneurial venture in online instruction headed up by vice provost Michael Crow. [Crow departed Columbia in 2002 to become president of Arizona State University.]

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20011203-01.2.4&e=-----en-20--1--txt-txIN---->

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2002

January 24, 2002 – **Susan Feagin**, GS ’74, the first announced Bollinger appointment as Vice President for Development and Alumni Relations. She had worked closely with Bollinger in Ann Arbor.

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20020124-01.2.4&e=-----en-20--1--txt-txIN---->

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April 8, 2002 – Harvard economist **Jeffrey Sachs** appointed to lead Columbia’s Earth Institute. Rupp and Bollinger involved in the appointment.

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20020408-01&e=-----en-20--1--txt-txIN----->

April 12, 2002 – Spectator: “Bollinger, Rupp to Talk [with students] on Monday.”

Transition now scheduled to occur June 1st.

April 17, 2002 – “Robert Kasdin to be Columbia’s Renaissance Executive” as VP for Finance.

Had been with LCB for five years in Ann Arbor

April 30, 2002 -- A&S Faculty Meeting -- Last Rupp meeting -- applause

Rupp accomplishments:

1. Financial stability

2. Selectivity of CC and GS up
3. Strengthened graduate program since 1997
4. Physical plant improvements

School of Continuing Education to grant degrees

VP A&S David Cohen: FY 2003 Arts & Sciences to have significant revenue reductions
Salary compression an issue for senior faculty

May 15, 2002 – Spectator -- ["A Tale of Two Presidents: Rupp & Bollinger."](#) Cites as continuing issues : the fate of Fathom; the fate of the planned K-8 school on 110th St; unionization efforts by TAs; selection of a new dean of journalism.

May 29, 2002 – Jonathan Cole to step down after 13 years as University Provost; to stay on until June 2003 and then return to faculty.

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20020529-01&e=-----en-20--1--txt-txIN----->

June 1, 2002 – Bollinger officially assumes presidency. First meeting with new president and Board of Trustees.

June 7, 2002 – VP of Arts and Sciences **David Cohen** to retire after 2002-03.

July 10 – Bernard Tschumi to end his tenure as dean of architecture after 15 years and return to private practice.

July 24, 2002 – Spectator: ["President Bollinger Prepares for a Time of Transition."](#) Interview with Bollinger. Article reports a hold on journalism dean selection, continuing controversy over K-8 school on 110th St., and state of athletic facilities.

September 6 – June Massell (television journalist; media strategist) to be VP for Public Affairs and External Affairs; Allan Stone had left position a year earlier for Harvard.

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20020906-01&e=-----en-20--1--txt-txIN----->

September 12, 2002 – ["CU Slips to 10th in US News Polling"](#)

September 20, 2002 – ["University Senate Eager to Work With Bollinger"](#)
Had combative relations with Rupp and Cole

September 25, 2002 – Marching band at Fordham game charged with religious harassment in skit mocking Catholic Church's opposition to abortion.

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20020925-01&e=-----en-20--1--txt-txIN----->

September 27, 2002 – First meeting of University Senate with LCB presiding
Marching band's half-time performance at Fordham game criticized
Columbia's space needs identified as a challenge

September 30, 2002 – Spectator: "Lively University Senate Greets Bollinger"

Best attendance in 7 years (65 present) – Leon Litwack, Social Work – salary equity issue

October 3, 2002 – Bollinger Inauguration coverage ☐ “A People’s President”

Student concerns should be a top priority

<https://president.columbia.edu/content/lee-c-bollingers-inaugural-address>

https://web.archive.org/web/20021017211840/http://www.columbia.edu/cu/news/02/10/inauguration_updated.html

I want to recognize my and Jean’s families. First, hers. Her father, who is approaching 90, could not be here, but her brother Marco and her sister Patti are, and her cousin Paul. My brothers and sister – Brad, Tami, Jayme and Jeff – are here, too. And my parents, Lee and Pat, who as parents have sacrificed almost without limit for their children, respected the education that was unavailable to them personally, and never wavered on the importance of personal integrity.

Jean and I have a son and daughter, Lee and Carey, who are not just children we love beyond words but also people we admire for their character, their perspective on life, and the extraordinary sensitivities they bring to all they encounter.

Now my wife Jean: I could talk about her unique talents, which are so many, about her enormous capacity for empathy, about her infectious good will, or about her strength to be the person she wants to be. I could talk at length about all these qualities. But the most important thing I want to say is that after 34 years of marriage, which began with our coming to Columbia, there is a melding of purpose and sympathy between us that is nearly perfect, or as Montaigne said, “our souls mingle and blend with each other so completely that they efface the seam that joined them, and cannot find it again.”

It is, and has been for some years now, a glorious time for higher education in this country, and with any luck it will be for the foreseeable future. What role will Columbia play in this era, and what do we need to do to enable that to happen? To answer that we need to know who we are.

Columbia as the quintessential great urban university....Themes

1. Engaged
2. International
3. Diverse
4. Steeped in tradition
5. A college town
6. Part of neighborhood and city
7. Desperately in need of space

Seventh and last: Columbia as the quintessential great urban university **is the most constrained for space**. This is not even a close question. Indeed, if college and university rankings were based on creativity per square foot, Columbia would far surpass everyone. This state of affairs, however, cannot last. To fulfill our responsibilities and aspirations Columbia must expand significantly over the next decade. Whether we expand on the property we already own on Morningside Heights, Manhattanville, or Washington Heights, or whether we pursue a design of multiple campuses in the City, or beyond, is one of the most important questions we will face in the years ahead. As we enter these discussions, we will need to continue working collaboratively with the Governor, the Mayor, and our neighboring communities and their leaders. We must be guided by a comprehensive vision for the university's real needs.

Will Rogers said of Nicholas Murray Butler that he would never be satisfied with Columbia's expansion until he had achieved the annexation of Grant's Tomb. I hereby disclaim any such thought.

Another critical area is the phenomenon of globalization.

And a third critical area for development is the arts.

October 4, 2002 – Spectator: "Bollinger's Vision of CU: Expansion, Continuity"

Inauguration preceded by 5 K run with students and staff from Grant's Tomb

October 5, 2002 – 2nd meeting of trustees with LCB as president. President directed to come up with an expansion plan for consideration at next meeting.

October 9, 2002 – “110th St. School May be Completed Early” □ next summer

October 10, 2002 – Bollinger announces that CU to reluctantly withdraw law school ban on military recruiting to avoid federal withholding of federal funds as per Solomon Amendment

October 15, 2002 – A&S Faculty Meeting --

1st LCB meeting presiding--

https://docs.google.com/document/d/1bz_ZR1n9sm1LsKhanKSiyldYFNn9TJo1Ki1kHmri4nw/edit

A&S VP Cohen report:

Budget in balance

Faculty grew by 15 positions – tenured = 66.8% of f/time faculty

Average teaching load continues to decline – a national trend

PhDs down/MAOs up

Divisional majors in College stable

S/Sciences -- 50%

Sciences – 25%

Humanities – 25%

Class size peaked in 1994-95

Cohen – will take \$700 million to move sciences back into top 5 -- was unique among universities in its capacity to bring almost all of its natural science departments into a top five status

Bollinger introduced Feagin/Kasdin/Jane Mansell

October 18, 2002 – Spectator: "A Man, a Plan: Bollinger Makes Changes, But Gently"

Viewed as having a less aggressive start than Rupp

October 24, 2002 – Spectator: "Bollinger Declines to Sign Anti-Semitism Ad"

BC's President Judith Shapiro and TC's Arthur Levine plus 300 college presidents did sign NY Times ad Oct 7 -- from American Jewish Committee – Dartmouth's Freedman initiator

October 25, 2002 – Trustee Al Lerner Memorial Service (had given \$25 million for Lerner)

November 1, 2002 – University Senate/LCB presiding

Space and budget concerns

Concern with Fathom's expenditures

Discussion of Nursing Doctorate in Practice [DrNP]

November 14, 2002 – Spectator: "Offer of [Edward] Said Chair to [Rashid] Khalidi Draws Fire"

Defended by Richard Bulliet/Opposed by Daniel Pipes

November 15, 2002 – "CC Alumni Award Hamilton Award to George Rupp"

November 19, 2002 – Visiting Irish poet Tom Paulin stopped from Harvard talk for his pro-Palestinian views.

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20021119-01&e=-----en-20--1--txt-txIN----->

November 22, 2002 – University Senate/LCB presiding

Budget concerns

Nursing Doctorate discussion

November 27, 2002 – Spectator: "Ray Tellier Relieved of Coaching Position"

out after 14 years as football coach – 6 losing seasons –1-9/-7 Ivy in 2002

AD John Reeves and alumni advisory board

December 3, 2002 – "Supreme Court Accepts Affirmative Action Cases Against Bollinger"

Grutter v. Bollinger// Gratz v. Bollinger

December 6, 2002 – Memorial Service for Trustee Roone Arledge

December 13, 2002 – University Senate/LCB presiding

Space planning underway – recommendations forthcoming

Journalism School task force underway—Alan Brinkley chair

2003

January 22, 2003 – Bush administration against Bollinger's position on affirmative action

January 23, 2003 – [“\[Rashid\] Khalidi accepts CU appointment as Said professor”](#)

January 27, 2003 – **Emily Lloyd** as VP Community Development; other jobs to VP Robert Kasdin
Fathom to close – 4 years and \$30 million investment in for-profit online instruction.

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20030127-01&e=-----en-20--1--txt-txIN----->

January 28, 2003 – [“Columbia Support for Biosphere 2 Questioned”](#)
7 years/\$30 million investment

January 29, 2003 – LCB speaking on “Affirmative Action at the University of Michigan,” to National Association of Independent Colleges and Universities.

Seven Myths of Affirmative Action

1. Race no longer matters
2. Admissions is all based on academic credentials
3. We give too much weight to race
4. Diversity doesn’t work because of self-segregation by race on campus
5. Diversity is a nice add-on to a liberal education but not at the core (LCB: ‘Capacity to get out of your skin/other perspectives’ Shakespeare)
6. Diversity OK but do it another way than it is being done (10% Texas plan?)
7. “Just cheat” – Don’t admit you are doing it. (LCB: “If we do, I hope we get caught’)

Extra myth: Not a problem except for a few elite public institutions

At UM – Point system -- race 20 points of 150
50 year cycles in racial equality??

January 30, 2003 [“The Case for ROTC at Columbia,”](#) Sean Wilkes, CC ‘06

January 31, 2003 – University Senate/LCB presiding
Cole and Cohen to leave in June
LCB on affirmative action “myths” on eve of Supreme Court dealings with cases
Legacy factor in CC admissions – LCB: significant and positive

February 10, 2003 – [“ROTC Return Proposals Provoke Activist Criticism”](#)

February 11, 2003 – [“Bollinger Addresses Free Speech Fireside”](#)

February 12, 2003 – 2nd A&S Faculty Meeting
Bollinger on EVP Arts and Science search
Cohen on lectureships limited to 6% of faculty

Pinkham of GSAS “doing quite well”

Increased size of CC?

Awn plan for GS growth in fall

A&S reliance on tuition for 80% of all revenues

March 4, 2003 – **William Strachan** fired at CU Press

March 7, 2003 – 3rd University Senate/LCB presiding

March 14, 2003 – ["Bollinger, Students Chat About Athletics"](#)

2nd fireside chat ☐ “the goal should be to have a winning team”

Basketball coach **Armand Hill** just fired

March 24, 2003 – ["Bollinger, Salman Rushdie Chat about Free Speech"](#)

March 26, 2003 – ["Executive Quits Top Public Affairs Position"](#)

Murphy, PAffairs VP – out after 4 months

Shakeup in Public Affairs following appointment of June Massell

March 26, 2003 – Evening Teach In – Ass’t Prof Anthropology Nicholas DeGenova among the speakers

March 27, 2003 – ["Professors Condemn War in Iraq at Teach-In"](#)

Hamid Dabashi/Ira Katznelson

March 28, 2003 – University Senate /LCB Absent

March 29, 2003 – LCB on Nicholas DeGenova speech

“I am appalled by Assistant Professor Nicholas De Genova's outrageous comments.....Assistant Professor De Genova was exercising his freedom of speech when he made those remarks.”

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20030331-01&e=-----en-20--1--txt-txIN----->

March 29, 2003 – ["DeGenova Teach-In Comments Spark Fury"](#)

Quoted as saying, “I wish for a million Mogadishus” – where 18 American servicemen killed

April 1, 2003 – ["Alan Brinkley Named as new University Provost,"](#) effective July 1, 2003

April 2, 2003 – ["High Court Hears Cases While Thousands Rally"](#)

April 3, 2003 – ["Fire Prof \[De Genova\] or Lose Funds, Some Alumni Donors Say"](#)

Frank Cicero CC '92 – Lehman Brothers VP

April 10, 2003 – ["Nicolas Leeman offered Journalism deanship"](#)

Bollinger: No plan to reprimand De Genova – in response to 104 Republican congressmen calling on him to do so.

April 15, 2003 – On the Future of Journalism

Journalism task force – 6 meetings from October 2002 to March 2003

["Bollinger: No Plan to Fire Degeneova"](#)

April 16, 2003 – “SARS Provokes Concerns within Campus Community”

April 18, 2003 – [“Columbia More Selective Than Ever”](#)

CC from 11.6% to 10.6%; SEAS – 30.8% to 25%

April 21, 2003 – Joe Jones as new basketball coach

April 25, 2003 – University Senate/LCB Absent

2nd absence noted by student senator – Rupp missed 2 in 9 years

Emily Lloyd report on CU space needs

5 current parcels: Nevis; Lamont-Doherty; Baker Field; Medical Center; MSide

300 acres (> ½ at Lamont) – 17 million built square ft.

Two other possibilities:

1. Riverside South – 59th to 61st, west of WEA ☐ Trump baggage....

2. Manhattanville – CU already a primary owner

April 30, 2003 – 4th A&S Faculty Meeting

Katznelson as interim EVP A&S

Bollinger on Brinkley as next provost; Lemann as J School dean

LCB – CU budget better than elsewhere – but not an easy time

Midnight’s Children a success

Faculty support for LCB “strong support for the principle of freedom of speech”

Cohen’s last meeting – Helfand applause; Jervis on Cole

May 1, 2003 – “Faculty, Administration Examine Barnard Tenure”

May 2, 2003 – [“Fourteen Years and 700 Ad Hoc’s Later, Cole Moves on”](#)

Brinkley Fills Missing Link in Bollinger’s New Model’

Bollinger and Kasdin to take some of Provost Cole’s domain

Not to follow prior inside (provost)/outside (prexy) model

May 14, 2003 – [“YEAR IN REVIEW”](#)

Issues: Future expansion; war come to campus; shifting priorities; controversial speech

May 20, 2003 – “After Low Yield rate, CU Looks to Wait List”

Target size classes – CC – 1000 Yield – 62%

SEAS – 310 Yield – 47%

May 21, 2003 – Joe Jones named Columbia’s #21st basketball coach

May 21, 2003 -- [Commencement Address](#)

LCB on O W Holmes 1918 sedition dissent in Abrams v. US (1919) after earlier writing unanimous decision in Schenck v. US (1919) [“clear and present danger”]

June 3, 2003 – Grutter v. Bollinger decided on 5/4 vote to allow U. Michigan law school to retain “narrowly tailored” policy to favor underrepresented minorities in admissions process;

Gratz v. Bollinger decided against U Michigan undergraduate program's admissions policy that did so. Sandra Day O'Connor the swing vote with proviso supporting affirmative action to 25 years.

June 24, 2003 – Bob Shoop appointed 17th football coach

June 25, 2003 – "Supreme Court Upholds Affirmative Action"

Columbia expansion plans discussed at CB9 meeting – Emily Lloyd, VP
Opposed by Coalition to Preserve Community

July 2, 2003 – "Athletics Director Now Reports to President Bollinger"

No longer to provost; at Reeves' request

July 25, 2003 – Administrative changes – new position

David Hirsch – EVP for Research

<http://www.columbia.edu/cu/president/docs/communications/2003-2004/030725-hirsh-evp-research.html>

"I would also like to use the occasion to note two other changes. First, I have asked Robert Kasdin, as Senior Executive Vice President, to assume full responsibility for matters involving University finances. **John Masten**, the Executive Vice President for Finance, will now report to Robert Kasdin. And, second, I have changed Susan Feagin's title to Executive Vice President for Development and Alumni Relations

July 30, 2003 -- F/Aid changes at 27 colleges to exempt home equity from reported family assets

5% equity capped at 2.4 times family income; to help low-income home owners
CU already doing so.

<https://spectatorarchive.library.columbia.edu/?a=d&d=cs20030730-01&e=-----en-20--1--txt-txln----->

September 8, 2003 – "5 K Run Sprints Ahead in Second Annual Event"

September 9, 2003 – "Columbia to Sever Ties with Biosphere"

CU involvement dates back to 1996

September 10, 2003 – "Dean Feldman Steps Down"

14 years at BSchool
endowment: \$16 million to >\$200 million
acceptance: 30% to 11%
now ranked #6 MBA program in US

September 12, 2003 – "Campus Expansion Worries Neighbors"

September 15, 2003 – "Faculty Initiates New Iraq War Forum"

Participants include Eric Foner/Jeffrey Sachs/Joseph Stiglitz/Mahmood Mamdani

September 23, 2003 – "Columbia K-8 School Opens on 110th St" for 200 kids

September 26, 2003 – University Senate/LCB presiding

CU withdrawal from Biosphere 2

Foreign students at CU – 4% -- LCB: Wants to increase the percentage

September 26, 2003 – ["World Leaders at Columbia"](#) ☐ 1st of CU's World Leaders Forum

Hamid Karzai/Vladimir Putin [Edward Said dies at 67]

October 3, 2003 -- [Columbia University's 250th Anniversary](#)

October 8, 2003 – A&S Faculty Meeting

Bollinger on Katznelson as interim EVF A&S; Hirsch as EVP for Research

LCB on T/Force on Globalization

Deaths of Edward Said/Jim Shenton/David Truman

Bollinger on Manhattanville option

October 9, 2003 – ["Neighbors Voice Concerns About Columbia Expansion"](#)

October 10, 2003 – Global Leaders Conference – Putin/Karzai

October 15, 2003 – LCB on "The Idea of a University" -- [Wall Street Journal](#) Op-Ed

<http://www.columbia.edu/cu/president/docs/communications/2003-2004/031015-idea-of-a-university.html>

October 15, 2003 – ["Panel Charges CU with Irresponsible Expansion"](#) ☐ "Decolonization Day"

October 20, 2003 – ["Columbia Celebrates 250 Years"](#)

October 23, 2003 – ["Bollinger Set to Update Senate on CU Expansion"](#)

October 24, 2003 – University Senate/LCB presiding

Manhattanville: "a major initiative underway" ☐ more important than St. John the Divine plans

LCB: "The question is can Columbia persuade people and be adept enough in the complex political climate that the present administration has inherited."

November 2, 2003 – LCB at The College Board Forum –"Educational Equity and Quality: [Brown](#) and [Rodriguez](#) and Their Aftermath" --- 50 years after [Brown v. Board of Education](#)

These four themes or ideals—desegregation, a theory of education that recognizes the harms that come with segregated education and the benefits of integrated education, equity of educational opportunity, and educational quality—remain the themes and ideals that the courts and our society have continued to wrestle with for the last half century.

[Rodriguez v. San Antonio Independent School District](#), 411 US 1 (1973)

The Supreme Court handed down its decision in March 1973, thirty years ago this year. (I was at that time a clerk to the Chief Justice.) The vote was 5-4. The Court rejected the plaintiffs'

argument that the gross disparities in funding among school districts violated the Equal Protection Clause of the Fourteenth Amendment, stating that under the federal constitution, education was not a fundamental right. Had just one of five justices voted the other way, public education funding—and public education itself—might look very different today.

I cannot help but think that Rodriguez was wrongly decided, that the arguments of the four dissenting Justices (Brennan, White, Douglas, and Marshall) are persuasive, and that as a matter of educational and national policy the consequences have been nothing short of tragic.

November 11, 2003 – ["Bollinger Presents Expansion to Students"](#)

Town Hall meeting – Kasdin/Lloyd participate/audience of 100

November 14, 2003 – University Senate/LCB presiding

Campus expansion : “to continue beyond his lifetime”

November 14, 2003 – LCB on [“Universities Must Think Globally”](#)-- [Financial Times](#) Op-Ed

“Thus, as we reorient our modern universities and turn our focus more towards the extraordinary happenings on the global stage, we must bear in mind the fine line between being too much a part “of the activities of the world” and being too “aloof” from them.”

November 20, 2003– [“Students, Bollinger Chat on Expansion”](#)

December 1, 2003 – Kofi Annan to head CU Program on World Migration

December 12, 2003 – University Senate/LCB presiding

LCB forming a task force on globalization –“the most central issue in the next decade”

Only School of Arts now designated for Manhattanville

2004

January 21, 2004 Health Sciences name change to “Medical Center”

Dean Gerald Fishbach ☐ P&S; Dental and Oral Surgery; Nursing; Mailman PH

January 23, 2004 – Mary Robinson, ex-president of Ireland, to teach at SIPA

January 24, 2004 – [Spectator](#) -- “ROTC Marches Back to Columbia”

Sean Wilkes, CC ‘06

January 30, 2004 – University Senate/LCB presiding

Town Meeting on Manhattanville to follow

February 2, 2004 – [“Senate Holds ‘Town Hall’ Expansion Meeting”](#)

LCB: “Our most immediate academic priorities are in science.”

February 6, 2004 – [“Bollinger Seeks Global Connection for CU”](#)

Visits Ghana (with Earth Institute) and Switzerland (Davos)

February 18, 2004 – A&S Faculty Meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

LCB on M/Ville “an engine for intellectual growth”

GSAS Dean Henry Pinkham: “Funding for graduate student support comes from undergraduate tuition. Because Columbia’s undergraduate population is the smallest in the Ivy League, A&S has to turn to Masters as only tuition to make up the difference”

Frontiers of Science ready for fall 2004

February 24, 2004 – [“Students, Bollinger Respond to ‘Offensive Speech’”](#)

Federalist cartoon “Blacky Fun Whitey”

February 26, 2004 – [“Protesters Hold Forum, Draw Up Demands”](#) ☐ Concerned Students of Color

February 27, 2004 –University Senate/LCB presiding

Looking for community board support for Manhattanville

Student cartoon racial insensitivity – LCB: not to punish/freedom of speech

March 2, 2004 – [“Bollinger Answers Student Demands”](#) ☐ to create Multicultural Office

March 23, 2004 – [“Bollinger Thinks Globally in B’Way”](#) -- calls for more international student enrollment

March 24, 2004 – [“\[June\] Massell Leaves CU after Just 14 Months”](#)

VP for Communications and External Affairs

March 26, 2004 – [“CU Releases List of Edward Said Chair Donors”](#)

United Arab Emirate among them

LCB on Asian tour

March 26, 2004 – University Senate/LCB presiding

CU upcoming meeting with CB9

Proposal to return ROTC to campus/Eugene Galanter supportive

April 1 , 2004– [“\[Glenn\] Hubbard to be next B-School Dean”](#)

Bush’s Chair of Council of Economic Advisers 2002-03

“Possible Return of ROTC Sparks Controversy”

April 8, 2004 – Bollinger 12 days in East Asia – S Korea/Taiwan/Hong Kong

April 9, 2004 – CC acceptance rate falls to 10.5%; Barnard drops to 26.5%

April 16, 2004 – [“Unionization Strike Set for Monday”](#) – Graduate Student Employees United (GSEU)

April 20, 2004 – [“Strike Begins: 400 Picket on Day One”](#)

April 21, 2004 – [“Bollinger Unveils Harlem Expansion Plan”](#)

April 22, 2004 – A&S Faculty Meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

LCB on M/Ville: "The ghosts of the 1960s gymnasium behind us."

LCB: "Faculty statements outside the classroom should not affect tenure decisions"

LCB: on unionization of graduate students – "not employees but academic colleagues'

Faculty to LCB – What if NLRB OK with union?

LCB: Not decided yet.

LCB: Speaking on the issue of the graduate student union, President Bollinger stated that he believes that graduate students are not employees but academic colleagues, and that third-party intervention will not be as good for the institution as working through issues as colleagues. We are awaiting the decision on an appeal to the NLRB over the issue of whether graduate students are employees.

Tory Higgins; Professor Higgins reported that the[faculty satisfaction] questionnaire was sent out in November 2003 and January 2004. 297 responses were received. The response rate was 44% for non-tenured and 43% for tenured faculty. The questionnaire dealt with benefits, policy, and other issues. ECFAS needs to follow up by meeting with faculty to get a deeper understanding of the findings. Across the range of topics, about 22% of respondents described themselves as satisfied, 20% were dissatisfied, 33% were neutral, and 25% had no opinion. Satisfaction was highest for insurance benefits, retirement benefits, partner benefits, and FRAP. Dissatisfaction was most marked on facilities and support, spaces and compensation — and, as specifics within categories, dental insurance and assigning housing.

Satisfaction varied by subgroups in some interesting ways. Untenured faculty are much less satisfied than tenured faculty with mentoring and tenure policies. Among non-tenured faculty, female faculty members are more dissatisfied with tenure promotion policies than males. Humanities and social science faculty are less satisfied than natural science faculty with institutional support for applying for grants, and for gaining access to funding sources. The dissatisfaction level with graduate student spaces was also higher in these two divisions; so too, was dissatisfaction with department mentoring for tenure.

The humanities differ from the social and natural sciences in the following ways: more satisfied with support for attending conferences, less satisfied with office space, less satisfied with tenure policies.

April 28, 2004 – ["GSEU Protests C 250 Talk"](#) – temporarily disrupt Low Library lectures organized by Bob McCaughey, author of [Stand, Columbia](#)

April 30, 2004 – University Senate/LCB presiding

Committee on Academic Freedom deliberations on MEALAC charges

1. No penalty for DeGenova – he speaking at public event/not class
2. No credible evidence of intimidation of students by MEALAC instructors
3. Poor procedures for student reporting of intimidation concerns

Unionization effort by graduate students – LCB: "better off without union"

ROTC proposal from Galanter

May 19, 2004 -- [2004 Commencement Address](#)

FINANCIAL OUTLOOK -- I'm pleased to say that we finish the year in excellent financial shape

CAMPUS EXPANSION -- With the help of many of you and many members of the community, we have embarked on a major initiative to acquire space sufficient to serve the University's academic needs for several generations.

As many of you know, we hope to purchase approximately 18 acres of property in Manhattanville in West Harlem for a new campus that will be fully integrated into the City's urban framework. With our partners, **Renzo Piano Building Workshops** and **Skidmore, Owings & Merrill**, two of the world's foremost architectural firms, the University seeks to transform an oft-overlooked parcel of northern Manhattan—from warehouses and parking lots to retail stores, science labs, studio and performance space, and classrooms. Our design and construction of the proposed facilities, stretching from 125th to 133rd streets, will deliver an estimated \$4 billion of economic stimulus to New York's economy and yield a net increase for the area of 9,000 jobs.

The Sciences -- I have appointed a senior faculty panel to begin planning science expansion and enrichment at Columbia in the years ahead. We must proceed with building a new facility in the Northwest corner of the Morningside campus to house the sciences. And, building on Columbia's long-term leadership in neurology and the neurosciences, we have begun the creation of a Neuroscience Institute whose focus will be on basic neuroscience research and its relationship to clinical investigations of neural diseases.

GLOBALIZATION

With senior faculty members from the Business School and SIPA, we participated in the World Economic Forum in Davos this past January. Our presence was intended to underscore the role Columbia should and will play in addressing the many complex factors that affect global societies.

At the professional schools we have all benefited from the first year of leadership by Nick Lemann, Dean of the Journalism School. I am also pleased that Glenn Hubbard, former head of President Bush's Council of Economic Advisors, is joining us as the new dean of our Business School.

Finally, on a personal note, I would like you all to know that Jean and I moved into Columbia University's presidential residence at 60 Morningside Drive in March of this semester. Before our arrival, Columbia University's Trustees approved the restoration of the 100-year-old landmark. Now that we are in The House and Jean has her studio in West Harlem, we are beginning to feel settled. We are pleased to be on the campus and we look forward to welcoming all of you to our new home over the coming months. Best wishes for a safe and creative summer.

May 19, 2004 -- 2004 Commencement Address

Who is this person called "presbo?"—a name I hear with some frequency as I walk across the campus.

It may be said that we as an institution are always seeking to be nearer to the river, for us the Hudson River. Morningside Heights and Washington Heights border the Hudson, as does Teachers College, and Barnard is even a little closer. Indeed, our current dreams of

Manhattanville in West Harlem may fairly be said to arise out of our desire to be just a little closer to the river. Seth Low in 1901 actually remarked on this institutional instinct. He observed how these graduates were the first to have entered the University after it had moved from its water-less mid-town location to Morningside Heights. He called this the “acropolis of Manhattan Island,” and he further noted how “once more” the University had “a view of the Hudson River, as King’s College commanded it when it was erected in 1756.” It has been the river, he said, that had made New York City, and it is the City that had made Columbia University in the City of New York.

Congratulations to you, Class of 2004, on this 250th anniversary of Columbia University in the City of New York on the banks of the Hudson River.

July 11, 2004 -- National Day of Mourning in Honor of Ronald Reagan

August 2004 -- Columbia College and Fu Foundation School of Engineering and Applied Science Convocation

August 5, 2004 --**Nick Dirks** Appointed Vice President for Arts and Sciences

<http://www.columbia.edu/cu/president/docs/communications/2004-2005/040805-ndirks-announcment.html>

September 8, 2004 -- Welcome for the 2004-2005 Academic Year

This year we must continue our intense focus on solving Columbia’s space constraints. Augmenting the financial resources of Columbia is, of course, also a very high priority. This year we will continue our focus on developing science at the University.

One of the most important issues for the University is how our research, teaching, and public service should be affected by the changes occurring in the broader world, and particularly the changes commonly referred to as globalization.

I would also like to note several major appointments I announced over the summer: Nicholas Dirks, as our new Vice President for Arts and Sciences; **Mark Wigley**, Dean of the Graduate School of Architecture, Planning and Preservation; **David Schizer**, Dean of the Law School; and, Albert G. Horvath, as our new Executive Vice President for Finance. Dianne Murphy will join us as the new Athletic Director in November.

September 10, 2004 – “Spring’s Protests Prompt New Office”

Office of Multicultural Affairs

September 15, 2004 – “Expansion Continues, Minus Key Players”

departure of Emily Lloyd in summer – VP for gov’t and community affairs

September 20, 2004 – “Forum Will Bring World Leaders to Columbia”

2nd WForum – Mozambique/Liberia/Bolivia/Poland

September 24, 2004 – “Bollinger to Miss First Senate Meeting”

chairing World Forum – only 3rd miss since 9/2002

September 24, 2004 – University Senate/LCB absent – presiding at World Leaders Conference

October 4, 2004 – ["Battle Over Eminent Domain... Community Outcry"](#)

ACLU Norman Siegel representing a resisting property owner

October 5, 2004 --Congratulations to Nobel Prize Winners

Richard Axel and Linda B. Buck – brain processing smells

October 21, 2004 -- Participation in Upcoming Election

October 22, 2004 – ["Congress Passes Bill in Support of ROTC"](#)

Solomon Amendment to assure recruiting on campus

Bollinger letter to law school in 2002

October 22, 2004 -- University Policy on Academic Integrity and Freedom of Expression

Columbia is fully committed to upholding academic integrity and freedom of expression. This means both that the University will not penalize faculty for statements made in public debate and that we are committed to a strong principle of academic freedom in teaching and research.

At the same time, we believe that the principle of academic freedom is not unlimited. It does not, for example, extend to protecting behavior in the classroom that threatens or intimidates students for expressing their viewpoints or that uses the classroom as a means of political indoctrination.

October 23, 2004 – University Senate/LCB presiding

Review of academic freedom recent actions--public speech OK; student intimidation not

October 27, 2004 – ["Film Accuses MEALAC Professors of Anti-Semitism"](#)

David Project vs. Joseph Massad

October 27, 2004 -- The following statement was issued by President Lee C. Bollinger after viewing “Columbia Unbecoming,” a film produced by the David Project.

“The student accounts in the David Project film “Columbia Unbecoming” are troubling and we take them very seriously. Columbia University does not condone the intimidation of students or discrimination of any kind.

October 28, 2004 – ["University to Investigate Claims of Bias"](#)

The David Project

Brinkley to chair investigation

November 4 – “MEALAC Movie premiers for 400”

October 28, 2004 – A&S Faculty meeting

LCB/Walter Frisch chr of ECFAS

New VPA&S – Nick Dirks

1996-2003 – AS Faculty grew by 8.8%

LCB on Mville – “negotiating exactly what we will do for the community”

LCB: “A&S as being at the core of the University. The capital campaign will reflect that ... We want to continue the illustrious history of science here at Columbia”

LCB: “we will not take into account in university business statements that faculty make in public debate” -- contrary to the urgings of some alums/trustees

Lots on freedom of speech

November 9, 2004 – [“New Athletics Director Dianne Murphy”](#) John Reeves retired

November 11, 2004 – University Senate/LCB presiding

Extended discussion of academic freedom/freedom of speech

December 8, 2004 -- Convening of Ad Hoc Faculty Committee on Academic Freedom

“Academic freedom is at the center of University life. It makes what we do possible and gives what we do meaning. A spirit of free and open inquiry, born of an impulse to know and understand and uninhibited by prejudice and fear of the unknown, is the hallmark of great universities and a direct cause of their success over the centuries. The broad allowance for imaginative freedom is most certainly the source of almost all scholarly creativity and contribution.”

The ad hoc committee is composed of the following members: Lisa Anderson, Dean of the School of International and Public Affairs; Farah Jasmine Griffin, Professor of English and Comparative Literature; Jean Howard, William E. Ransford Professor of English and Vice Provost for Diversity Initiatives; Ira Katznelson, Ruggles Professor of Political Science and History; and Mark Mazower, Professr of History.

Floyd Abrams, William J. Brennan Visiting Professor at the School of Journalism , will serve as an advisor to the committee. Floyd is a highly accomplished First Amendment scholar and lawyer and has spent his professional career writing and working on many of the most important First Amendment issues of our times.

Brinkley Report – December 6, 2004

December 8, 2004 – [“Students Speak Up to Defend MEALAC”](#)

December 9, 2004 – [“Committee Members of MEALAC Investigation”](#)

Floyd Abrams/Lisa Anderson/Nicholas Dirks

December 17, 2004—University Senate/LCB presiding

Admission to Columbia School discussion

December 22, 2004 -- In Recognition and Appreciation of University Gifts and Support

2005

January 5, 2005 -- Statement on the Indian Ocean Tsunami

January 19, 2005 – [“World’s Universities Meet at Columbia”](#)

40 leaders Kofi Annan – migration

January 21, 2005 – [State Cuts in TAP](#)

½ grant; ½ loan --? Max of \$5000

January 24, 2005 -- Welcome and Highlights for the Semester

As many of you have undoubtedly read in general news publications, the University is in the midst of a controversy regarding academic freedom in relation to the teaching and discussion of the Arab-Israeli conflict.

Last week, Columbia hosted the presidents of more than 40 leading universities in the United States and around the world, who, together with United Nations Secretary General Kofi Annan and other U.N. members, met to explore critical concerns related to global migration and academic freedom.

Thanks and congratulations go to Roger Lehecka (CC'67) on his retirement from Columbia after more than 30 years of service.

January 24, 2005 – [“15% of CCs with Pell Grant”](#)

\$400 to \$4500

January 27, 2005 – [“MEALAC Investigation Draws Fire”](#)

members seen as pro-Palestine

January 28, 2005 – University Senate/LCB presiding

Northwest Corner building underway

Applegate discussing ROTC

LCB: CU not directly challenging Solomon Amendment

Grievance procedures university-wide or school-specific?

January 31, 2005 – “Solomon Amendment Ruled Unconstitutional” by Appeals Court

CU already allowing recruitment on campus

February 3, 2005 – University creates Presidential Diversity Initiatives Committee

Jean Howard, chair

February 8, 2005 – Alan Derschowitz Speaks on MEALAC

February 10, 2005 – TAP \$\$ restored ☐Pataki

February 16, 2005 – [“Battle to Bring ROTC to Campus Continues”](#)

Senate town meeting – Sean Wilkes/James Applegate

February 16, 2005 – A&S Faculty meeting

Bollinger/Frisch

Pinkham – On GSAS enhancement 1997 ☐ all PhDs funded

has cost \$30 million since 1996-97 to 2001-02 – 5 paid years plus TF stipends for 3 more
 Why so expensive? Time to degree still 8 years -- \$110,000 - \$120,000 per year – Foner
 dissent

Columbia Unbecoming discussed – charge that CU anti-Semitic and that pro-Israeli views disallowed

LCB: “No university with greater potential than Columbia” but most departments $\frac{1}{4}$ to 1/3 too small

February 18, 2005 – “ROTC Debate – Ghosts of ‘68”

Lewis Cole anti-ROTC statement

February 24, 2005 – “Brinkley Addresses Academic Freedom – MEALAC”

February 25, 2005 – University Senate/LCB presiding

LCB notes NYC blocking Khalidi talk in its educational program

Applegate on ROTC

More discussion on student grievance avenues

February 26, 2005 – “U. Senate Meets, Responds to MEALAC Debate”

Rashid Khalidi dropped from NYC School group at urging of NY Sun

Bollinger objected

March 9, 2005 -- Mid-Semester Report on University Developments

In closing, I would like to say just a few more words about the controversy surrounding certain aspects of the teaching and study of the modern Middle East at Columbia. This has been a subject of great interest on and off the campus, and I have tried on numerous occasions to speak to the issues raised, including last night with students at Common Meal, a forum developed by Chaplain Jewelnel Davis. It is my deep belief that when, as now, passions run high on a matter dividing the world and, in turn, the University, it is especially important that we chart a course that hews to our basic principles and not allow ourselves to be swayed by other forces. To that end I believe we must commit ourselves to living by three basic values. We must protect the University as a community of scholars free to explore ideas, challenge orthodoxies, and discuss controversial issues. We must adhere to the standard of academic inquiry that respects and acknowledges the full and rich complexity of our subjects.

March 23, 2005 – Ex-Provost Cole In Defense of Diversity

critical of David Project

March 23, 2005, -- President Lee C. Bollinger gave the annual Benjamin N. Cardozo Lecture before the Association of the Bar of the City of New York. Below is the text of his speech on academic freedom. <https://president.columbia.edu/content/cardozo-lecture-academic-freedom>

One notable manifestation of these attacks is a national group called Students for Academic Freedom (SAF), founded in 2003, by the conservative activist David Horowitz, with members on about 150 campuses. At the core of SAF's campaign is a so-called "academic bill of rights," written by Horowitz and peddled to legislators across the country. Among other things, the bill calls for "fostering a plurality of methodologies and perspectives" in the hiring process; creating "curricula and reading lists in the humanities and social sciences [that] reflect the uncertainty and unsettled character of all human

knowledge in these areas by providing students with dissenting sources and viewpoints where appropriate"; and inviting speakers with different points of view to campus. Horowitz's agenda has gained traction in statehouses across the country: legislation enacting variations of the academic bill of rights is moving ahead in 19 states. A Republican congressman from Georgia introduced Horowitz's bill as a nonbinding resolution in the U.S. House of Representatives in 2003.

We experienced a version of this at Columbia in 2003, just as the United States was undertaking the invasion of Iraq. An assistant professor speaking at a public forum, called to protest the war, expressed the wish for "a million Mogadishus" in order to stop what he saw as America's colonializing hubris. This statement was seized by local and then national media, including the commentator Bill O'Reilly. In the week after the protest, I received more than 20,000 emails, and the phone lines in my office became inoperable. Nearly 140 lawmakers from the U.S. House of Representatives and from state legislatures wrote to me demanding that the faculty member be discharged. The professor had to be moved to an undisclosed new apartment because of threats. I and others expressed vehement objection with the professor's statements. But its rapid transformation into a national scandal is, I think, symptomatic of a kind of persecution that arises during wartime.

As I indicated at the outset, universities do not penalize faculty or students for comments they make as citizens in public debate. A corollary is that, while faculty and students are free to take whatever positions they wish on public matters, universities are not. We do not, as institutions, generally speaking, take positions on public issues.

March 24, 2005 – ["Bollinger Traces Past, Present for Academic Freedom"](#)
before the NY Bar Association

March 28, 2005 – ["Professors Contest Charges of Anti-Semitism"](#)
Some call Bollinger's response inadequate ☐ Dabashi/Massad

March 31, 2005 – [\[MEALAC\] Ad Hoc Report Released](#)
No pattern of classroom intimidation
procedures for reporting such needed improvements

March 31, 2005 -- Response to the Faculty Ad Hoc Committee Report on Academic Freedom

"We are developing new grievance procedures for students and faculty to help ensure that concerns are addressed in a clear, fair, and expeditious manner. We will also devise means to facilitate community-wide discussions of difficult and controversial issues of the day -- the kinds of problems universities are meant to explore. Other plans will be laid out in time."

April 1, 2005—University Senate/LCB presiding
MEALAC Investigating Committee Report issued

April 1, 2005- ["Massad Blasts Committee's Conclusions"](#) ☐ "inaccurate and unfair"
George Salibi OK with Report

April 2, 2005 – A&S Faculty Meeting
LCB 10-year vision

MVille – ULURP process for 18 acres

CU to have 55%

NYC 20%

\$12 million from Gerry Lenfest for A&S faculty awards; another \$14 million for faculty development

LCB on “the centrality of A&S in the University’s enterprise

M/Side to CC/GS/GSAS/SEAS

MVille to arts/business/brain studies

CU purchase of UTS Knox building for A&S

April 5, 2005 – [“ROTC Debate Advances Toward Senate Decision”](#)

Committee 5/5 split – critics cite “Don’t Ask, Don’t Tell” as against
University non-discrimination policy

Faculty Teach-In on Academic Freedom/MEALAC ☐ Khalidi lead speaker

April 6, 2005 – [“Panel Examines ROTC Conflict”](#)

April 11, 2005 -- Strengthened Grievance Procedures and Other Actions

After considerable discussion with students and others, I have decided to form a President’s Council on Student Affairs. This body will help ensure that students from across the University, as well as the administrators responsible for addressing the quality of student life, have a forum for bringing important matters directly to my attention.

April 15, 2005 – [“CU Paving Way for Eminent Domain Use”](#)

April 15, 2005 – University Senate/LCB presiding

Committee split 5/5 on ROTC if “Don’t Ask, Don’t Tell” in effect
Committee support if DADT removed as policy

April 18, 2005 -- [“Senate hears ROTC Findings” from Task Force](#)

April 19, 2005 – [“GSEU Strike Begins with Walkout”](#)

NLRB ruling against graduate students as employees

April 21, 2005 -- Announcing the Kraft Family Fund for Interfaith and Intercultural Awareness

April 26, 2005 – [54 Profs Sign Anti-Expansion Letter](#)

May 6, 2005 – University Senate/LCB presiding

LCB: Not of the view that ROTC for community to decide

Brinkley – Opposed because of DADT

Resolution to restore ROTC failed 10/53/5

May 12, 2005 – Year in Review

Moving to Manhattanville

“Bollinger Makes Columbia His Own”

“CU, Bollinger, Go Global”

“It’s Official, CU is Bollinger’s Institution” – a very public face for C’s successes

May 17, 2005 -- Letter from President Lee C. Bollinger to the Editor of The Wall Street Journal

“Columbia, ROTC, and Sexual Orientation”

I am sure that, in time, the same sensibility that led us to end racial segregation of the military will eliminate discrimination based on sexual orientation, too. When that happens, I believe the tensions between our universities and our military will largely disappear.

May 18, 2005 -- 2005 Commencement Address

September 6, 2005 – Welcome for the academic year

Here I would like to concentrate primarily on just one area of great concern and importance to the University – namely, **the issue of space**..... But, as nearly everyone at Columbia understands intimately, in so many ways space is the critical determinant in our capacity over time to live up to our purposes and aspirations. Space translates into classrooms, faculty and departmental offices, laboratories and research facilities, and student and faculty housing.

Finally, the University's proposal to develop a Manhattanville campus over the next three decades forms the heart of our long-term development goals. I am confident that our planning process is proceeding thoughtfully and carefully, and like any project of this magnitude, it will continue to evolve. I will report on this periodically throughout the year.

In June, **Gerry Fischbach** announced his decision to step down as the Dean of the Faculties of Health Sciences and Medicine and as Executive Vice President for Health & Biomedical Sciences in order to return to his work in neuroscience.

September 12, 2005 “Economics Adds Profs to Boost Prestige”

Michael Woodford, Princeton ☐ a Bollinger priority

September 16, 2005 – University Senate/LCB absent

Patricia Grieve on sexual assault procedures

September 21, 2005 -- World Forum featuring Mozambique and Liberia

September 29, 2005 – “CU Ranks Eighth on College Minority List”

Top Ivy as per Black Enterprise

September 30, 2005 – Arthur Levine to retire as TC president (1994-2006)

October 4, 2005 – “CU Political Science Dep’t #1” LSE study

October 5, 2005 – Richard Axel CC’67 to get Nobel Prize

5th since 2000—72nd with CU ties

October 12, 2005 – [“CU Stirs M’ville Dialogue”](#)—Robert Kasdin and Joe Ienuso
Community Board 9

Expansion into M’ville First Floated During ‘60s □ Piers Project/BS Dean Courtney Brown

October 14, 2005 – [“CU Relations with CB9 Better Than Past”](#)
Rupp/Emily Lloyd helped

October 14, 2006 -- **William Campbell** (CC ’52) new trustee chair; football coach 1974-79

October 21, 2005 – University Senate/LCB presiding

October 21, 2005 -- Columbia and New York City to Collaborate on New Public Secondary School in Manhattanville in West Harlem where Columbia has proposed building a new campus. Mayor Michael Bloomberg addressed the project today in a speech he delivered at Columbia.

I believe we will be extremely proud of this collaboration with the City and with our community. Thanks to the shared vision and commitment of Mayor Michael Bloomberg and New York City schools Chancellor Joel Klein, this partnership is both possible and extremely promising. I look forward to providing you with more information as the plans for the school unfold.

October 27, 2005 – A&S Faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Bollinger on rebuilding PS/Economics/French departments
FY 05 budget closed near target, with significant help from central administration

President Bollinger then took the floor. He began his presentation by emphasizing the centrality of Arts & Sciences in the University’s enterprise. The general goal is to strengthen Columbia’s stature as one of the world’s great universities. How to structure things to accomplish this? Scale is one key component; in almost every dimension, Columbia could improve significantly by expansion in students and faculty. Space and money are the only things that constrain us. The near-term initiatives (for the coming two years) include renovations and the move to use Knox. On the medium term, the new science building will be completed in four or five years.

October 27, 2005 – [“Bollinger Opens Up at Fireside Chat”](#)
50 students at President’s House

October 31, 2005 – [“CB9 Plan Clears first Hurdle”](#)

November 16, 2005 – [“Fears of Eminent Domain/Displacement”](#)
Harlem Tenants Council leader Nellie Bailey

November 17, 2005 – University Senate/LCB presiding
 LCB presents CU Development Plan
 Public scoping mtg 11/15 ~~to~~CU's Environmental Impact Statement (EIS)

November 21, 2005 – "Shoop fired as Head Coach" -- 4 years – 7/23 4/17

December 6, 2005 – "Bollinger Briefs CCSC, ESC on Manhattanville"

December 6, 2005 -- Fall Report on Campus Dialogue and Community Activities

December 9, 2005 – University Senate/LCB presiding
 Anti-Semitic graffiti in Ruggles Hall
 LCB against Solomon Amendment on military recruiting on campus

December , 2005 --In 3rd Year, Bollinger Hears Student Issues"

December 12, 2005 – Norries Wilson new football coach

December 14, 2005 -- Announcing the Columbia Committee on Global Thought
 The Committee is, therefore, meant to provide an institutional vehicle for rethinking the ways in which the University confronts challenges stemming from globalization.

2006

January 17, 2006 – "Bollinger Forms Committee on Global Thought"
 Stiglitz as chair—call upon CU to be “a global university”

January 20, 2006 – "Big Bucks for Pres. Bollinger"
 LCB at \$638,250 -- Rodin at Penn -- \$986,915

January 26, 2006 – New York City and the Columbia Experience

The City of New York, in short, adds immeasurably to the Columbia experience, and we hope we add significantly to the City in return. When we celebrate Columbia, we celebrate the City, and vice-versa.

February 3, 2006 – University Senate/LCB presiding
 Manhattanville process discussed:
 Scoping process and EIS
 Then, Uniform Land Use Procedure negotiation with CB 9

February 22, 2006 – Larry Summers resigns Harvard presidency – 5 years in job

February 24, 2006 – University Senate/LCB presiding
 Sexual Misconduct Policy/Patricia Grieve
 LCB again under consideration for Harvard job?
 LCB: “Loves being at Columbia” [applause]

March 1, 2006 – [Bollinger more effective with faculty than Summers](#)

Brinkley on LJB: “I don’t think anyone at Columbia would argue that he [Bollinger] is anything but kind and civil and tolerant when he deals with his colleagues at the University.”

March 3, 2006 – David Horowitz on [101 Most Dangerous Professors](#)

May 8, 2006 A & S Faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

LCB: The A&S budget is a continuous challenge. Vice President Dirks has headed a major effort to gain control over the budget process and begin to achieve a steadily balanced budget. This year’s deficits will be met by added funds rather than by outright cuts.

Scott Norum; Our FY07 budget relies on a significant contribution from Central Administration, which has historically provided special support to A&S to close deficits (e.g., \$10 million for PhD programs, \$37 million to replace government funding for PhD fellowships, \$4 million for college financial aid, \$3 million for the economics initiative, \$6 million for general operating expenses). The first pass at the FY07 budget showed a deficit of \$27 million.

LCB: “Universities live on dreams. Find the dreams first and resources then come.”

March 20, 2006 -- Announcing the Jerome L. Greene Science Center and the Mind, Brain, and Behavior Initiative

I am writing to inform you of a transformative development for the sciences – indeed, for all areas of learning – at Columbia. This morning, I announced plans to establish The Jerome L. Greene Science Center at a special event attended by Dawn M. Greene, Columbia President Emeritus Michael Sovern, Congressman Charles B. Rangel, Mayor Michael R. Bloomberg, and members of the Columbia community. Building on the University’s existing strengths in the neurosciences, the Center will be among the world’s most advanced facilities specializing in the study of the brain and will house the new Columbia Mind, Brain, and Behavior Initiative. The creation of the Center is made possible by a donation of more than **\$200 million** from Dawn M. Greene and the Jerome L. Greene Foundation in honor of her late husband Jerry Greene (CC ’26, Law ’28).

The largest gift ever received by Columbia and, indeed, the largest ever received by any U.S. university for the development of a single facility.

Columbia scientists and researchers, most notably renowned neurobiologist Dr. Thomas Jessell, Nobel laureates Dr. Richard Axel and Dr. Eric Kandel, and distinguished neuroscientist and executive vice president for Health and Biomedical Sciences and dean of the Faculty of Medicine Dr. Gerald Fischbach, have made seminal contributions to the neurosciences and continue to be at the forefront of discovery. Under the leadership of Drs. Jessell, Axel, and Kandel, The Jerome L. Greene Science Center and the Mind, Brain, and Behavior Initiative will reinforce and expand Columbia’s role as an international leader in neuroscience education and research, bringing together the greatest minds and using the latest technology and scientific methods.

March 31, 2006 – University Senate/LCB presiding
 Sexual misconduct vote approving policy
 Discussion of Manhattanville

April 10, 2006 -- **Dr. Lee Goldman** to Lead the Columbia University Medical Center; succeeds
 Gerald Fishbach
<http://www.columbia.edu/cu/president/docs/communications/2005-2006/060410-goldman-announcement.html>

April 13, 2006 -- Statement on the Proposed Designated Suppliers Program

Columbia was invited to participate in the Working Group due to its expressed support of the general goals and principles sponsored by the Columbia chapter of the United Students Against Sweatshops

May 1, 2006 – September 12, 2002 – “CU Slips to 10th in US News Polling”

“Bollinger Stays Popular Even in Hard Times; Critics Say He still Isn’t Fully Receptive to Students’ Concerns”

May 5, 2006 – University Senate/LCB presiding

LCB: “A very good year...happy staff, happy alumni, and having lots of money.... All but the last”
 \$4 billion capital campaign in quiet phase
 Trustee chairman Bill Campbell as guest ☐aggressive endowment management; big on
 Manhattanville

May 8, 2006 – A&S Faculty meeting

LCB on A&S budget –“a continuous challenge” – this year’s budget will be met by added funds rather than by outright cuts.”
 Search for new dean of School of the Arts
 First joint meeting of CC and A&S faculties
 CC – 80% of class in senior gift

May 17, 2006 -- 2006 Commencement Address

Long before anyone had heard the term “globalization”—and long before this city was at the center of it—Montaigne wrote about the importance of such an education. He was skeptical that books alone could provide sufficient training for a life in this world. People who stuck to the printed word, he observed, developed an “uncontrolled avidity for learning”—so much so that it “brutalized” them and stimulated a “brooding disposition.” ...apparently he spent some time at the Hungarian Pastry Shop.

May 21, 2006 – NY Times publishes an article on Columbia Manhattanville efforts that is somewhat critical of the undertaking. <https://www.nytimes.com/2006/05/21/magazine/21wwln.essay.html>

June 12, 2006 -- End of Year Update

MANHATTANVILLE UPDATE

If you've been reading *The New York Times Magazine*, *New York Magazine* or *The Village Voice* lately, you know that our effort to weave the University's long-term future in the fabric of Upper Manhattan is moving into high gear in the months ahead. The Department of City Planning is currently reviewing draft chapters of the plan's Environmental Impact Statement to ensure it provides all the necessary data. We hope to enter into New York City's Uniform Land Use Review Procedure (appealingly known as "ULURP") this autumn on our proposed academic development of the blocks between 125 and 133 streets west of Broadway and east of 12 Avenue.

David Hirsh, executive vice president for research, and Ann McDermott, professor of chemistry, are overseeing the academic planning. Architect José Rafael Moneo has designed the new building to sit on top of Dodge Fitness Center. When completed, it will be connected to Chandler, which currently houses the Department of Chemistry, and Pupin, home to the Departments of Physics and Astronomy. We expect construction to begin by the summer of 2007 and the building to be ready in 2010.

August 28, 2006 -- 2006 Columbia College and SEAS Convocation Address

The world is embarked on a historically unprecedented transformation, one we somewhat glibly describe as "globalization." <https://president.columbia.edu/content/2006-columbia-college-and-seas-convocation-address>

Take to heart the complex advice of Virginia Woolf to young women: "By hook or by crook, I hope that you will possess yourselves of the money enough to travel and to idle, to contemplate the future or the past of the world, to dream over books and loiter at street corners and let the line of thought dip deep into the stream."

September 6, 2006– Vaclav Havel Joins CU Faculty

September 14, 2006 -- Welcome for the 2006-2007 Academic Year

FACULTY DIVERSITY

GLOBALIZATION AND ITS IMPLICATIONS

Globalization is a theme I come back to often because it points to an emerging era of dynamic and profound shifts in our world, including our thinking about that world. Columbia is ideally suited to reflect on and respond to this new reality, and there are many ways we are trying to think through globalization's impact and opportunities.

ENVIRONMENTAL STEWARDSHIP

Columbia will be able to expand and accelerate these initiatives with the hiring of Nilda Mesa, whom Senior Executive Vice President Robert Kasdin recently appointed to the newly created position of environmental stewardship director

MANHATTANVILLE PUBLIC REVIEW PROCESS

As the fall begins, we are nearing the completion of a draft Environmental Impact Statement, a document that is an essential part of the official process for reviewing major new developments and providing for extensive citizen comment.

September 18 , 2006– World Forum

Joseph Stiglitz and George Soros

September 19 , 2006–[Columbia Trades Loans for Grants](#)

for <\$50,000 families, no loan in package – follow Penn/Harvard/Stanford

September 19, 2006 -- Gift for Endowed Chairs and Funding for CC and SEAS Financial Aid

I am very pleased to announce two important developments at Columbia. One is an extraordinary gift from University Trustee Gerry Lenfest (LAW '58) that will endow faculty chairs in the Arts and Sciences and the Law School. The other is the elimination of loans, beginning in the 2007-08 academic year, for undergraduates from families earning less than \$50,000 a year, in Columbia College and the Fu Foundation School of Engineering and Applied Science.

September 21, 2006 -- President's Statement on SIPA's Invitation to President of Iran and Decision Not to Schedule Event

On Thursday, September 21 at 3:00 p.m., Columbia University President Lee C. Bollinger released this revised and updated statement in light of Dean Lisa Anderson's decision that day not to go forward trying to schedule an event at the School of International and Public Affairs with the President of Iran.

Yesterday Dean Lisa Anderson told me she had invited the President of Iran to speak at the University tomorrow, Friday.

As of this morning, we were not able to ever establish a conversation with the Iranian Embassy that would ensure to my satisfaction that the specific arrangements of any such program would reflect the academic values that are the hallmark of a University event such as our World Leaders Forum.

We are not afraid of words from the likes of President Ahmadinejad. We are in the business of finding facts and exposing darkness to light. And I do not believe President Ahmadinejad's patently false claims about history, about the undeniable fact and horror of the Holocaust in the murder of innocent millions, and his own government's policies in the world, will be seen as anything but absurd.

September 22, 2006 – [Ahmadinejad visit off](#) [security problems](#)

September 22, 2006 – University Senate/LCB presiding – Campaign for Columbia

Launch of Capital Campaign 9/29 [“a great time for Columbia”](#)

Dawn Greene - \$200 million; Jerry Lenfest - \$100 million

Manhattanville Environmental Impact Statement (>1000 pages)
 CB9 and Local Development Corporation
 CU to abandon early decision? ? Would increase diversity
 CU Pells – 14%; Harvard Pells – 8%

September 29, 2006 – [“Columbia Launches Record \\$4 billion Capital Campaign”](#)

Target of \$4 billion
 \$1.6 billion for endowment
 \$1 billion for buildings
 \$1.4 billion for program support

October 2006 – Minuteman leader Jim Gilchrist on campus

October 6, 2006 -- President Bollinger's Statement on Freedom of Speech

This is not complicated: Students and faculty have rights to invite speakers to the campus. Others have rights to hear them. Those who wish to protest have rights to do so. No one, however, shall have the right or the power to use the cover of protest to silence speakers. This is a sacrosanct and inviolable principle.

Let me reaffirm: In a society committed to free speech, there will inevitably be times when speakers use words that anger, provoke, and even cause pain. Then, more than ever, we are called on to maintain our courage to confront bad words with better words. That is the hallmark of a university and of our democratic society. It is also one of our central safeguards against the impulses of intolerance that always threaten to engulf our commitment to proper respect for every person.

October 9, 2006 -- Professor Edmund Phelps Awarded Nobel Prize in Economics

Professor Phelps' scholarship, which has shaped the education of Columbia students for thirty-five years, illustrates the extraordinary breadth and depth of excellence in economics at Columbia. He stands in a long line of Columbians who have earned the Nobel prize by advancing the study of economics, including Simon Kuznets, Milton Friedman, George Stigler, Gary Becker, Robert Merton, and Joseph Stiglitz.

October 12, 2006 -- Orhan Pamuk Awarded Nobel Prize in Literature

On behalf of the Columbia family, I wish to congratulate our friend and colleague Orhan Pamuk on being awarded the 2006 Nobel Prize in Literature this morning.

A Fellow with the University's Committee on Global Thought, Mr. Pamuk will also hold an appointment in Middle Eastern and Asian Languages and Cultures and the School of the Arts.

Mr. Pamuk has spent his life tracing the footprints of time in his native Turkey . We feel honored that when he has needed space for reflection, he has chosen Columbia as his "home away from home." For three years in the mid-1980s, he sojourned here as a visiting research scholar, and we are fortunate to have him back as a member of our newly formed Committee on Global Thought. We are delighted by this recognition of his personal achievements. We are also proud that Columbia is now home to two new Nobel laureates in a single week.

October 13, 2006 -- CU-Professor-elect Orhan Pamuk wins Nobel Prize in Literature

October 16, 2006 – A&S Faculty meeting

David Stone appointed VP Communications

LCB: "Universities live on dreams. First the dreams and then resources come."

Manhattanville – Environmental Impact Statement underway – 1500 pages

Campaign amount for A&S -- \$1 billion (Rupp 12-year campaign -- \$577 million)

¶ "twice the amount in half the time"

Dirks – "AS on new level of financial stability rather than just lurching from year to year"

Central administration to A&S -- \$60 million -- \$27 million deficit – Helfand objected to characterization

LCB: "Not in crisis – Things going exceedingly well, both across the University and within A&S"

Non CCer Lenfest gifts - \$37.5 million

Non CCer Tam -- \$17 million – has directed resources to A & S that might have gone elsewhere

LCB: Possibility of Uris for A&S

October 18, 2006 -- President's Task Force on Undergraduate Education

The task force will review a number of broad aspects of our undergraduate education, including how well our curriculum serves the rapidly changing needs of an increasingly globalized world -- a world that will require precisely the combination of highly specialized knowledge and broad general learning to which Columbia has long been committed.

October 27, 2006 – University Senate /LCB presiding

Open session on Manhattanville ¶ 4.7 million sq/ft above ground

LCB: "The most important thing that Columbia can do for the long-term future of the institution"

October 19, 2006 – Austin Quigley, #14 dean, now 10 years as dean of CC

October 30, 2006 – [Tel Aviv University eyes Dean Galil](#) (Nov. 9 – ZG accepts)

November 2, 2006 – [Bollinger Hosts Open Discussion](#) in Fireside Chat

November 3, 2006 – CU endowment approaches \$6 billion

November 16, 2006 – World Forum – Havel and Clinton

November 16, 2006 – University Senate/LCB presiding

LCB: “I think we’ve made a lot of progress on a number of fronts”

The prospect of lots of space

Nobel Prize winners

The Havel visit

Student report skeptical of Manhattanville ☐ distrustful of motives

BC senator Morman – “The sunniness of the Manhattanville presentation”

LCB: No ban on inviting controversial speakers/assured by 1st Amendment

Ahmadinejad situation: Only 40 hours notice of invite; no assurance on introduction; security concerns;☐ postpone event

November 21, 2006 – [“Bollinger appointed to NY Fed Board”](#)

December 7, 2006 – [Bollinger will stay at CU – No interest in Harvard opening](#)

December 8, 2006 – “Bollinger’s Balancing Act: President Approaches Public Criticism as a Scholar and Executive”

Bill O’Reilly as per MEALAC/Minuteman and Ahmadenjehad – LJB “hiding under his desk”

December 8, 2006 – University Senate/LCB presiding

Socially Responsible Investment Committee Report

December 22, 2006 -- Update on Campus Speech Issues

October 4 student event featuring speakers from the Minuteman Project. At the time, I said that the disruption of that event constituted a serious breach of faith against an academic community built on the freedom to think, speak, debate, and disagree.

As a result of that investigation, the University has notified a number of Columbia students that they will be subject to discipline for having violated the Rules of University Conduct. The Federal Family Educational Rights and Privacy Act (FERPA), however, strictly prohibits the University from divulging details of disciplinary proceedings, including the identities of participants. That may feel unsatisfactory to some who would like to see a public announcement of specific punishments, but we must adhere to federal law in these matters of student privacy.

I must also report that several people unaffiliated with Columbia who were found to have jumped on the stage and actively engaged in the physical altercation have been informed that they are no longer permitted on the Columbia campus.

2007

January 7, 2007 – “Universities Power City’s Economy”

Originally published in [New York Daily News](#) on January 7, 2007

<https://president.columbia.edu/news/universities-power-citys-economy>

One local economic sector continues to create a range of such jobs: higher education. The city has some 116 degree granting colleges and universities, including a resurgent CUNY system and two of the most respected research universities in the world, NYU and Columbia . Collectively our local independent colleges and universities generate some \$9.1 billion in direct spending and \$21.2 billion in economic activity. As a result, our colleges and universities are critical not just to the city's intellectual life, but to its long-term economic vitality.

At Columbia , more than two-thirds of our employees live in New York City . And nearly a third of our staff, not including faculty, live in Harlem , Washington Heights and other upper Manhattan neighborhoods. Minority-, women- and locally owned businesses earn more than a third of our major construction contracts.

January 12, 2007 -- Statement on Upcoming Martin Luther King, Jr. Holiday

New York, Jan. 12, 2007—Columbia University President Lee C. Bollinger—a former dean of the law school and president of the University of Michigan who was named defendant in the cases of Gratz v. Bollinger and Grutter v. Bollinger that upheld the University's affirmative action programs – today issued the following statement in advance of the national holiday observing the life and legacy of Dr. Martin Luther King Jr. Last week, the University of Michigan was forced to comply with curbs on affirmative action as a result of last November's Michigan Proposition 2 referendum.

I hope that, not just on this day of the year but every day, we will honor Dr. King by joining in that continuous struggle to ensure that our country lives up to its highest ideals.

January 19, 2007 –Bloomberg headlines conference

January 23, 2007 – [Bollinger Compensation Totals \\$685,930](#)

5 others at > \$1 million; 4th highest in Ivies

January 26 , 2007– University Senate/LCB absent

VP Robert Kasdin to meet with student skeptics of Manhattanville project

January 31, 2007 – ["Craft Plan Provides for Eminent Domain"](#) –sent to Empire State Development Corp encompasses 15% of CU's designated 17 acres as "blighted"

February 2, 2007 – ["President Calls Ruling Out Eminent Domain 'Irresponsible.'](#)
cites \$200 million gift from Dawn Greene for Mind, Brain and Behavior Center

February 2, 2007 A & S Faculty Meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZlKYDBtWpLH2G0_fnrNp8

LCB: President Bollinger – “When I began 5 yrs ago, while we were among top universities (10), in many ways we were the least well situated. The financial strains initiated in the 70s are tremendous. The A&S and med school are severe in this regard. There are many things regarding university deficits that had a

profound impact on our ability to achieve our aspirations. We want to secure our position as one of the best, but our deficits stand in our way. Our relation with alumnae also stands in our way. Other practices that evolved over time have made the institution less efficient, less able to function in ways that one would want. Explanations lie in the 1970's.

LCB: Second thing: hard to answer without data in front of me. Anyone who looks at what has happened over last 5 years notes that the A&S has been one of the top 2 beneficiaries of institution. We have put 100 of millions of dollars in to it. We feel it intensely every year. A&S has been at the top re. money. It is clear that there are lots of ways in which A&S does not have all that we need in order to achieve what we want academically, relative to our peers. In trying to sustain this effort to build A&S and make it the heart of the university, each year A&S has been at the top in terms of beneficiaries, even in sets of fundraising issues.

David Helfand (Astro): Would like to follow up on Janet's point. I do not agree that it has not caused damage today – in budget. My departmental operating budget has dropped 39% over time I have been chairman. Taxes have gone up 8.9% a year. Only 1/4 of budget problem will be addressed. A&S cannot plan or innovate, administrators are left to do things, vendors refuse to fill orders. Situation is dire. Leadership is needed to fix structural deficit in order to address problem. A&S is a servile client state indentured to the structural budget deficit crafted by the central administration.

Lee Bollinger: It is clear that there are hard choices that have to be made when you have scarce resources. Our deficit is not a deliberate choice to not support A&S. It is an inherited problem, with limited endowment and resources. Using available resources and getting new resources is what we are trying to do. Re. numbers, I leave it to Nick and Alan. If you look at the numbers, AS has been critical beneficiary over the last years, and there is a rationale: it is important for the institution as a whole. Disagrees with the 'servile' characterization (with a smile).

Pinkham: I'll turn to humanities and social sciences first, but re. MAO program. I've heard there was a lot of concern raised at the forum. But 15 million is coming in from the MAO program, which balances almost all the money that pays PhD stipends. From financial point of view, they are extraordinarily successful and we are also dependent upon them. Would like to make a task force to evaluate the MAO, but right now we cannot turn it down as an option.

February 13, 2007 – Scott Stringer, Manhattan Borough President, "Advocates Responsible Expansion"

February 20, 2007 – ["Students Declare South Lawn 'Blighted.'"](#)

Student Coalition on Expansion and Gentrification

February 23, 2007 – University Senate/LCB presiding

LCB: Only world class architects for Manhattanville – Renzo Piano for M'ville
Rafael Moneo for NWest Building

February 27, 2007 – A&S Faculty Meeting

LCB/Christa Mercer

MAO programs seen as cash cows
 Dirks: A&S faculty grew by 5%
 MEALAC to go to Knox Hall

LCB: “5 years ago, CU among the top 10 universities, but the worst situated “What we do with space determines whether we are a great intellectual center or not; without the space we will wither over time”

LCB on Task Force on Undergraduate education – CU needs more international students

Faculty query: ‘Is some of the A&S deficit due to tax for future expansion?’

LCB: \$100 million to A&S in last 5 years ☐ “effort to make it the heart of the University”

David Helfand: “A&S is a servile client state indentured to the structural deficit crafted by the central administration”

LCB: “Our deficit is not a deliberative choice to not support A&S – an inherited problem, with limited endowment and resources – “disagrees with the ‘servile’ characterization (with a smile)”

MAO programs generate revenues of \$15 million – pays for PhD students

March 19, 2007 -- [Gayatri Chakravorty Spivak Named Newest University Professor](#)

It is fitting that Professor Spivak will now serve the University as a whole rather than a specific faculty or department. Not only does her world-renowned scholarship—grounded in deconstructivist literary theory—range widely from critiques of post-colonial discourse to feminism, Marxism, and globalization; her lifelong search for fresh insights and understanding has transcended the traditional boundaries of discipline while retaining the fire for new knowledge that is the hallmark of a great intellect.

March 27, 2007 – [“7 Minutemen Disrupters Receive ‘Slap on Wrist’”](#)

March 28, 2007 – [“CU Moves to Evict M’Ville Autos Shop”](#)
 out for failure to pay rent

March 29, 2007 – [“Admission Stats Break School Record”](#)
 Acceptance rate of 8.6% second lowest in Ivies; apps up 6.7% for CC/SEAS
 SEAS ☐ 18.1%

March 30, 2007 – University Senate/LCB presiding
 Trustee Campbell 2nd visit – has job of trustees to hire a president...

April 4, 2007 – “Barnard Acceptance at 28%”

April 5, 2007 – [Scott Stringer 197-A Plan OK with CU](#)

April 10, 2007 – [“Shapiro will resign in 2008”](#)

April 11, 2007 – [“Kluge to Donate \\$400 Million”](#) ☐mostly financial aid

The largest gift in Columbia’s history, the largest gift in higher education devoted exclusively to financial aid, and the fourth largest single donation to a college or university in the United States.

April 13, 2007 – [“Bollinger Opens Doors to Financial Aid Debate”](#)

2nd fireside chat ☐ Financial aid for international students??

April 18, 2007 – [“Students Denounce Israeli Wall”](#)

Filesteen ☐ Palestinian Rights Advocacy Organization

April 29, 2007 -- **Gerald Navratil** Named Interim Dean of SEAS

Let me again offer the thanks of the whole University to Dean Zvi Galil. SEAS has gained extraordinary momentum under Zvi's leadership. As we look toward the future, we know that he will have great success as president of Tel Aviv University

May 4, 2007 – University Senate/LCB presiding

President's Report; “a good year”

student applications

faculty distinction/productivity

capital campaign at \$2 billion of targeted \$4 billion

annual fundraising

2002 - \$270 million

2004 - \$340

2005 - \$370

2006 - \$400+ (Harvard -- \$500; Stanford -- \$900)

Manhattanville

Mind Brain Institute ☐ 400,000 sq/ft building

EISt Statement almost complete

ULLRP next

CB9's LDC

May 7, 2007 – Year in Review – [“Five Years In, Many Unclear on Bollinger’s Role”](#)

LCB: 15% of my time teaching/writing; only last year “he had comfortably found his role at Columbia”

May 8, 2007 – A&s faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

LCB/Christa Mercer

Focus on undergraduates

A&S faculty growth

2004 – 595 of professorial rank

2006 – 625 (+5%)

2007 – 648 (+ 3%)

Return on endowment – 15-18% a year

\$400 million Kluge grant for financial aid (\$180 to A&S) – Quigley/LCB combo

Dirks: Spectacular progress has been made over the past three years, as can be seen in faculty growth. In 2004 there were 595 professorial rank faculty, a number that increased 5% to 625 by 2006, and is expected to grow another 3% by fall 2007. The focus has been especially on junior hiring and internal tenuring. The proportion of tenured faculty has increased somewhat as a result over the desired 2/3 ratio. Faculty growth has been in all three divisions, including 6% in sciences. Hiring has been aided by central funds for the Diversity Initiative – eighteen faculty successfully recruited, thanks to the exceptional leadership of Jean Howard.

Several departments have been rebuilt or strengthened, including Economics, Political Sciences, Spanish and Portuguese, French, Sociology, Art History, Religion, Math, EEB, and Physics.

Austin Quigley began by noting that at this year's Senior Dinner, 84% of the entire senior class contributed to the Senior Gift – a record, and a good indication of student satisfaction levels. Applications continue to be up, with 8.9% admit rate this year the best in the Ivy League – an exceptional change over just a decade ago. Columbia continues to have the most diverse class among our peers, both by ethnicity and income, typically 1/3 to 1/2 ahead of most peers on these measures. Extending the pool of under-\$50,000 families is critical. John Kluge's astronomically large gift is in no small measure to Lee Bollinger's credit. The President's influence was also critical in seeing that the majority of the gift is directed to A&S.

The pattern of student behavior needs to be noted as well. Ten years ago, 84% of students took one program; now, the number is 69%; ten years ago, 16% double-majored, up now to 29%.

Grade inflation increases here as most places. 70% of grades are now in the range of A+ to B+. The percent of As given in the Core has risen during the past decade from 47% to 55%. In the sciences, A's have increased from 40% to 45%.

Austin Quigley: Ten years ago, 48% took only the minimum 124 points, now it's down to around 33%. A growing number – from 11% a decade ago to 20% now – are taking at least 3 courses above the minimum. Along with Core issues, smaller departments are concerned that they'd suffer if students took fewer courses.

Brinkley: People are now also focusing earlier on their majors –one reason for putting off some of the Core courses, as students try to specialize early on, perhaps partly from sense of marketplace pressures. The culture of undergraduate life is changing.

May 10, 2007 – “Let’s Talk about the Future of Diversity”

As appeared in the New York Amsterdam News

<https://president.columbia.edu/news/lets-talk-about-future-diversity>

If successful, both cases -- *Parents Involved in Community Schools v. Seattle School District No. 1* and *Crystal Meredith v. Jefferson County Board of Education* -- will ban local districts from implementing voluntary desegregation programs that seek to maintain racial balance in our schools while counteracting the worst resegregation crisis we have faced since the early days of the Civil Rights Movement.

The stakes could not be higher; and with Samuel Alito’s recent replacement of Sandra Day O’Connor – who authored the majority opinions in *Gratz v. Bollinger* and *Grutter v. Bollinger* (2003) affirming the importance of diversity as a compelling justification for affirmative action – the outcome could not be more uncertain.

Just last November, a majority of voters in Michigan joined California and Washington as the third state to pass a ballot measure to dismantle all public affirmative action programs.

What will, and what *should* happen next to diversity programs in our country? We hope you will join former mayor David Dinkins and us to explore that question this coming May 24 when we bring together a host of lively group of legal experts at the Schomburg Center to discuss the future of affirmative action in American education. The program is co-sponsored by the NAACP Legal Defense Fund and Columbia University in partnership with the Schomburg.

Lee C. Bollinger is the president of Columbia University in the City of New York and a former president of the University of Michigan. Theodore M. Shaw is the Director-Counsel and President of the NAACP Legal Defense and Educational Fund, Inc. Together they helped achieve victory in the twin Supreme Court cases upholding affirmative action at Michigan in 2003

May 16, 2007 -- 2007 Commencement Address

Lines like this remind me (and perhaps some of your parents) just how far behind the “cool” curve I’ve fallen. So much so that when one undergraduate at a recent fireside chat at my house asked me if I had set up my own “Facebook” page, I did all I could to pretend I understood, but of course was exposed when I replied: “I hate having my picture taken, but I’m happy to sign yours.”

My favorite illustration of this is from one of Virginia Woolf’s diaries, where she records how she feels when she reads from Shakespeare right after she has finished writing, when her “mind is agape and red hot”: “Then,” she says, “it is astonishing. I never yet knew how amazing his stretch and speed and word coining power is, until I felt it utterly outpace and

outrage my own, seeming to start equal and then I see him draw ahead and do things I could not in my wildest tumult and utmost press of mind imagine."

May 31, 2007 -- Statement on Detainment of Iranian-American Scholars

President Lee C. Bollinger of Columbia University issued a statement today regarding the detainment of Iranian-American scholars Kian Tajbakhsh, a graduate of Columbia University and Haleh Esfandiari, director of the Middle East Program, Woodrow Wilson Center for Scholars. According to news reports, the scholars have been imprisoned since May 11, 2007.

May 31, 2007 -- **John Coatsworth** Named Interim Dean of SIPA

<http://www.columbia.edu/cu/president/docs/communications/2006-2007/070531-Coatsworth-SIPA.html>

John joins us from Harvard University, where he has distinguished himself as an active faculty member since 1992.

Let me again thank Lisa Anderson for her decade of leadership at the school and for her longtime service to Columbia that continues.

July 12, 2007 – “What's next for diversity?”

As appeared in the New York Amsterdam News -- Opinion Page

Parents Involved in Community Schools v. Seattle School District No. 1, 551 U.S. 701 (2007), also known as the **PICS case**, is a United States Supreme Court case which found it unconstitutional for a school district to use race as a factor in assigning students to schools in order to bring its racial composition in line with the composition of the district as a whole, unless it was remedying a prior history of *de jure* segregation.^{[1][2]} Chief Justice Roberts wrote in his plurality opinion that "The way to stop discrimination on the basis of race is to stop discriminating on the basis of race."^[1]T

The recent 5-4 decision limiting voluntary segregation programs in our nation's public schools represents an inversion of the historic *Brown v. Board of Education* decision's clarion call for racial equality in education. And it is all too easy to understand how societal efforts to achieve racial integration, including through affirmative action in higher education, are now in serious jeopardy.

Undergirding them is the feeling that Justice Scalia has made explicit, that society is tired of mending centuries of slavery and Jim Crow segregation, and that it is now up to those who have been discriminated against to "make it" on their own, as other groups have. For them, to consider race even for the noble end of integration does more harm than good by inflaming racial tensions.

The problem for the chief Justice is that wishing *Brown* stood only for the simpler proposition of "stopping discrimination" does not make it so. From the very beginning, *Brown* impelled us to

take affirmative steps to achieve racial justice. And it is absurd to think the Court that decided Brown would have struck down these local school districts' efforts to carry out that mission. Yet this is precisely the result the Roberts Court wants us to take at face value. It is up to us to confront them on this and to insist that if they are going to take this new turn in our basic law, they must state their real reasons for it. Otherwise, the Court will continue pretending that its rulings are consistent with the Brown line of cases – and thus devoted to “conservative” principles – until there is nothing left of Brown. If that is not the epitome of “judicial activism,” what is?

I fear this latest Court decision represents the first act and scene of a national tragedy of withdrawal from Brown and Grutter’s promise of a more inclusive America – a perilous shift in the direction of constitutional law from the last half century. But the scenes that follow are still ours to write – if only we have the courage and will to take up the pen. As President Ford said, “If history has taught us anything... it is the notion of America as a work in progress.”

June 12, 2007 – LCB opposes boycott against Israeli academic institutions sponsored by Britain’s new University and College Union. LCB letter to American Jewish Committee opposing the boycott co-signed by hundreds of others

September 4, 2007 – [“CB9 Rejects M’Ville Rezoning”](#)

Follows on OK from City Planning for CU Plan
 Next step review by Uniform Land Use Review Procedure (ULURP)
 CU with draft of environment impact statement (DEIS)
 3 phase/25-year plan
 Encompasses 17 acres of 694-acre West Harlem
 200 displaced residents; 85 businesses
 CU support from Consortium for the Future of Manhattanville [Bill Lynch]

September 6, 2007 – “Expansion Fight Gets Personal”

Nick Sprayegon, owner of Tuck-It- Away Storage business; his attorney, Norman Siegel

September 6, 2007 – Mamadou Diouf to head African Institute

September 10, 2007 – [‘IBC’ Alums Question BC Professor’s Legitimacy”](#)

Abu El-Haj and Israeli archeology

September 20, 2007 – [“Ahmadinejad Will Speak on Campus”](#) at World Leaders Forum

September 21, 2007 – University Senate – LCB delayed/presiding

Environmental Impact Study submitted/approved
 ULURP underway
 CB 9 vote against 32/2 including use of eminent domain
 October 3 – CU to City Planning Commission
 December 2 City Council
 1200 construction jobs 2 6000 jobs thereafter/new public high school

Upcoming Ahmedinejad visit

LCB: need to confront his statements – “extremely important line between free speech and the need to prevent disruption”

September 25, 2007 – [“Bollinger Takes on Ahmadinejad”](#)

LCB: “Mr. President, you exhibit the signs of a petty and cruel dictator.... I doubt that you have the courage to answer these questions”

Holocaust denier?? No homosexuals in Iran??

September 27, 2007 – [“Stringer Votes for Expansion”](#)

CU to provide \$\$ for relocation of residents

October 3, 2007 – “New York's Next Frontier” in [The New York Sun](#), Opinion Page

<https://president.columbia.edu/news/new-yorks-next-frontier>

Columbia plans to meet this challenge by assembling one of the greatest and most diverse concentrations of brain power anywhere in the world. A key part of the university's proposed expansion in the Manhattanville area of West Harlem will provide the opportunity to add approximately 500 new researchers, who will collaborate across traditional academic boundaries to address the signal challenges of our time.

October 8, 2007 – [“Horowitz Will Speak at Columbia”](#)

October 10, 2007 – [“The Day That Bollinger Faced Ahmadinejad”](#)

Eric Foner: “Completely Inappropriate”

October 11, 2007 – [“Bollinger Faces Criticism at Meeting with Students”](#)

October 11, 2007 -- President Lee C. Bollinger issued the following statement to the Columbia community October 11, 2007, in response to an incident on campus:

Dear fellow member of the Columbia community:

I am saddened to report that one of the bathrooms in Lewisohn Hall was sullied with an anti-Semitic smear. It has been promptly removed and is now being investigated.

October 22, 2007 – [“Horowitz’s Visit Sparks Controversy”](#)

Chris Kulawik CC ’08, Republican Club inviter

October 26, 2007 – University Senate/LCB presiding

Ahmadinejad visit at invite of SIPA – had to have academic purpose –“students can invite whomever they want”

Decision to make opening statement agreed to beforehand

LCB: “American universities have not been sufficiently engaged with such issues”

Richard Bulliet on LCB: “rudeness of tone...belittling and insulting”

October 28, 2007 – “Islamic Fascism Week Kicks Off”

October 29 – [“Horowitz Lambasts Columbia, Liberals”](#)

November 1, 2007 – Borough President Stringer Rejects Sprayregon plan

November 2, 2007 – [“Abu El-Haj Reportedly Granted Tenure”](#)

November 9, 2007 – [“Hunger Strike on South Lawn”](#)
protesting” racist corporate culture”

November 12, 2007 – [“Hunger Strike Enters 6th Day”](#)

November 13, 2007 – [“CU Responds to Strike Demands”](#)
Quigley/Dirks/Brinkley

November 13, 2007 – A&S Faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Bollinger/Friedman

“A&S is the centerpiece of any great university; the president and Provost have been strongly supportive of the continued strength of A&S”

Faculty “Statement of Concern” signed by 106 faculty about LCB remarks at Ahmadinejad meeting
Eric Foner that LCB seemed to be supporting the Iraqi War

LCB: “thinks almost daily about the question of whether he went too far.”

Dirks: The administration is closely engaged with trying to resolve the issues raised with the ongoing hunger strike on the South Lawn.

following significant faculty growth: a 9% increase in just the past three years (from 595 to 648), targeted especially in areas of greatest teaching needs; similarly a 10% increase in SIPA.

The task force on undergraduate education is developing a proposal for an increase in the size of the College on the order of 500 students, and is also exploring closer linkage between the C.C. and the G.S. student bodies.

The Kluge gift of \$400 million is half for College scholarships and another \$200 for financial aid around the University. Over the summer, Lee proposed to John Kluge that \$180 million of that amount be applied in A&S, and he has agreed.

LCB: documentation. It begins in the Community Board, which resulted in a vote of 33 to 1 against Columbia, actually a success in that the 33 votes were asking for ten conditions, all of which are more or less part of the negotiating process with the community. A “Community Benefits Agreement” will be negotiated with a special Local Development Corporation. Columbia is restricted in dealing with this group, limiting the degree of outside discussion possible at this stage. Manhattan Borough President Scott Stringer has indicated his support for Columbia’s plans, including a \$20 million fund for housing for

displaced residents. All the indications are good for successful completion of the process, which will conclude later this year with a vote by the City Council and a state proceeding for eminent domain. This could be a historic moment for the institution to be able to grow in future.

Eric Foner: The “Statement of Concern” originated in a growing feeling of administrative unresponsiveness in the face of very severe outside pressures and the vilification of some of the faculty. The president’s speech introducing Ahmadinejad seemed to bring all of these issues together, committing the University to a strong political position with no consultation with any faculty knowledgeable about Iran, apparently only aimed at placating outside critics.

Lee Bollinger then thanked the faculty for their candid comments. He had said what he felt at the Admadinejad event, not to appease outsiders or represent the university; he thinks almost daily about the question of whether he went too far. Many people think the ideas on the table demanded exactly the response he made; when someone on the world stage denies the Holocaust, it is important to speak to that. This is something that has created enormous controversy and passions on many sides. The students have been magnificent in all of this. The president emphasized that in other controversies he has denounced and totally rejected outside efforts at pressure, and will continue to do that. He raised the general question: What positions can a university president take? He gives hundreds of speeches each year, speaking on many issues, such as the inequalities of public financing of education. What is appropriate?

November 14, 2007 – [“Professors Clash Over Bollinger”](#)

CU Faculty Action Committee ☐ Victoria de Grazia
 104 professors ☐ “Crisis of Confidence”
 Foner/Blackmar/Cole/Spivack/Damrosch/Nadia Abu El-Haj

[New Yorker](#) article by Jane Kramer 4/14/08 has faculty statement saying LCB “failed to make a vigorous defense [in the Nadia El-Haj tenure case] of the core principles on which the university is founded.” LCB has Barnard’s Judith Shpaiero having “done it very nicely.”

November 14, 2007 – “Protests End Hunger Strike”

Dennis Dalton among them

November 15 , 2007– University Senate/LCB presiding

M’ville project now “at critical stage”
 OK with CB 9 and Local Development Plan ☐ City Council in January
 Hunger Strike by students on South Lawn – Core Curriculum and M’Ville

November 26, 2007 -- City Planning Commission Acts on Proposed Expansion Plan

I want to report that New York's City Planning Commission today voted to approve with modifications Columbia's proposal to rezone 17 acres of the old Manhattanville manufacturing zone of West Harlem for academic mixed-use.

November 27, 2007 – ["City Planning Board Approves CU M'Ville Plan"](#)

December 12, 2007 -- Statement for the Record to the New York City Council
 Joint Hearing of the Land Use Subcommittees on Zoning & Franchises and Planning,
 Dispositions & Concessions

Ultimately, the questions we now face are: Whether in the century ahead New York will remain a global capital not only of business and finance but also of intellectual, technical, and scientific discovery; and also whether this will be a City that continues to provide the kind of good, moderate-income jobs for a diversity of people seeking to improve their lives. I hope you will agree that having great universities that are a steady source of both good jobs and great minds is one part of what it will mean for New York to remain such a unique and remarkable place in our nation and our world.

Maxine Griffith, Executive Vice President of Government and Community Affairs,

December 13, 2007 – University Senate/LCB presiding
 City Council deliberations – Dinkins and Rangel supportive
 Discussion of professional management of endowment
 Harvard moves on full financial aid without loans

December 19, 2007 -- City Council Approves Proposed Expansion in Manhattanville

I am very happy to say that this evening by a favorable vote of the New York City Council the way has been cleared for Columbia to pursue building a new campus in the seventeen-acre area known as Manhattanville in West Harlem. 16 to 18 buildings planned. 35/5/6 abstentions

2008

January 3, 2008 – “Spar Chosen as Barnard’s president”

January 16, 2008 -- **Linda Fried** Named New Dean of Mailman School of Public Health
[http://www.columbia.edu/cu/president/docs/communications/2007-2008/080116-mailman-dean-anno
 uncement.html](http://www.columbia.edu/cu/president/docs/communications/2007-2008/080116-mailman-dean-announcement.html)

We are very pleased to announce the appointment of Dr. Linda Fried as the new dean of the Mailman School of Public Health. She succeeds Dr. Allan Rosenfield, whose twenty-two

January 22, 2008 – “Manhattanville Plan Approaches Reality”

City Council Approves of 17 acres as mixed use
 Order of moving: B School; SIPA; School of the Arts
 “Bollinger’s greatest legacy”

Opposition: Coalition to Preserve Community (CPC); Student Coalition on Expansion and Gentrification

February 1, 2008 – University Senate/LCB presiding

City Council vote and LDC agreement ☐ “a sense of completion”

“the University now has to build this new campus”

Credits to Sharyn O’Hallaran of University Senate

February 19, 2008 – [“Bollinger Discusses Past in Chat”](#)

Janitor to father’s newspaper in California and Oregon

Married college classmate (Jean Magnano) upon graduating University of Oregon

To CU Law in 1968 – apartment on 96th between Amsterdam and Columbus

February 19, 2008 – Arts & S Faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Columbia has the largest array of individual schools of any Ivy League institution,

New School of Arts dean – Carol Becker

M/Ville expansion OKd December 21, 2007

VPA&S dean Dirks: A&S deficit due to faculty growth

New MAO programs in oral history and finance

GSAS Mellon grant of \$6 million

45% of CC students on f/aid

February 29, 2008 – University Senate/LCB presiding

Columbia now 5th among universities in fundraising; 3rd among Ivies Plus

March 12, 2008 – CU to Do Away With All Loans, eliminate tuition for families < \$60,000.

Follow other Ivies

March 27, 2008 – Nick Sprayregon/Norman Siegel sues CU for its planned “bathtub” under M’Ville site

125th to 133rd -- 7 stories underground

April 1, 2008 – [“CC More Selective Than Ever”](#) ☐ “most diverse ever”

8.7% acceptance rate; SEAS 17.6% ☐ 15% Pell Grants

28% CC Early Decision; SEAs – 23%

April 3, 2008 – World Leaders Forum

April 4, 2008 – [“Bollinger Turns Tables on Fireside Chat”](#)

April 5, 2008 -- University Mourns Loss of PhD Student Minghui Yu

I am writing to share very sad news about one of our graduate students. On Friday night a PhD student in the Graduate School of Arts and Sciences, Minghui Yu, was struck by an automobile

two blocks north of our main campus at 122nd Street and Broadway while he was apparently fleeing an attempted robbery on the sidewalk.

April 11, 2008 – University Senate/LCB presiding
Faculty diversity initiative in A&S extended to professional schools

April 29, 2008 -- On the Passing of Professor Charles Tilly

Columbia lost one of its finest citizens when Professor Charles Tilly passed away April 29. Most recently the Joseph L. Buttenwieser Professor of Social Science, serving the departments of Political Science and Sociology. With more than 600 articles and 51 books and monographs bearing his name,

April 29, 2008 -- President Bollinger Names **John Coatsworth Dean of SIPA**

I am very pleased to announce the appointment of John Coatsworth as the new Dean of the School of International and Public Affairs

May 5, 2008 – A&S Faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

LCB: capital Campaign ahead schedule \$2.7 billion in -- in spite of economic situation
CU 3rd in Ivies in 2007 in annual fundraising ; 5th in US

LCB: Note of realism: A&S recent growth of 10% in last 3 years. “cannot be sustained.”
“Consolidation” ahead.

In conclusion, though, Lee sounded a note of realism on the position of Arts and Sciences in the fiscal environment of the University at large. Columbia has invested a great deal in A&S, increasing the faculty size by a substantial 10% over the past several years. While this makes a great deal of sense and is a point of pride, it represents a rate of growth that cannot be sustained. We should expect to remain at steady state for a year or two. But while we cannot continue to grow at present, there is no discussion of decreasing the size of the A&S faculty, and a resumption of growth at some point in the foreseeable future is desirable.

Faculty growth:2004-8 Ladder-rank faculty increased 11.3% (the 10% figure cited above excludes diversity hires) 2004-9 Full-time lecturers increased 25%

Combined increase is 14.4% (to 878 full-time faculty members)

U/Grad T/Force  proposal for Educational Planning and Policy Committee

Quigley: This has been a banner year for the College: we have had nine Rhodes finalists and two winners; seven Marshall finalists and two winners (including one student who won both prestigious fellowships); nineteen Fulbright finalists, fifteen of whom have received placements thus far; we even have two (likely) presidential candidates (Obama as an alumnus, McCain as a College parent). Our fundraising (through the Annual Fund) is right on schedule, and both the number of gifts and the dollar value are up. Over 20 endowed chairs have come in for Arts and Sciences during this campaign, more than half of

which are from alumni and parents. The latest exit survey administered to the graduating class shows the highest approval rating in the category of classroom experience. Our students are very grateful for what they gain in their classes.

The announcement of the percentage of giving toward this year's senior class gift is forthcoming. In the past three years that percentage has been in the 80s, which has made it consistently the highest level of giving in the Ivies.

The biggest majors (in declining order) are: Economics, Political Science, History, and English, which account for 50% of undergraduates majors. But in terms of total enrollments, Poli Sci and Econ represent only 10% of the whole. For electives, students go to the humanities.

Because he is well aware that, while the faculty size has increased, the number of graduate students has not, Henry is doing all he can to address the mismatch that has resulted.

May 9, 2008 – University Senate/LCB presiding

May 12, 2008 – Year in Review Timeline

May 21, 2008 -- Austin Quigley Announces Last Year as Dean of Columbia College

<http://www.columbia.edu/cu/president/docs/communications/2007-2008/080521-quigley.html>

May 21, 2008 -- 2008 Commencement Address

September 2, 2008 – Administrative Gaps

Quigley to leave in June; Columbo to MIT
SEAS between deans

September 3, 2008 – "For Bollinger, a Summer of Reflection and Jogging"

Vermont summer home with wife, Jean; son, Lee, marries

Working on book on freedom of the press

September 5, 2008 – "CU Plans for Obama, McCain"

September 11, 2008 -- Announcement of Columbia's Upcoming Role as host of ServiceNation

Presidential Candidates Forum

On September 11, a day of remembrance that ServiceNation organizers intend for nonpartisan reflection on our obligations as citizens, we look forward to welcoming both Senator John McCain and Senator Barack Obama back to our campus for a nationally broadcast conversation in Alfred Lerner Hall about the future of national service moderated by TIME Magazine editor Richard Stengel and PBS NewsHour anchor Judy Woodruff. Governor David Paterson is scheduled to provide a welcome to the event.

September 18, 2008 – "Campus Groups Meet to Plan ROTC Referendum"

September 22, 2008 -- Donna MacPhee Named Vice President of Alumni Relations

September 25, 2008 – [“Brinkley to Step Down as Provost”](#)

Bollinger very positive

September 25, 2008 -- Statement Regarding ROTC and the Campus

LCB: Finally, in 2005, the University Senate voted overwhelmingly against formally inviting ROTC onto campus. Senate members may have had a variety of reasons for their votes, but the record and official reports make it reasonably clear that the predominant reason was one of adhering to a core principle of the University: that we will not have programs on the campus that discriminate against students on the basis of such categories as race, gender, military veteran status, or sexual orientation. Under the current "Don't Ask, Don't Tell" policy of the Defense Department, openly gay and lesbian students could or would be excluded from participating in ROTC activities. That is inconsistent with the fundamental values of the University. A number of our peer institutions have taken a similar position

September 26, 2008 – University Senate/LCB presiding

Brinkley to resign as provost 6/09

CU grappling with financial crisis in US

At \$2.9 billion of \$4 billion campaign

September 26, 2008 [– “President Bollinger Weighs in on ROTC Debate”](#)

2005 University Senate opposed because of “Don’t Ask, Don’t Tell” policy

September 30, 2008 -- President Bollinger Delivers Lecture at University of Arkansas Clinton School of Public Service

As part of the University of Arkansas Clinton School of Public Service’s “Inspiring Ideas and Action” speakers series, President Bollinger gave a lecture entitled “Uninhibited, Robust, and Wide-Open: The Press and Freedom of the Press in the 20th and 21st Centuries.”

October 2, 2008 – Brinkley returns to faculty after 5+ years as provost

October 6, 2008 – [“CU Endowment at \\$7.2 Billion in Financial Crisis”](#)

operating budget of \$3 billion; \$300,000,000 from endowment income (10%)

October 8, 2008 – Fireside Chat

October 8, 2008 -- Biological Sciences Chair Martin Chalfie Wins Nobel Prize

As you may already know, it was announced in Stockholm today that our Chair of Biological Sciences, Dr. Martin Chalfie, is sharing this year's Nobel Prize in Chemistry. We are extremely proud of his achievement and what it means for him, the University and society.

October 9, 2008 – [“\[Martin\] Chalfie’s Biology Research Earns Nobel Prize” in Chemistry](#)

October 12, 2008 -- Columbia Mourns the Loss of Dr. Allan Rosenfield

<http://www.columbia.edu/cu/president/docs/communications/2008-2009/081012-Allan-Rosenfield.htm>
!

I am very sorry to say that Dr. Allan Rosenfield -- Dean Emeritus of the Mailman School of Public Health, Professor of Population and Family Health and of Obstetrics and Gynecology -- passed away this morning after a courageous battle with ALS.

October 24, 2008 – [Spar Unveils Vision for Barnard](#)

October 24, 2008 – University Senate/LCB presiding

5th Nobel in last 8 years

“Deeply stressed” financial situation

November 5, 2008 – “Obama Wins presidency” ☐ 1st CC graduate to do so.

November 7, 2008 – Rushdie Kicks Off Religion Institute

November 11, 2008 -- [Columbia and the Economic Outlook](#)

But we are obviously not immune to the problems of the national economy. We anticipate pressure on endowment support for operations since our endowment -- like those of our peers -- has suffered from the downturn in the markets. We can also anticipate greater demands on financial aid and the possibility of other losses in tuition revenue. The grant environment, which has already contracted in recent years, may well deteriorate further. And we have no way of knowing whether we will be able to maintain our currently robust fund-raising successes.

One week ago, we elected an extraordinary new American President, the first Columbia graduate to hold the office, and we all feel enormous hope in what he and we can accomplish in the face of great challenges. We do not yet know how difficult our own task may be. What I can and will do is to speak directly and candidly with our community about how our circumstances may change and how we will work together to preserve the academic greatness of this institution.

November 12, 2008 – [NROTC Forum Previews Student Opinion](#)

November 19, 2008 -- Remarks at The Politics of Food: A Conference on New York’s Next Policy Challenge

Thanks to Manhattan Borough President Scott Stringer, for spearheading and co-sponsoring this conference; our School of International and Public Affairs, our Earth Institute’s Urban Design Lab and our Office of Environmental Stewardship, for helping make this conference possible.

November 20, 2008 – [Endowment Falls Over Fiscal Year](#)

\$7.24 billion (6/07) to \$7.08 billion (6/08)

November 20, 2008 – University Senate/LCB presiding

Decline in endowment

November 24, 2008 – [Bollinger Salary Increased Sharply in 2006-07](#)

December 2, 2008 – A&S Faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

LCB delayed because of assault in Central Park

Dirks: \$20 million in cuts in 2010 just to stay even ☐ “a very challenging environment”

Brinkley – Central administration’s reliance on endowment income – down “It will be a painful reduction”

“M/Ville is important to the community but also a very expensive project.”

LCB arrives – on Brinley stepping down ☐ applause

LCB: “This is a very decentralized institution financially”

“It has clearly been the role of all of us have embraced to make A & S better supported”

More central resources to A&S than any other part of the University -- need to integrate

CC/A&S/GS/Arts

Need to build in Mville to hold Greene \$\$ as per NYC agreement

CC discount rate is 40%

LCB: By now, everyone realizes that we are in for a fairly difficult period

There is also the theory that an institution like this depends on 200 or 300 people

December 3, 2008 – [“Bollinger Focuses on Need for Space”](#) ☐ Fireside Chat

December 5, 2008 – University Senate/LCB presiding

Endowment losses substantial

2009

January 20, 2009 –Introductory Remarks at Presidential Inauguration Viewing on Low Plaza

And, so, we might say, Stand Columbia and let the world share with us our pride in being part of this defining moment in history, unembarrassed about our high hopes for the future, and glad to be part of an institution with a commitment to learn actively and to act wisely.

January 27, 2009 –Gaza Conflict

LionPAC vs. Columbia University in Standing with Gaza

Bruce Robbins/Nicholas DeGenova

January 29, 2009 – Bollinger Reports Portfolio Losses

January 28, 2009 – Update on University Finances

The University as a whole counts on its endowment for only 13% of operating budget. Our relatively small collective dependence on endowment means that the current market downturn hurts less than it does for some of our peers.

Endowment down 15% since July 2008

Tuition about 18% of revenues; Patient care, 23%

February 6, 2009 – University Senate/LCB presiding

CU pressing on with M'Ville despite economic downturn

CU had little money with Bernard Madoff ☐ LCB: “Not much”

February 13, 2009 – [Bollinger Fireside Chat on university finances](#)

new Labrador puppy

February 17, 2009 – [“Students, Faculty Press Bollinger in Gaza letter”](#)

Called to denounce Israel’s blockade of Gaza Strip

200 faculty and students call his “academic freedom” pronouncements hypocritical

February 27, 2009 – Cornel philosopher Michelle Moody-Adams new dean of CC

<http://www.columbia.edu/cu/president/docs/communications/2008-2009/090227-MicheleMoody-Adams.html>

I am extremely pleased to announce the appointment of **Michele Moody-Adams** as the next Dean of Columbia College [#19] and Vice President for Undergraduate Education.

Quigley [#18] 14 years as dean

February 27, 2009 – University Senate/LCB presiding

University finances a concern; endowment dropped 15%

endowment income at 13% of University budget; at Harvard, 30-40%

March 5, 2009 -- [“Panelists Press Divestment, Support Gaza”](#)

March 6, 2009 – [“Pro-Gaza Groups Urge CU to Divest”](#)

March 23, 2009 – [“CU Introduces first two global centers in China and Jordan”](#)

March 25, 2009 -- **Jane Booth** Named General Counsel

I am pleased to announce that Jane E. Booth, who has been the University's Interim General Counsel, has accepted the position of General Counsel, effective immediately. As many of you undoubtedly know, Jane has done a superb job over recent months following Libby Keefer's departure.

March 26, 2009 – A larger CC a small part of money-saving plan” ☐ 30 more frosh

March 26, 2009 -- Announcement Regarding **Dean Mundinger** of the School of Nursing

Mary O'Neil Mundinger, RN, DrPH, dean of our School of Nursing since 1988, has advised us of her wish to step down as dean. We have accepted her decision with great appreciation for her distinguished service and asked her to remain as dean until June 2010, or until a successor is in place.

March 31, 2009 – [“CC, SEAS ’13 Most Selective Classes Ever”](#)

CC – 8.92% SEAS – 14.42% Overall – 9.92%

April 3, 2009 -- University Senate/LCB presiding

Finances not as badly hurt as peers'

Undergraduate Task Force review led by Brinkley

Conflict of interest issues in research

April 17, 2009 – [“Students Rally to End Sexual Abuse”](#)

Take Back the Night at CU since 1988

April 22, 2009 -- Appointment of Dean of SEAS

<http://www.columbia.edu/cu/president/docs/communications/2008-2009/090422-FenioskyPenaMora.html>

I am extremely pleased to announce the appointment of Professor **Feniosky Peña-Mora** as the new Dean of the Fu Foundation School of Engineering and Applied Science, effective July 15, 2009.

April 23, 2009 – [“Feniosky Pena-Mora named Engineering Dean”](#)

April 23, 2009 – A&S Faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Meeting result of petition of 27 faculty; 138 faculty having signed petition calling on LCB to make a statement in support of academic freedom of Palestinian scholars

www.academicfreedomcolumbia.org -- 61 non A&S faculty also urging

Many faculty thought A&S faculty should not concern itself with such issues. No Vote was taken.

May 1, 2009 – University Senate/LCB presiding

Finances OK

Trustees move Commencement because of religious holiday

May 6, 2009 -- Current Economic Update

While the University has not been as negatively affected as many of our peers, it is never an easy matter to address a world that has taken a sharp turn for the worse for a great many people.

For the first nine months of the University's fiscal year ending on March 31, 2009, the value of the endowment declined nearly 22%, with private investments and real assets valued on the normal one quarter lag as of December 31.

May 9 – [“Bollinger to name Provost Soon”](#)

LCB: “Maybe then I'll have no more appointments to be made.”

May 11, 2009 – Year in Review

Endowment drop of 22%; PhD program cut by 10%

May 13, 2009 -- Announcement of New Provost

I am very pleased to announce that I am appointing **Dr. Claude M. Steele** as the new Provost of Columbia University [#21], effective September 1, 2009.

May 14, 2009 -- Kofi Annan to Join Columbia Community

It is my very great pleasure to announce that former United Nations Secretary-General and 2001 Nobel Peace Prize recipient, **Kofi Annan**, will be joining the Columbia community this spring.

May 20, 2009 -- [2009 Commencement Address](#)

For me, living in one of the greatest universities in the world, so committed to understanding the world in all its complexity, and having spent my own life thinking about the great principles of freedom of speech and press, I find myself increasingly concerned about the need to secure and to realize these freedoms on a global scale - in the increasingly interdependent, emerging global society that will, in all probability, define the span of your lives.

In the stirring language of the Supreme Court's famous decision in 1964, *The New York Times v. Sullivan*, we have put our faith in a system that is "uninhibited, robust, and wide-open."

June 24, 2009 – CU receives final approval for Manhattanville from 5-member NY Public Authorities Board

August 27, 2009 -- Announcement of Dean of Continuing Education

It gives me great pleasure to announce the appointment of **Kristine Billmyer** as the new Dean of the Faculty of Continuing Education, effective November 1, 2009.

I want to take this opportunity to thank Peter Awn, who has been serving as acting Dean of the School of Continuing Education since 2006 even while continuing as Dean of the School of General Studies.

August 31, 2009 -- [Convocation Address](#)

September 8, 2009 – ["State Sues M'Ville \[CU\] PR Firm"](#)

Bill Lynch

September 11, 2009 – ["Manhattanville Construction Starts"](#)

September 15, 2009 – "CU Holds Leaders Forum"

Bloomberg and London mayor, Boris Johnson

September 23, 2009 – University Senate/LCB presiding

Endowment down 16% in year

Fundraising for 2009 -- \$415 million (3rd); 2008 -- \$495 million

Capital Campaign at \$3.2 billion of targeted \$4 billion

Eminent Domain proceedings by NYS against two commercial owners in May
 Global Initiatives ☐ Amman/Mumbai/Beijing/Paris ☐ Ken Prewitt, VP
 New provost – Claude Steele; new SEAS dean Feniosky Pena-Mora; new CC dean Michelle Moody-Adams

October 15, 2009 – “We Lost \$1.4 billion in the Financial Crisis and We Got Off Easy”

October 19, 2009 – [“Columbia Plans New Global Centers”](#)

Mumbai and Paris to join Amman and Beijing – Ken Prewitt, Global guy
 LCB to China

October 23, 2009 – University Senate/LCB absent ☐ abroad
 CC the most expensive tuition/rm/board – In middle for Tuition – f/aid

November 2, 2009 -- Columbia Community Service Campaign

The Columbia Community Service (CCS) campaign is a testament to the importance Columbia faculty and staff place on supporting our Upper Manhattan community

November 4, 2009 – [“Columbia Releases Financial Report”](#)

\$7.1 billion to \$5.8 billion ☐ 16% decline ☐ Harvard – 27%; Cornell 26%; Yale 25%

November 13 – Bill Gates and Warren Buffett to B School

November 13 –University Senate/LCB Absent (delayed at airport).
 Swine flu epidemic concerns/vaccine available
 Smoking restrictions on campus discussion

November 16, 2009 –[“University Senate Meets Sans Bollinger”](#)

2nd miss in a row ☐ China, then plane connections

December 4, 2009 – University Senate/LCB presiding
 LCB defends M’Ville project in face of court overruling of eminent domain move by state court
 Ruling to be appealed to NY Court of Appeals

December 7 – Appellate Division of NY Supreme Court rules against ESDC/CU on use of eminent domain in a split decision; ESDC to appeal decision to New Court of Appeals

2010

January 13, 2010 -- Update on the earthquake in Haiti

January 29 – University Senate/LCB absent (scheduling problems)

February 11 – Long review of Cole’s [The Great American University](#)

February 11, 2010 – A&S Faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Amber Miller Chair, ECFAS – governance review (ARC)

Proposal for PPC (9 members) to take remit of ECFAS – Policy Planning Committee?

Vote at next meeting

February 16, 2010 – [“Global Centers Create New Network”](#)

Amman, Beijing, Mumbai, Paris

March 1, 2010 -- Statement on the Earthquake in Chile

March 4, 2010 – Gender-neutral housing controversial
mixed-gender doubles?

March 4, 2010 – University Senate/LCB present --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

1. Report from the president

i. NW corner building a reality

ii. Manhattanville – rezoned, final stages of eminent domain (court ruled in against the state (CU) – now on appeal). The case as a complete surprise. Optimistic that the decision will be reversed. Two parties refused to sell (one person). Demolition and pre-construction underway.

Continued focus on economy/endowment

Provost Steele to review Ad Hoc Tenuring Process

March 10, 2010 – A&S Faculty meeting

LCB presiding

Fundraising down

2009 - \$500 million

2010 -- \$413 million

Tenure process from ad hoc to standing committee [TRAC] 96% approval rating of ad hocs

Vote on PPC underway

March 16, 2010 -- Announcement of Dean of the School of Nursing

<http://www.columbia.edu/cu/president/docs/communications/2009-2010/100316AnnouncementofDeanofNursing.html>

We are very pleased to announce the appointment of **Bobbie Berkowitz**, PhD, RN, FAAN, as the new dean of the Columbia University School of Nursing. She succeeds Dr. Mary O'Neil Mundinger, whose outstanding 24-year tenure as Dean has been noteworthy for setting a new standard in nursing education.

March 22, 2010 – [Administrators Wine, Dine at Paris Opening](#)

Hotel Ritz, Paris

March 29, 2010 -- Introductory Remarks at World Leaders Forum with President Nicolas Sarkozy of France

I would also like a very special welcome to First Lady Carla Sarkozy. Will you please stand so that we can welcome you? I would also like, again, to send a very special welcome to Christine Lagarde, France's Minister of Economic Affairs, Industry and Employment. I would also like to acknowledge my wife, Jean Magnano Bollinger, who's here.

April 2, 2010 – [2014 Admit Rate Most Competitive in CC History](#)

CC – 8.3%; SEAS – 13.36; Both, 9.16

BC 26.5% 2014, 29% 2013

April 2, 2010 – University Senate/LCB presiding

Court of Appeals ruling on eminent domain imminent

Global centers (“not branch campuses”) as key to Columbia’s global strategy

April 8, 2010 – Account by Ast P. Dorian Warren on CU and its 13 labor unions

Yale tougher relations; Harvard, friendlier....

Admiral Mullen on campus

April 14, 2010 – [Bollinger to Teach Global \[Free Press\] Course in Fall](#)

Not his Free Speech course

April 2, 2010 – LJB’s new Uninhibited, Robust, and Wide Open; A Free Press for a New Century (2010)

April 29, 2010 – “Finding Bollinger’

Incident in Central Park in late 2008 when hit by sick person -- > recovered for faculty meeting

Story about hiking in grizzly country as teenager

Kasdin on LCB first question: “What’s the right thing to do?”

Feagan: “He seems very laidback...but has a very strong vision”

Alan Brinkley: “A very quiet and reserved person”

Semester in Brazil in high school

CU Law 1968-71

Clerk in US Court of Appeals/2nd Circuit/ Feinberg as per Sovern plug

Then Chief Justice Warren Burger to 1973

U Michigan Law 1973-87; Dean 1987-1994; Provost Dartmouth 1994-96; President U Michigan 1996-2002

The Tolerant Society (1976)

April 30, 2010 – University Senate/LCB absent (testifying in DC)

Some grumbling about LCB’s recent absences and Provost Steele’s frequent absences

May 10, 2010 – “Uncertainty for M’ville Campus” Court of Appeals considering the legitimacy of Eminent Domain call by Empire State Development Corporation ☐ “blighted?”

May 18, 2010 -- [2010 Commencement Address](#)

You had some beautiful class days this week. But hopefully you know there is a long and well-proven saying in the academy that if it rains on your commencement you're **guaranteed** to have a **fabulous** life (though, of course, your Columbia degree should be guarantee enough). So for the next hour or so just think about how today **is** your lucky day...

The real world needs to embrace more of the intellectual character we try to practice here. There are three areas of concern: The denial of expertise (most vividly and disturbingly represented in those who would reject the consensus of the scientific community about human-induced climate change). The hardening of beliefs and intolerance (as witnessed in the unwillingness of many in public discourse to at least entertain the possibility that others may have better ideas, which inexorably leads to intimations of violence). And, finally, the corrosive attitude now prevalent in public debate that the less-said-the-better, because expression of your viewpoint can only get you into trouble (sadly represented in our current inability to discuss and debate what the Constitution of the nation does and should mean, beyond simplicities such as we must follow the "original intent" of the founders).

July 9, 2010 -- Announcement Regarding **Dr. David Hirsh**, Executive Vice President for Research, It is with regret that I write to inform you that Dr. David Hirsh will be stepping down from his position as Executive Vice President for Research.

<http://www.columbia.edu/cu/president/docs/communications/2010-2011/100709OurGratitudeoDrDavidHirsh.html>

July 15, 2010 -- Announcement Regarding **Henry Pinkham** of the Graduate School of Arts and Sciences

August 3, 2010 --**Carlos Alonso** Named Interim Dean of the Graduate School of Arts and Sciences
<http://www.columbia.edu/cu/president/docs/communications/2010-2011/100803CarlosAlonsoNamedInterimDeanofGSAS.html>

On behalf of President Lee Bollinger, I [Provost Dirks] am pleased to announce that Carlos J. Alonso, the Morris A. and Alma Schapiro Professor in the Humanities will be the interim Dean of the Graduate School of Arts and Sciences, beginning September 1, 2010. Carlos was recruited to Columbia from the University of Pennsylvania to chair the Department of Latin American and Iberian Studies.

September 7, 2010 – Bollinger now chair of New York Federal Reserve

September 9, 2010 – John Kluge, dies at 95 CC’37 – came from Germany in 1923, age 8
\$100 million in 1987
\$400 million in 2007 – 70th reunion

September 16, 2010 – Endowment hits \$6.5 billion – up 17.3%

September 17, 2010 – University Senate not ready to take up ROTC with ‘DA/DT’ still operative

September 24, 2010 – University Senate/LCB presiding

NY Court of Appeals Okd ESDC use of eminent domain with commercial owners
 M'ville is 17 acres -- 6-7,000,000 sq ft. of new space
 Committed developers –MBBehavior Bldg; S/Arts /SIPA/BSchool
 2010 annual giving -- \$410,000,000
 2009 -- \$413,000,000
 2008 -- \$495,000,000

Capital Campaign at \$3.8 billion of targeted \$4 billion
 Applause for LCB at call of Sam Silverstein

September 27, 2010 [–“Bollinger Addresses U Senate on M’Ville Progress”](#)

First building to be Jerome L. Greene Science Center
 M’Ville project 30-50 years; \$7 billion to \$10 billion
 Northwest Center Building opening
 \$4 billion Capital Campaign at \$3.8 billion – by end of year

September 27, 2010 -- Roy and Diana Vagelos Donate \$50 Million for New Medical Education Building

The Vagelos gift marks the largest received for CUMC's capital campaign. With its receipt, the campaign for the College of Physicians and Surgeons has raised more than \$1 billion, making it one of the first medical schools in the nation to achieve this level of support.

September 30, 2010 -- Announcement Regarding Gregory Mosher of the Arts Initiative

After more than six years leading the Arts Initiative at Columbia University as its founding director, Gregory Mosher will turn his creative energies to his celebrated work in the theater and his continuing role as a Professor of Professional Practice at our School of the Arts this fall

October 6, 2010 – Henry Kravis Business '69 gives \$100 million to B School

October 8, 2010 – [“Columbia Launches Palestine Center”](#); Rashid Khalidi co-director

October 20, 2010 – [“Bollinger to Head CU for Five More Years”](#) ↗ to 2015-16

October 22, 2010 – University Senate/LCB presiding

Trustees OK Mind, Brain, Behavior bldg. – 115 years after Low Library construction began
 LCB to stay on at least five more years [Applause]
 LCB: Columbia wants ROTC if DADT goes away

November 8, 2010 -- Columbia Community Service Campaign

For years, the Columbia Community Service (CCS) campaign has helped improve the quality of life beyond our campus and has expressed the core value of social responsibility essential to our identity as Columbia University in the City of New York.

November 11, 2010 – “Judith Butler Visiting professor from Berkeley” –to stay on after 2012?

November 12, 2010 – University Senate/LCB presiding

Capital Campaign at \$3.8 billion

Discussion of smoking ban 50' from CU buildings

November 20, 2010 – Jerry Lenfest gives \$30 million for Arts center

November 20, 2013 – A&S faculty meeting

Susan Pedersen, chair of EPPC – 50 people present

Course weightings issue – 3 or 4 points?

December 3, 2010 – University Senate/LCB Absent

Smoking ban vote for Morningside campus 27/10/2

December 2010 – Congress repealed “Don’t Ask, Don’t Tell”

December 29, 2010 – Northwest Corner building opens

Trustees extend capital campaign from 6 to 8 years; \$4 billion to \$6 billion

2011

January 18, 2011 – 2 Business School buildings for M’Ville

\$500 million -- \$100 million from Henry Kravis

January 19, 2011 -- Announcement Regarding **G. Michael Purdy** of the Lamont-Doherty Earth Observatory

Mike succeeds Dr. David Hirsh, who served as Columbia’s Executive Vice President for Research since the post was created in 2003 and created a strong foundation for this office.

January 19, 2011 -- Announcement Regarding **Frederick M. Van Sickle** and Susan K. Feagin of the Office of Alumni and Development

Fred replaces **Susan K. Feagin**, who will continue to serve the University in the new role of Special Advisor to the President.

Fred arrived at Columbia in 2002 and has been Susan’s partner in creating the strong alumni and development organization in place today. He is uniquely well-positioned to build on Columbia’s recent progress. Last month, in recognition of this momentum, the Trustees extended The Columbia Campaign until December 2013, and raised the campaign’s overall goal to \$5 Billion.

January 20, 2011 – [“Don’t Ask, Don’t Tell” Repealed”](#); U Senate to take up ROTC

Susan Feagin – Special Assistant to President

Michael Purdy – EVP for Research

January 27, 2011 – Eight Panelists Discuss ROTC Role at CU

February 11, 2011 – University Senate/LCB presiding

Capital Campaign > \$4 billion – a year early; extend 2 years to get \$5 billion
 LCB staying out of ROTC discussions/open hearings ☐ wants others to speak

February 16, 2011 – [Bollinger Talks 5th year global study program](#) (at fireside chat)

Dean Michele Moody-Adams supports return of ROTC (as she had at Cornell)

February 23, 2011 – Bollinger criticized for [Washington Post](#) ties to Kaplan for-profit colleges

February 23, 2011 – [Anti-ROTC Coalition organized](#)

February 28, 2011 – [Columbia Dems and Queer Alliance stay neutral on ROTC](#)

March 4, 2011 – [U Senate Releases ROTC Survey Results](#)

60% favor ROTC's return – 19% voting [2,252 of 11,269]
 Barnard only school with majority opposed 47/42%

March 4, 2011 – University Senate/LCB presiding

ROTC Task Force Report

March 31, 2011 – [CC Admits falls to 6.4%](#) SEAS – 9.4%; overall – 6.9% ☐ Jessica Marinaccio

April 1, 2011 – University Senate/LCB presiding

Extended discussion of favorable Task Force on ROTC ☐ "invited back subject to certain academic control"
 Vote 51/17/1 to invite back.

April 4, 2011 – “[After 40 Years, U Senate Votes for ROTC Return](#)” ☐ 51 to 17

April 21, 2011 – [Bollinger on more global centers](#) ☐ Chile/Kazakstan/Brazil/Turkey

Ken Prewitt point person

April 22, 2011 -- A Message Regarding ROTC

After many months of campus discussion, open forums, and a strongly favorable vote in the University Senate, together with consultation with the University's Council of Deans, it is clear that the time has come for Columbia to reengage with the military program of ROTC, subject to certain conditions and with ongoing review. Accordingly, I am announcing today that after four decades Columbia again will recognize ROTC on campus through an agreement to reinstate a Naval Reserve Officers Training Corps (NROTC) program at the University.

April 24, 2011 – University Senate/LCB presiding

LCB: "Columbia is a magnificent institution that gets better every year but still doesn't have as much as it needs."

Agreement with Navy under discussion

May 26, 2011 -- Ceremonial Remarks at the Signing of Naval ROTC Agreement

Aboard the USS Iwo Jima

It's important, also, just as a personal note for me to say that my father, who is 86 years old now—joined the marines in the beginning of World War II—flew a very small torpedo bomber plane in the Pacific and arrived on Iwo Jima shortly after the great assault there and all the time I was growing up I lived the memories of his service in that war and the glass of sand from Iwo Jima sort of represents that in our family life.

June 13, 2011 -- Announcement Regarding Provost **Claude M. Steele**

<http://www.columbia.edu/cu/president/docs/communications/2010-2011/110613-Announcement-Regarding-Provost-Claude-M-Steele.htm>

Dear Columbia Colleagues [from Provost Claude Steele]:

It is with a mix of emotions, the first of which is a genuine sadness, that I write to let you know that I have accepted a position as Dean of the School of Education at Stanford University, beginning in the fall of this year. Given my excitement about Columbia's future and my deep engagement working with Lee and so many of you in planning for it, this was far from an easy decision – perhaps the most difficult of my career. Dorothy and I pulled up stakes and came east after 18 years at Stanford fully expecting Morningside Heights to be our personal and professional home for many years to come and we had no thoughts of leaving anytime soon. I love the job I have. It is a fascinating, challenging and constantly stimulating experience to be the Provost of a great research university, especially one that is thriving on so many important fronts and that is so well led by Lee, an extraordinary team of deans, as well as by its faculty. And we love being in New York.

Summer 2011- McKinsey Consultants provide to report on restructuring Arts and Sciences

June 22, 2011 -- Announcement Regarding **Carlos J. Alonso** of the Graduate School of Arts and Sciences

<http://www.columbia.edu/cu/president/docs/communications/2010-2011/110622-Announcement-Regarding-Carlos-J-Alonso-of-the-Graduate-School-of-Arts-and-Sciences.html>

I am very pleased to announce that Carlos J. Alonso will assume the duties of Dean of the Graduate School of Arts and Sciences on a permanent basis, a position he has filled admirably as interim dean since September of last year.

June 21, 2011 – The Irvings add \$40 million to earlier Medical Center gifts

June 22, 2011 -- Learned Hand Lecture in Honor of Judge Wilfred Feinberg

U.S. Court of Appeals for the Second Circuit – “The Pentagon Papers” case

<https://president.columbia.edu/learned-hand-lecture>

June 29, 2011 -- **John Coatsworth** Named Interim University Provost

<http://www.columbia.edu/cu/president/docs/communications/2010-2011/110629-John-Coatsworth-Named-Interim-University-Provost.html>

I am pleased to announce that John Coatsworth will assume the responsibilities of University Provost on an interim basis effective July 1.

July 12, 2011 -- **Melissa Sney** Appointed Executive Director of CU Arts Initiative
<http://www.columbia.edu/cu/president/docs/communications/2010-2011/110712-Melissa-Sney-Appointed-Executive-Director-of-CU-Arts-Initiative.html>

I am pleased to announce that I have appointed Melissa Sney as Executive Director of Columbia's Arts Initiative, adding to her current responsibilities as Director of Miller Theatre.

Summer 2011 – McKinsey Consulting firm submits confidential report with recommendations for restructuring Arts and Sciences, in part to deal with its chronic deficits. Some recommendations opposed by Columbia College Dean Michelle Moody-Adams as undercutting her role in fund-raising and budgetary matters. She resigns, effective June 30, 2012. LCB accepted her resignation immediately, installing James Valentini as interim dean.

August 23, 2011 – EVP for Arts and Sciences Nicholas Dirks defends McKinsey Report, countering Moody-Adams and Andrew Delbanco

September 6, 2011 – Spectator -- James Valentini interim Dean of CC
 Michelle Moody-Adams had resigned in summer over structural reordering (“Moodygate”)

September 14, 2011 – “Columbia Holds Onto 4th in National Rankings”
US News & World Report has CU after Harvard/Princeton/Yale

September 16, 2011 – Barnard Drops 7 Spots to 33rd by US News

September 23, 2011 – University Senate/LCB presiding – left early “to challenge Ecuador’s president on freedom of the press”
 Endowment return for FY 2011- 23.6%; CU best return of all major universities for last 10 years
 Interim provost John Coatsworth – Claude Steele left in June
 Smoking policy discussion

September 26, 2011 – “Ecuador’s president, Bollinger Trade Barbs on Free Press”

October 4, 2011 – University Senate/LCB presiding
 NYC engineering initiative – substantial CU proposal but only if in M’Ville
 Global Centers discussion ☐ build up of SIPA ☐ 7 global centers
 To seek more int’l students -- CC currently at 11%
 Faculty petition in support of Occupy Wall Street Action
 Smoking policy discussion

October 5, 2011 – BC student charges she was “steered” away from Massad course
 ☐ Rachel McDermott

October 7, 2011 – [Bollinger allows he and his wife \(Jane Magnano\) were anti-war protesters on Wall Street in 1968](#)

October 14, 2011 – [Endowment grew 23.6% -- beats other Ivies](#) now at \$7.8 billion
Columbia Investment management Corp praised by Robert Kasdin

October 19, 2011 – [LionPAC invites Alan Dershowitz as counter to Noam Chomsky talk to Center for Palestine Studies](#)

October 25, 2011 – [Professor Andrew Delbanco says “Core threatened by increasing class size](#), calls on Columbia to focus on the College” He also criticized the administration for cutting down on faculty input in the admissions and financial aid processes and heavily recruiting wealthy and international students. "We may proclaim our commitment to being need-blind, but if we recruit in Scarsdale and Singapore and Riyadh, there won't be much need to meet," Delbanco said.

November 17, 2011 – University Senate/LCB presiding
Global centers - LCB had been to Istanbul

November 21, 2011 – [Football coach Norries Wilson sacked after 6 years](#)

December 1, 2011 – [Bollinger fireside chat for grad students](#)

December 2, 2011 – University Senate/LCB presiding
Jerry Lenfest gift of \$30 million for S of Arts M'Ville bldg

December 8, 2011 – [“Profs Call for SEAS Dean’s Removal”](#)
Interim provost John Coatsworth receives petition

December 9, 2011 – Columbia with new football coach – Pete Mangurian

2012

January 19, 2012 – [Applications down 8.9%](#)

February 3, 2012 – University Senate/LCB presiding
LCB defending CU tuition against Obama calls for lowering – only covers half the cost...

February 8, 2012 – [Bollinger F/Side Chat for 50](#) – Occupy Columbia group of 20 outside

February 20, 2012 – John Coatsworth appointed permanent provost
<https://president.columbia.edu/news/john-coatsworth-appointed-permanent-provost-columbia-university>

February 27, 2012 – NYPD surveillance of CU Muslim students in 2007

March 3, 2012 – University Senate/LCB presiding
No president report; no questions

Consensual relations between faculty and students ↗ recusals expected
 Titles for CUMC staff

March 5, 2012 – Obama to give Barnard commencement

March 30, 2012 – [7 Global Centers](#) – Jordan/China/India/France/Chile/Turkey/Kenya
 Argentina next? Ken Prewitt, VP for Global Centers

March 30, 2012 – University Senate/LCB presiding

LCB on global initiatives
 Upcoming Supreme Court ruling on Texas affirmative action

April 3, 2012 – CU to invest \$30 million in increasing faculty diversity

April 16, 2012 – [McKinsey report had led to Moody-Adams resignation in August](#);
 called for f/aid authority to move to Low

April 27, 2012 – [SEAS Dean Pena-Mora still target of faculty calls for firing](#)

April 27, 2012 – University Senate/LCB absent
 NROTC discussions and arrangements with SUNY Maritime
 Discussion of making course evaluations open

May 7, 2012 – [Year in Review – Moody-Adams and Steele resignations](#); Pena-Mora dangling;
 all three minority appointees

May 16, 2012 – Obama at Barnard Commencement

October 3, 2012 – [Bollinger calls for more sense of community](#)

October 11, 2012 – Lefkowitz CC '62/P&S – wins Nobel Prize in chemistry

November 9, 2012 – Nicholas Dirks leaving CU VP A&S for Berkeley chancellorship
<https://president.columbia.edu/news/announcement-regarding-nicholas-b-dirks-executive-vice-president-arts-and-sciences>

December 7, 2012 – [Nearly ¼ of CU international students](#)

LCB: wants it much higher
 Ken Prewitt: “No limit”

2013

February 4, 2013 – [U Senate survey has 80% of students, 68% faculty unfamiliar with global centers](#)

February 27, 2013 – [Bollinger on Future of Online Education](#) ↗ supportive of
 “Universities a dating service masquerading as an educational institution”

March 6, 2013 – VP [for M'Ville Philip Pitruzzello on commercial use of 1st floors of M'Ville buildings](#)

[March 27, 2013 – MIT prof Mary Boyce to be dean of SEAS](#)- Pena-Mora gone

Match 29, 2013 – [CC/SEAS admit rate at 6.89% 33,000 apps, 2300 admits](#)

May 1, 2013 – First NROTC graduate since 1973 (Abigail Wyatt GS '14)

May 13, 2013 – [Year in Review – Departures of Dirks, Shollenberger, J-School, SIPA deans; Boyce appt.](#)

September 13 , 2013– [Global Center Directors Summit](#) – seek increased campus awareness

September 27, 2013 – World Leaders Forum ☐ president of Senegal

October 4, 2013 – [Endowment up to \\$8.2 billion](#)

October 4 2013– University Senate/LCB presiding

ROTC's return

M'Ville – “topping off” Jerome Greene Mind, Brain, Behavior bldg.

F/raising -- \$6 billion in 9 yrs by 12/31/2013

Endowment – best performing of Ivies – 2nd best of all

October 9, 2013 – [Bollinger had admins studying racial divide at CU](#)

Student comment about 1/5th of friends on medical leave ☐ depression

October 17, 2013 – A&S faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZlKYDBtWpLH2G0_fnrNp8

Jack Snyder PPC chair – 50 people present

David Madigan as EVPA&S – on ARC departmental reviews in last 17 years – needs streamlining

October 25, 2013 – University Senate/LCB absent

Peking University faculty firing

November 6. 2013 – CU opens global center in Nairobi, Kenya

October 4 2013– University Senate/LCB presiding

ROTC's return

M'Ville – “topping off” Jerome Greene Mind, Brain, Behavior bldg.

F/raising -- \$6 billion in 9 yrs by 12/31/2013

Endowment – best performing of Ivies – 2nd best of all

Mortimer Zuckerman to give **\$200 million** for Mind, Brain, Behavior Institute in Jerome Greene Science center (to open in 2016)!!

November 20, 2013 – A& S Faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZlKYDBtWpLH2G0_fnrNp8

Susan Pedersen, chair of EPPC – 50 people present
 Course weightings issue – 3 or 4 points?

November 22, 2013 – [Bollinger calls for more international core curriculum](#)

urges move away from focus on western heritage – “should learn what the hell is going on in the world – a year’s travel to change views....”

November 25, 2013 -- Introduction of Bill De Blasio (SIPA'87) at NYC Summit on Children

November 25, 2013 – [Football ends year 0-10](#) – overhead call to fire Jerry Mangurian and Diane Murphy

December 6, 2013 – University Senate/LCB presiding

December 10, 2013 – A&S faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZlKYDBtWpLH2G0_fnrNp8

Jack Snyder; 60 people present

A&S budget concerns with Madigan

Overly optimistic projection of tuition revenue from School of Continuing Education

Snyder – and high common costs tax

Madigan – budget report -- \$ A&S has in the bank ↘ receive balances to be zero in FY2016

Projecting enrollment growth in GS (3%) and SCE (15%)

A&S tax to central administration for FY 14 ↘ \$110 million – up 5% a year

“new budget assumptions painful but needed to be faced.”

A&S contribution to Manhattanville -- \$5 million

A&S budget of \$500 million – 80% from tuition; 10% endowment; 4% from indirect cost recoveries

Madigan: Will be critical to hit the SCE targets

Limits to MOA growth (as in statistics)

Prof. Popkin asked what significant additional assessments are not included in common costs.

Mr. Norum listed three:

--A&S and all schools make an additional annual contribution for Manhattanville. That amount for A&S is \$5 million.

--An assessment to the Academic Quality Fund of 1.5 percent of all dollars spent by Morningside schools that are not grant-related. The A&S contribution for AQF will amount to \$7 million this year.

--There is also the payment A&S makes each year for faculty housing.

James Applegate, recognizing that he sounded like a Republican Congressman, said \$110 million is a lot of money for A&S to pay in taxes. Why was this assessment still rising at 5 percent when other rates are shrinking. Is A&S getting its money's worth?

EVP Madigan said it was hard to know. He said the costs of administration, debt, debt service, and facilities are formidable. But aside from the weird dip in revenues next year, there are no surprises in the common cost increase.

Prof. Applegate said the faculty have very little in the way of a window into this process. They have been called on to do a lot of belt tightening. Is that really justified?

EVP Madigan said A&S has a roughly \$600 million budget, for which about 80 percent comes from tuition, about 10 percent from the endowment, and perhaps 3-4 percent from indirect cost recoveries. A&S receives income from about \$1.6 billion in endowment; the university's total endowment is now about \$8 billion.

Valentini: The key number this year is \$64,144—the total cost of a year at Columbia College, including tuition, room and board, books and personal expenses (General Studies is different). This number is the highest not only in the Ivy Plus group, but also in the United States. The margin is wider without room and board.

Valentini on CC tuition/financial aid: \$64,44 as full price of CC
 CC one of 51 colleges with need-blind/full need; one of 18 with no loans
 CC financial aid 6th among 11 Ivy Plus schools

Total Net Cost for Students on Financial Aid

Lowest quintile – 29%

2nd 17%

3rd 20%

4th 20%

Top 18% (\$201,333)

52% of CCers pay full price

CC tuition greater than Business and Law combined – paid to A&S

JV: "Why does Columbia cost significantly more even than peer institutions?"

The most expensive...

The dean said most of the students Columbia loses go to Harvard, Yale, Princeton, or Stanford. These schools are more highly regarded than Columbia, and cheaper. He said students who choose not to go to Columbia list cost plus reputation as key factors

DM: A&S fundraising

MBBI and personalized medicine big opportunity for A & S

Coatsworth: "CC current discount rate – 44% -- 27% in 2003

Central Admin subsidy of A & S: \$21-23 million

"A&S now pays the lowest common cost rate in relation to revenue of any Columbia unit"

Douglas Chalmers on effort to encourage retirements

2014

January 30, 2014 – [Bollinger Speaks on Sexual Assault Policy](#) – More data forthcoming

January 30, 2014 -- [Journalism After Snowden Introductory Remarks](#)

<https://president.columbia.edu/content/journalism-after-snowden-intro>

It is now my great pleasure to introduce our wonderful new Dean of the Graduate School of Journalism, Steve Coll.

February 7, 2014 – University Senate/LCB absent – death in family

Capital Campaign

Sexual Assault policy

February 21, 2014 – A&S Faculty meeting

Snyder – 40 people present

Library report – James Neal

CU library 11th in 2001; 3rd in 2014

February 28, 2014 – University Senate/LCB presiding

Sexual Assault policy

Designated smoking zones

March 28, 2014 -- [Keynote Address at the University of Rochester Diversity Conference](#)

<https://president.columbia.edu/content/rochester-diversity-keynote>

April 4 – University Senate – LCB arrived late

Sexual Assault policy

Socially responsible investing

Student quality-of-life survey

Trustee Richard Whitten on university's entrepreneurship

Current funding focus on applied problems more than basic research

May 7, 2014 – Arts & Sciences Faculty meeting --

<https://www.fas.columbia.edu/files/fas/content/A%26S%20mins%20050714.pdf>

Jack Snyder Chr PPC

Discussion with LCB

JS: On LCB accomplishments

CC reputation

NW Science building

\$6.1 billion capital campaign

JS on A&S Problems

A&S space conditions

financial aid race

Highest tuition bill in US

A&S stringent budgets

Snyder: high-profile administrative initiatives tend to take on a life of their own and become difficult to coordinate with A&S objectives. ZMBBI is an instance --“difficult to achieve in reality”[

LCB: “hoped to avoid a discussion of the form “We need X,” focusing instead on such questions as “Where are we going?” and “How do things fit together?” and “What are the serious new areas of knowledge and how do we adjust to them?”

Dean Janow/later efforts to integrate SIPA and law with A&S

Jean Howard (English) said the question for her was, Is the faculty being supported in its daily work? Her answer was that time spent in research and teaching is not sufficiently supported. She said there has been a rhetorical shift over the last decade, from speaking of the Arts and Sciences as the core of the university to speaking of it as a Columbia school like any other, a tub on its own bottom. **But the Arts and Sciences is not just another school. It is the carrier of the university's core values:** it expresses Columbia's commitment to diversity through its generous financial aid policies; it nurtures the liberal arts ideal through its small classes for incoming freshmen and sophomores, and it is responsible for sustaining a world-class graduate school. These activities are expensive and require sustained subsidies. These subsidies are justified if, indeed, the president and provost believe the Arts and Sciences is the heart of the university.

There was applause.

The president said that he believes that, and that he thought Prof. Howard knew he believes it. **He said he had never said that A&S is just another school. On the contrary, he has always affirmed the centrality of A&S.** He repeated his earlier statement that the idea of an autonomous A&S budget was not to send A&S off on its own, but to correct the longstanding perception of a chronic budget deficit as a way to keep A&S under the thumb of the central administration. The president said he believes in the importance of self-governance for A&S, particularly in curricular matters.

Cathy Popkin (Slavic Languages) noted a pattern in meetings with the president—faculty raise concerns, and he says comforting things. But she worried that outside of the room, the Arts and Sciences is in free fall. She expressed dissatisfaction with some recent explanations of A&S budget troubles, which sounded to her like blaming the victim—that the School of Continuing

Education is failing to meet its revenue targets, and that there is infighting between the College and A&S, a problem they have to work out before more support is warranted.

2014 –Establishment of Columbia Precision Medicine Initiative (CPMI), a multidisciplinary effort launched in 2014 to accelerate the development of precision medicine and its use in clinical settings. Dr. Tom Maniatis, PhD, a renowned leader in molecular and cell biology as Director of the CPMI. And leader of Columbia's vibrant community of genetic and genomic researchers.

September 30, 2014 – University Senate/LCB presiding
 LCB: "Columbia in one of its greatest moments"
 New deans – Law – Gillian Lester
 Architecture – Amala Andraos
 SIPA – Merit Janow
 SEAS – Mary Boyce
 Dentistry – Christian Stoller
 Journalism – Steven Coll
 "the best in the country"
 M'Ville bldgs. Going up – Greene/Lenfest
 Sexual Assault

October 15, 2014 – A&S faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Excerpts from previous ARC reviews

1/25/2010 - "The Faculty of Arts and Sciences, the heart and soul of this body, fails to project itself and its interest robustly within the University as a whole, resulting in not only decreased effectiveness of the FAS, but a weakening of the University itself..."

October 23, 2014 – [Meeting with Bollinger](#)  [Prison Divest](#)

October 24, 2014 – University Senate/LCB presiding

NYC Ebola victim/epidemic
 Health insurance discussion

November 10, 2014 – A&S faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Susan Pedersen
 Meeting on Educational Policy and Planning Committee (EPPC) – formed in 2011
 by PPC  "a SWAT team for issues"
 2012 -- Mellon 2-year grant for Global Liberal Arts Initiative
 Program in Turkey (Martha Howell)Humanities  office of global programs (UGP)
 Discussion of student evaluations of faculty

November 20, 2014 – [Decoding Bollinger's \\$3.4 million 2013 pay](#) ☐ IRS 990 Form every fall
 Amount defended by Trustee Bill Campbell – highest Ivy salary

November 20, 2014 – University Senate/LCB presiding
 Policy for political rallies – LCB stresses freedom of speech commitment

December 11, 2014 – University Senate/LCB absent
 Sexual assault policy

2015

January 1, 2015 – Sharon Marcus as Dean of Humanities and Alondro Nelson as dean of social sciences

January 22, 2015 – **Suzanne Goldberg** as first EVP for University Life
<https://president.columbia.edu/news/suzanne-b-goldberg-appointed-executive-vice-president-university-life>

February 3, 2015 – Peter Pilling appointed Director of Athletics upon retirement of Diane Murphy
<https://president.columbia.edu/news/peter-pilling-appointed-director-athletics>

May 1, 2015 – First marine graduate of NROTC program since 1970 -- (Patrick Poorbaugh GS '15)

September 1, 2015 – Nicholas Lemann to head [Columbia Global Reports](#)

September 30, 2025 – A &S Faculty Meeting --
https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Valentini – Core to Commencement campaign with \$159 million of \$400 targeted

The gender balance among students at both undergraduate and graduate level at Columbia was approximately 50% male/female. Among faculty, however, after promising developments earlier in the last ten years, the number of women (in toto across all divisions) reached plateau level before declining. Among tenured faculty, the climb to gender parity was very slow: while parity in the Humanities appeared feasible in the next decade, progress had stalled to plateau level in the Social Sciences, but the biggest problems remained in the Natural Sciences, where there had been a significant downturn in the number of women (untenured as well as tenured).

October 1, 2015 – Double Discovery celebrates 50 years

October 8, 2015 – [Jeffrey Sachs to leave head of Earth Institute in June 2016](#)
 headed EI for 14 years ☐ 30 research centers; 850 scientists, staff and students

October 21, 2015 Arts & Science faculty Meeting --
https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

SCE to become School of Professional Studies

Uris Hall slated for A & S -- This substantial space consisted of 200 offices, 120 for faculty. At some 120,000 square feet, this space would add 15% to the current space available to A&S on the Morningside campus, whose capacity is currently some 825,000 square feet.

October 22, 2015 – [NYPD on campus for CU Divest for Climate Justice protest](#) – asked to leave

December 9, 2015 – A &S faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Madigan: renaming SCE the School of Professional Studies

Spectator request for access to A&S meetings straw vote in favor

December 10, 2015 – Last archived issue of [Columbia Spectator](#)

2016

January 27, 2016 – A&S faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Madigan

Field trip deaths of students in Guatemala

Mellon Global Liberal Arts grant extended two more years

Lenfest Distinguished Faculty Awards

Lenfest Junior Faculty Development Awards

Madigan on budget matters,

Not in A&S control common costs; undergraduate tuition setting; financial aid; investment returns

A&S revenue for FY 2015 – \$823 million (82% from tuition)

A&S expenses -- \$821 million

Generating modest budget reserve – more projected MAO and SPS significant expansion

Coatsworth: Annual support to A&S of \$50 million”

C. EVP Madigan’s report on the Arts and Sciences Budget.

1. Two key budget components were first distinguished, viz. (i) those outside the control of A&S, namely common costs; the setting of undergraduate tuition in Columbia College; Columbia College financial aid; and investment returns. Then (ii): components of the budget controlled by A&S, including the timely replacement policy (TRP); incremental hiring; faculty salaries; administrational salaries; retention of faculty; student enrollment; PhD stipends; tuition rates (the College excepted); administrational staffing; MAO pass-through; space costs.

2. Total revenue in FY 15 was \$823 million, of which \$696 million (85%) fell into the general budget, \$127 million (15%) into highly restricted funds. (For comparison, total revenue in FY 14 was \$796 million.) Of that \$696 million in general funds, direct revenue accounted for \$635 million, with \$519 million (82%) coming from tuition revenue, \$72 million from endowment income.

3. Total expenses in FY 15 amounted to \$821 million, of which \$699 million covered general expenses and \$122 million covered restricted expenses. Of that \$699 million in general expenses, direct expenses accounted for \$508 million (72%); central charges, \$167 million (24%); and other transfers, \$25 million(4%).

4. General budget forecast: surpluses in recent years had led to modest budget reserves, from which a deficit of c. \$5 million in FY 15 was covered. Surplus growth is currently projected to gain momentum in and after FY 17; key factors in that growth are undergraduate tuition increases projected at some 3.8% on an annual basis, MAO tuition increases projected at some 5% on an annual basis, and significant expansion in the activities of the School for Professional Studies.

February 24, 2016 – A&S faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

March 30, 2016 – A&S faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Faculty Forum in anticipation of LCB presence at April 27, 2016 meeting

Task Force on Global Education in Arts and Sciences (Rosalind Morris)

CU not yet in top 40 instns in terms of global educational activity.

Inst'l tracking of student movement abroad was poorly done

The next Arts and Sciences meeting was announced for April 27th, when President Bollinger was due to attend. In preparation for that meeting, a two-hour Faculty forum was announced for April 14th, and the PPC was also due to meet with President Bollinger in the week of April 4th. Key opics for the Faculty meeting attended by President Bollinger would include Arts and Sciences priorities, especially in the areas of strategic planning and fundraising campaigns.

May 5, 2016 – Gerald Rosberg appointed Senior Executive Vice president, assuming most of Robert Kasdin's responsibilities

<https://president.columbia.edu/news/gerald-rosberg-appointed-senior-executive-vice-president>

May 6, 2016 – A&S faculty meeting – Lots of faculty vomplinimgnit

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Meeting with LCB

Chairman Schiminich: Twenty-five years had passed since the inception of the Arts and Sciences, and from the outset the President had customarily attended one or more of its meetings each academic year; hence President Bollinger was a welcome attendee at the present meeting.

President may join more than one meeting in the future. Also, ten years ago, A&S adopted the academic freedom statement. Thanked PPC members.

LCB: Campbell tribute on his death

New capital Campaign Success of last for \$6.1 billion -- A&S slated for \$1.5 billion
 Manhattanville

Faculty questions : Why common cost burdens so opaque?

LCB: The way the university budget is structured was decided long ago. For example, the Law School sets tuition and pays their faculty, then they pay a tax to the university. A&S is like that. To get rid of the structural deficit, they negotiated a budget and then helped, including building up SPS. Columbia invested \$50 million in A&S per annum, far more than the \$23 million that had been invested in A&S in former times; that budget was for A&S to manage, including setting the salary pool. As for the common cost, the effect on A&S was less than on other parts of the University.

(Professor Sarah Cole): Was the A&S faculty to grow? There was a perception, and great concern, that the Timely Replacement Policy had evolved into a mechanism that defined a de facto cap for faculty numbers – a cap that permitted no growth.

President Bollinger: the faculty needed to expand, and he favored that expansion. There was a significant investment in the Economics Department with an FTE growth from 26 to 40. The student body had expanded, and while the A&S had expanded in recent years, more faculty growth was needed to keep pace with the expansion of student numbers. Important in this respect was for the College and A&S to be united in their efforts: hence some \$400 million of the new capital campaign was earmarked for the College, with the raising of some 30 new chairs.

(Professor Michael Thaddeus): the growth of university administration in the last decade. Between 2003 and 2015, the undergraduate population had increased by some 24%, officers by some 26%, administrators by some 82%. Did Professor Bollinger see this expansion to some 4000+ administrators as problematic? How might he address the problem?

LCB: Administrational oversight was needed, and various new offices were very necessary, such as for abiding by regulations, Mike Purdy's research office, but he was not party to day-to-day decisions about administrative need and supply. He said he'd like to come back to this.

(Professor Susan Pedersen): The model we have is that all of the schools have to raise money and that's problematic for A&S because our undergraduate tuition is discounted and PhD tuition is 100% discounted. So we build MAO programs to pay for undergraduate and PhD students. Many departments relied on MAO initiatives as a source of revenue-generation, even though it was often ethically challenging to make the case for drawing students to such programs at such expense; then those students would often have adjunct instructors whom they would not get to know in any sustained and substantive way. Significant problems attached to both MAO programs and the extensive use of adjunct instructors: what to do on both issues?

President Bollinger: both were profoundly important issues that required careful thought. It used to be that all tuition went to central and then out to schools but that was gamed by all of the

schools; they shrank their student populations. Now this is within the schools and the power over budgets is in the schools. His belief is that under the current system the biggest beneficiary will be A&S and he's for that. There are still questions: Are tuition/courses/programs structured so that students are getting what they deserve? Are adjuncts used too much?

(Professor Rosalind Morris): If we have to rely on donors to build the faculty size, then it can "limit" freedom of speech. Donors to named chairs within A&S often have specific, narrow, interests that motivate them, interests that do not necessarily coincide with A&S or individual faculty interests. What protections would be afforded to A&S in this respect?

President Bollinger: possible tensions between academic freedom on the one hand, the pressures posed by external funding on the other, were a fact of life; but academic freedom had been preserved at Columbia despite some very significant financial offers. Yet he was emphatic that academic freedom would never be compromised through any fundraising initiative.

August 29, 2016 -- [2016 Convocation Address](#)

<https://president.columbia.edu/content/convocation-2016>

Over the past couple of years, there have been a number of controversies on campuses all over the country, including ours, which were all more or less about speech—the speech of fellow students, of residence hall administrators, of faculty, of institutions through the naming of buildings and the display of pictures, and of outside people invited to the campus—no doubt you have heard and read about these. The debate, in part, was about what to do about speech that was considered offensive or dangerous. Sometimes there were calls for bans on speech and official punishments.

I do not want to enter into a discussion about any of these specific issues. I do, however, want to make two overarching points. The first is about proposals to stop speech from happening on campus, officially or through private acts of disruption. The rules of the road here are very clear. Even though a private institution (Columbia is a private university) is not subject to the First Amendment (only actions by the state are covered by the First Amendment), all private universities, including Columbia, have voluntarily chosen to live by First Amendment principles

September 30, 2016 -- [Remarks at the Memorial for Fritz Stern](#)

We gather here today in this place and among the people that were perhaps his truest home. Fritz Stern was a Columbian but also a Columbia institution. He was one of us in every way: student, professor, academic leader and public intellectual. He defined what we aspire to be. He offered a shining example to us all. His actions are deep and lasting. In the 1970s he broke with tradition and precedent by sponsoring female doctoral candidates in history, many of whom carry forward his legacy today. He also provided major leadership that was essential in helping the University through the protests in 1968. And, of course, his service as Provost at the beginning of Columbia's renaissance.

September 18, 2016 – LCB, “The No-Censorship Approach to Life,” The Chronicle of Higher Education
<https://president.columbia.edu/news/no-censorship-approach-life>

September 30, 2015 – A&S Faculty meeting

Uris to go to A &S –15% more space for A&S (add 120,000 to make for 825,000 sq. ft)
 Women faculty problems – early departures

October 21, 2015 – A&S Faculty meeting

Madigan
 tenure procedures reviewed

October 24, 2016 – Dedication of Manhattanville campus ☐ “Our Spiritual Plank”

October 25, 2016 – Peter Awn to step down as Dean of School of General Studies in June 2017

November 16, 2016 – A&S Faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Brendan O’Flaherty, chair of PPC
 Bollinger present

LCB: In summary, two major issues loomed:

- (a) how to integrate the entire University given the recent developments towards significant expansion of its space, especially in Manhattanville?
- (b) how was the new space (notably Uris in the case of A&S) to be deployed? The Divisional Deans had produced strong strategic plans for their respective sectors; the challenge now was how to incorporate those plans into the capital campaign.

2017

February 22, 2017 – A&S faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Madigan
 BC agreement on adjuncts and contingent faculty union
 Alondra Nelson leaving CU to be president of SSRC
 Coatsworth on budget
 University support for A & S in FY 2016 ☐ \$50million
 A&S contribution to common costs = 37% of net ☐ \$277 million JC: “a good deal for A&S

Central administration income for FY 2016 -- \$512 million; expenditures – \$509 million
 Central expenditures included -- \$48 million for academic support (\$23 million to A & S)
 LCB on CU response to travel ban

May 10, 2017 – A&S faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Madigan

Flaherty succeeded by Maya Tolstoy as chair of PPC

LCB: Three deans searches: Earth Institute; Social Work; GS

ZMBBI opened; also Lenfest Center for the Arts

\$30 million for Knight 1st Amendment Institute

– plus \$20 million more from CU

Jameel Jaffer as Director

Jeannette Wing as director of DSI

Institute for Imagination and ideas – in Paris; Mark Mazower

More \$ for M/Side infrastructure – 23% increase

New capital campaign -- \$5 billion in 5 years – of which, \$1.5 billion to A&S

\$25 million from Jonathan and Jeannie Lavine for refurbishing of Uris

May 17, 2017 -- [Lorraine Frazier Appointed Nursing School Dean](#)

May 22, 2017 -- [Remarks at the 2017 Pulitzer Prize Lunch](#)

June 27, 2017 -- [Foreign Policy Association Inaugural Centennial Lecture](#)

August 27, 2017 -- [2017 Convocation Address](#)

Moreover, I would also say this is the right moment to be at Columbia. The fundamentals of great scholarship and teaching are thriving, but there are also many enormously exciting initiatives underway and new experiments taking shape all the time. There's a new campus opening in West Harlem – the first at Columbia in over a century; with a master plan and the initial buildings designed by the architect Renzo Piano. While you are here the new campus will become populated with thousands of students, faculty and staff. We have an evolving network of Columbia Global Centers spread all across the world that are helping our faculty and students experience first-hand and to study the phenomena of globalization.

September 20, 2017 – A&S faculty meeting

Madigan/Bollinger/Coatsworth

Suzanne Goldberg on CU and DACA

November 14, 2017 -- [Lisa Rosen-Metsch Appointed Dean of the School of General Studies](#)

December 13, 2017 – A&S faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Maya Tolstoy/Bollinger present
New GS dean Lisa Rosen-Metsch

Meeting and PPC focused on increasing transparency
Science faculty women and underrepresented minority hires falling off/Astronomy the exception

Madigan on budget
2015-16 unrestricted **revenue** -- \$740 million, \$550 from tuition
CC -- \$299 million
SPS -- \$107 million
GS -- \$81 million
[GSAS and other -- \$63]

Endowment returns -- \$78 million
Gifts -- \$27 million
Indirect cost recovery -- \$17 million
Transfers from central University -- \$40 million
\$10 million other expenses transfer to \$50 million from Univ.

Expenditures -- \$737 million
Salaries -- \$261 million -- \$179 million to faculty salaries

Financial aid -- \$215 million (CC \$100 million; GS 23 Million;
GSAS stipends \$39 million
GSAS tuition -- \$55 million

Transfers to administration -- \$177 million , of which \$131 million
(as common-cost burden)

December 14, 2017 -- [Alexander N. Halliday Appointed Director of Columbia's Earth Institute](#)

2018

February 11, 2018 -- [Introduction of Justice Ruth Bader Ginsburg](#)

Thank you very much Gillian, for your introduction and for being Dean of the Law School. I have a very special place in my heart for law school deans, having been one, and Gillian is one of the very, very best.

February 19, 2018 -- [Inauguration of Barnard College President Sian Beilock](#)

First, on the relationship between Barnard and Columbia: I want to affirm the principle that Barnard is an integral part of Columbia University. It is indeed essential to defining Columbia's character. Columbia would not be Columbia without the presence of Barnard, its faculty and

students, with its determined independence, deep sense of self, and world-altering ambitions. And, I hope it is also true that Barnard could only be Barnard by fusing its identity as one of the world's finest liberal arts colleges with a pride in being part of one of the world's great research universities

May 9, 2018 – A & S faculty meeting

Bollinger – Interim VP for A &S soon to be announced

Prentis for School of the Arts

Alex Halliday at Earth Institute

\$2.7 of \$5 billion capital campaign in hand in cash and pledges.

The Global centers had by now become woven into the institutional life of CU

Columbia World Projects had begun encouragingly

LCB opposed to unionization of CU graduate students – “not good for the future of the Academy”

March 9, 2018 -- [David Madigan, Executive Vice President for Arts and Sciences, Announces He is Stepping Down](#)

May 30, 2018 -- [The 2018 Pulitzer Prize Lunch](#)

On the political front, I think it is clear that the nation is facing the most serious internal attacks on the fundamental values and institutional structures that define a democracy since the Pulitzers were introduced a century ago—then precisely to counteract problematic authoritarian tendencies throughout the society.

July 10, 2018 -- [Lorraine Frazier Appointed Nursing School Dean](#)

August 26, 2018 -- [2018 Convocation Address](#)

So, my central point is that, having achieved the singular accomplishment of being admitted to Columbia University, you have also been admitted to the world of the Scholarly Temperament. As everyday life demonstrates, this is not an easy task, to be sure. But you must work hard to live according to it and to do everything you can to uphold it, for, in truth, the world actually depends upon it. Much of what we take for granted to be the basic elements of modern, civilized life originated in this realm of the scholar.

September 26, 2018 -- [Remarks at the Opening of the Forum](#)

Today we formally open The Forum, the third of the new buildings on the new Columbia campus in Manhattanville in West Harlem—the third child, so to speak, who is accompanied by the older family members of Prentis, Studebaker, and Nash. This comes some sixteen years into the making of our new Morningside Heights,

I have to say that this building, The Forum, is in many ways my favorite, and that is for several reasons. In my life, I have come to understand that to be the third among several siblings gives

one some very special qualities, really quite lovable qualities. You have to struggle with and negotiate your way up and down the ladder of relationships, to fight for your rights, and to stand up for what you believe in. This confers on the child enormous capacities of empathy, unique abilities to cope with difficult and often self-centered older siblings and to nurture those below who are even more neglected, a determination to speak up for yourself, and many other irresistible charms. You might ask, "**How do I know this, as a first born child?**" The answer is because I have spent pretty much my whole life in the company of a third born, namely my wonderful wife, Jean, who shares all of these qualities and many others with The Forum.

Finally, I love The Forum because it feels like a ship, and I have come in the second half of my life to belong to that community of people who love ships, which of course connects us to Renzo Piano and which, of course, is precisely what Renzo means for us to feel in this building. Honest to God, to be in the building is to feel as if it is moving. Renzo has said to me that the ship, meaning this building, is ready for navigation, and it is.

So here we are. The Forum, as our very special third born, as the part that now makes all of the other pieces greater than the sum, as a sacred space of thought and the exchange of ideas leading to action, and as a ship set to sail, it is ready to take us even further into the mysteries of life. It brings us visually, actually, and metaphorically closer to the water, to the ocean, which is the great symbol of the puzzle of existence. In this, we follow the train of humanity, as described by our fellow Manhattanite Herman Melville. Our goal, he famously wrote, is always to get closer and closer to the water, or "the watery part of the world," which represents the source of all these mysteries and puzzles. All of us, he declared, "cherish very nearly the same feelings towards the ocean...." Look at Manhattan, he said, and he might well have said Manhattanville, "Right and left, the streets take you waterward." Everyone heads towards it. "There is magic in it," he said. "Meditation and water are wedded forever." In water, we see the "image of the ungraspable phantom of life, and this is the key to it all."

Manhattanville, and The Forum, together with all of Columbia University, makes it possible for us to be part of something larger than ourselves, which is what we always say, in the end, we want.

October 17, 2018 – A & S Faculty Meeting

Maya Tolstoy interim EVP A & S

New department of African American and African Studies approved by trustees

Equity Study/Tolstoy – women share of faculty declined; CU women looking elsewhere more than CU men

November 5-6, 2018 -- The Tanner Lectures

Columbia University President Lee C. Bollinger gave the annual Tanner Lectures at Clare Hall at the University of Cambridge. The lectures were based on his recent book and titled "The Free Speech Century: A Retrospective Guide."

November 7, 2018 – A&S faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Maria Uriate, chr of PPC
 Looming graduate student strike – 12/4

November 12, 2018 -- [Remarks at the Launch of the Institute for Ideas and Imagination](#)
 Bibliothèque National de France, Richelieu,

December 5, 2018 – A&S faculty meeting
https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Maria Uriate, chr PPC
 University agreed to bargain with graduate student union – no strike before 4/20

December 7, 2018 -- [Inauguration of Teachers College President Thomas Bailey](#)

2019

January 30, 2019 – A & S Faculty Meeting
https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

February 5, 2019 -- [Lee Bollinger and Geoffrey Stone discuss their book, The Free Speech Century](#)
 Carnegie Council for Ethics in International Affairs.

February 18, 2019 – LCB, [The Passing of Peter Awn](#)

February 20, 2019 – A&S faculty meeting
 Peter Awn and Wally Broecker deaths noted
 Tolstoy as acting VP A&S
 Tolstoy on budget
 77% of revenues from tuition

Most net tuition revenue for A&S from SPS (\$145 million); College (\$134 million); GS (\$74 million)
 GSAS Masters (\$70 million) School of Arts (\$27 million); GSAS represents a net cost.

A&S has a \$16 million deficit, mostly because of reduction in enrollments in SPS
 need to increase masters programs in economics, finance, statistics

Coatswoth: CU Central Budget of \$577 million for support of A&S for 2018 -- \$59 million

Central budget sources: \$577 million – endowment income (15%) common cost (805)
 Common costs: A&S should pay \$147 million; was charged only \$117 million

Question from Betsy Blackmar: Can A&S get a better deal? Last negotiation in 1994. Frustration that flagship part of campus is caught in a budget crisis while other parts flourish.

Answer: There is room for improvement, but not much within the 1994 agreement (from when the rebate on common costs charges comes). Raising more money is the solution.'

Uris building vision/Jean Howard

March 13, 2019 – A&S faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Union negotiations underway

GS report from Lisa Rosen-Metsch

493 veterans in GS – 4 times that of entire Ivy League combined

Lack sufficient financial aid

March 31, 2019 – [LCB, "How the U.S., Could prosecute Jamal Khashoggi's Killers."](#) [Washington Post](#)

April 10, 2019 – A&S Faculty meeting --

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Maria Uriate, chr PPC – Tolstoy interim EVP of A&S

Valentini on JED campus partnership ☐ focus on mental health of students

\$750 million in Core to Commencement Capital Campaign

April 25, 2019 -- [Launch of CU and Clooney Foundation's TrialWatch Initiative](#)

May 2019 – Peter Awn's memorial Service

May 8, 2019 – A&S Faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

LCB present

LCB thanking Maya Tolstoy service as interim EVP A&S

Searches for EVP A&s, ZMBBI, B School

LCB on Coatswoth ending as provost --:"absolutely spectacular"

>\$3billion for capital campaign

Increase in funding for M/Side space from \$20 to \$40 million per year

Bollinger discussed in some detail the Columbia World Projects (CPW), headed by Nick Lehman, Ira Katzenbach, and Avril Haynes, a former member of the Obama White house and Deputy Director of the CIA. The goal of the CWP is to create within the University an institution that can take academic work and develop partnerships with government, business, and civil society to work on significant problems and develop solutions that are time bound - roughly five years. CWP holds forth on big

problems of inequality, maternal health, climate change and other topics.

Bollinger observed that he had changed his mind on the unionization of graduate students and post-doctoral students in large part due to overwhelming faculty support within the university for unionization.

SIPA to Manhattanville?

LCB: "SIPA has three floors of a bad building that was designed to keep people out rather than invite them in." No funding yet for such a move

May 14, 2019 – [Rui Costa appointed Director of Zuckerman Institute](#)

May 30, 2019 – [Amy Hungerford Appointed Executive Vice President for Arts and Sciences](#)

June 12, 2019 -- [Free Speech on Campus Is Doing Just Fine, Thank You -- The Atlantic,](#)

August 16, 2019 – [Ira Katzenbach appointed Interim Provost](#)

August 30, 2019 – LCB, ["No, I Won't Start Spying on My Foreign-Born Students," Washington Post](#)

September 3, 2019 – LCB and Michael A. McRobbie, ["Paper Ballots Are Essential to Securing Our Elections and Our Democracy," The Hill.](#)

October 10, 2019 – LCB, [Diversity Has Become a Booming Business. So Where Are the Results? --](#)

October 16, 2019 – A&S faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZlKYDBtWpLH2G0_fnrNp8

Andreas Wimmer, chr PPC

Amy Hungerford introduced

Katzenbach read an email from Lee Bollinger: Bollinger was delighted to learn that our new EVP was joining the meeting today and he regretted not be able to be there in person. He noted that it was a feat that we were able to bring Hungerford to Columbia and a testament to A&S and its faculty. He closed by noting that A&S will benefit from the leadership of Hungerford

November 2019 -- ["Can a University Save the World?" by Nicholas Lemann, Chronicle of Higher Education](#)

Many are interested in the relationship between knowledge and action as a field of study. Together they add up to a loosely organized but concerted attempt to add a new capability to research universities — what Columbia's president, Lee Bollinger, calls a "fourth purpose," after teaching, research, and service."

November 13, 2019 – A&S Faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZlKYDBtWpLH2G0_fnrNp8

Alex Halliday introduced – to fold Earth Institute into a school? “Focus on novel ways of transforming the university. A fairly clear set of goals” -- a school, but a school with the difference.

Q: What is critical contribution/value added; will it make a difference if we do something new?

AH: Responsibility partly because CU is strong: we are the best climate university in the world, in that sense there's an obligation to think big. There are opportunities. We are strong in certain areas (ocean sciences, paleoclimate, forecasting, adaptation, some tech of decarbonization) but in fact there is huge diversity to our work in climate across the university.

Grateful to LB for funding the architectural study [Uris] (and providing top firm): much to be optimistic about around space.

December 2019– Tess Majors memorial service (“unmoored”)

December 11, 2019 – A&S Faculty meeting

Andreas Wimmer, chr. PPC Bollinger present

The meeting concluded with special remarks by President Bollinger thanking Maya Tolstoy for her work as EVP. Based on faculty sentiment to Wimmer's and Bollinger's remarks, the faculty were equally thankful for Tolstoy's work over the past year and a half.

2020

ONSET OF PANDEMIC

January 20, 2020 – CDC begins screening US airports for cases of coronavirus

February 19, 2020 – A&S faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZlKYDBtWpLH2G0_fnrNp8

Katznelsom as Interim Provost -- Bollinger present

Onset of Pandemic – CU with 149 students from Wu Han province

7 weeks to strike deadline

Citing US News on Columbia #3 – “overall point is that the University are doing well”

Katznelson on budget

FY 2019 – Central university to A&S – \$65 million

IK: “No one anywhere expects A&S to stand on its own. And we recognize that our greatness as a university depends on A&S.”

"What Central will not do: Central is not a hole-filler, as this is just not sustainable.
We cannot treat Central as surrogate for structural transformations."

EVP A&S Hungerford: "I have felt ironclad commitment from President Bollinger, Ira, and from everyone that A&S stands at the center and is essential to what makes Columbia, Columbia. And that gives me hope, that if we do our work, we will come out in a good place."

Q1: School of Professional Studies (SPS)? How does this revenue stream fit within the larger portrait?

EVP: SPS levelled off and that had a huge impact. That hit A&S very hard.

February 24, 2020 – LCB, ["In Order to Prevent Another Voting Debacle, Turn to Paper Balloting."](#) Boston Globe

March 8, 2020 -- <https://president.columbia.edu/content/2009-convocation-address-0>

March 10, 2020 --

March 11, 2020 – Columbia/Barnard suspends classes until further notice due to COVID – 19

March 12, 2020 [Update on COVID-19 and Spring Term Plans](#)

March 13, 2020 -- [Update on COVID-19](#)

March 14, 2020 -- Coronavirus Self-Isolation Guide for Columbia Employees

If you have recently returned from a destination in which the coronavirus COVID-19 is circulating, or if you have been in contact with someone who has the virus, you will be asked to self-isolate and monitor your symptoms for 14 days before returning to work or campus. Use this guide to learn how to manage this period.

March 15 – NYT – The C.D.C. recommended no gatherings of 50 or more people in the US

March 15, 2020 -- [Update on COVID-19 and Further Changes in Operations](#)

March 16 – Governors of NY, NJ and Ct to coordinate closures in absence of federal action

March 20 – NY Governor Andrew Cuomo orders nonessential businesses closed
8300 cases reported

March 20, 2020 -- [Update on COVID-19: Spring Semester and Commencement](#)

March 24, 2020 – Clinical trials on hold as hospitals confront patient surges

April 1. 2020 – 2300 NY deaths; 83,000 cases

April 2, 2020 – NYTimes – Cases topped a million, and millions lost their jobs

By April 2, the pandemic had sickened more than one million people in 171 countries across six continents, killing at least 51,000.

April 6. 2020 – NYT – British Prime Minister Boris Johnson moved into intensive care.

April 7, 2020 -- CUIMC staff moves to the frontlines to fight the pandemic amid the loss of hundreds of millions in revenue

April 7, 2020 -- Masks and Face Coverings in Public

April 7, 2020 – How to Protect Yourself from COVID-19

April 8 – D J Trump recommends hydroxychloroquine ☷ “What do you have to lose?”

April 8, 2020 – A&S Faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

250 in attendance – LCB/IK/Amy Hungerford/Wimmer

“with AH just starting the job in a difficult budget situation and now dealing with this crisis.”

IK: “Summer we will be virtual. Unclear where we will be in the fall.”

“Budget pressures are astonishing.... almost every funding source of university under strain: endowment, donors, clinical income, research income as labs are closed, tuition likely to be down. Worse than 2008 with everything down.” Hiring frozen.

Bollinger - astonishing what has been accomplished by our institution. Students moving out and moving 19,000 classes online. Medical campus reconfigured. Baker Field is being reconfigured, medical staff in residence halls. Thank you to them. Financial implications very large, confident we will get through this. Not enough information for at least another few weeks to make the call on Fall. Guess would be some combination between remote and in person.

April 9, 2020 – LCB Update on the Impact of COVID-19 and Commencement

April 10, 2020 – NYTimes – Cases surged in Russia

April 13, 2020 – Trump asserts total authority in forcing states to reopen;

Cuomo ☷ “No King Trump”

April 14, 2020 – Face Covering and Fever Monitoring

April 16, 2020 -- As the pandemic rages on, [Columbia braces for widespread financial fallout](#) CU with five affected principal streams: returns on the endowment, fundraising, tuition, federal and private research grants and contracts, [and clinical income](#).

April 16, 2020

April 16, 2020 – Trump pushing for re-openings of businesses and schools

April 21, 2020 – [NYTimes](#) – Officials discovered earlier known U.S. coronavirus deaths in California deaths

April 23, 2020 – Trump recommends bleach as counter to virus

May 1, 2020 – NY with 19,000 deaths; 300,000 cases

May 5, 2020 – A&S faculty meeting

--https://drive.google.com/drive/folders/1jBy_vGrU8XvZlKYDBtWpLH2G0_fnrNp8

AH/LCB

LCB: “We will be with Arts and Sciences as we work out the financial crisis. We were planning to be with you and we will be with you even more as we sort out the implications of the pandemic crisis in concrete ways.”

LCB: “Effort of the past year to think about the climate school is continuing. Hope to be able to launch with the trustees. This initiative is budget neutral as there will be no new financial resources allocated to the school. The work is already being done across the university.”

Capital campaign at \$4 billion of \$5 billion

LCB: “Where we are in the pandemic: It’s important to begin with a sense of where we begin, we are now. Started not clear that it would have an impact here in the United States, but a growing chorus that it was coming and serious. Strategized with experts. We set up an advisory task force on COVID 19. In the decisive week some 5 weeks ago, we went from this is going to have a big impact but we are not sure how big, to a series of steps within a course of a week to close the university except for the medical center. We went from we are going to cancel athletic and public events to we’re going to have to move classes to on line, recommend students leave campus, restrict campus access to essential services. Decided we would need to freeze a number of things: salary increases, hiring. We have to begin making some plans for cuts and planning for an endowment return less than what we’ve enjoyed. You do all the cuts you can in the other than human dimension of the university so that you try to protect the people that you have. Then we began to understand that this was going to be a quite long-term set of issues that we should be grappling with. Uptown we went from 3-5 hospitalizations at the beginning of March to over 400 patients to a high of 650. We are down to 375. Floors were tuned over to treatment of patients. Half are on ventilators, people of dying at average of 12 a day, down to 6 a day now. Workers doctors’ nurses staff heroic in their dedication, filled with

anxieties and exhaustions. Should play into anything we think about in the future. A major 2nd wave could be devastating to the lives and moral of our colleagues uptown. In the past week there has been a shift around the county and the world. Where one is thinking about the future. How we put together.

LCB: "Important to realize where we are realistically. "I have a bias toward optimism. I always have to correct with reality".

Last thing: "One of the things I love about Columbia is that there are two major qualities:

1. Rich tradition of the greatest minds of any institution in the world. That means a lot. We are part of an institution, organization, that was the home to greatest thinking and creativity that ever happened. Any school, department, any part of the university. Magnificent people who have populated these places.
2. Columbia has gone through stressors that no other University of the US has had to go through ... because we are in NYC. Effected most severely in crisis:
 - 1) 1968: No university was hurt by the way 1968 unfolded.
 - 2) The bankruptcy, the decline of NYC in the 70s.
 - 3) 9/11 was also a distinctly NYC event.
 - 4) The 2008 national and global financial crisis was significantly centered in NYC and;
 - 5) now this pandemic with NYC being epicenter.

What that means is Columbia in real life is the place where you struggle. We're not pastoral, we're not rural. We are in a place that suffers deeply when crisis happen. Out of that comes an incredible intellectual life: Highly sophisticated, in the moment, urban, cosmopolitan, connected to all classical forms of knowledge and we have to draw on that world this moment.

President Bollinger: Yes. When I made the decision that we would enhance need blind admission, it was consequential. We are all proud of our need blind admission. But it is the fact that the intuitions we are competing against have a hell of a lot more resources. 37 percent of our financial aid is covered by endowment. Harvard is 60 percent. Princeton is probably 110 percent. And we need to relieve those stresses on A&S

May 12, 2020 – Fauci calls 80,000 US deaths an underestimate

May 17, 2020 – NYTimes – Japan and Germany, two of the world's largest economies, entered recessions

May 20, 2020 – NY hospitals report fewer than 5000 daily admissions

NY Deaths at 22,000

July 7, 2020 – Columbia president Lee Bollinger sets out plans for the fall if Phase III in place:

3 semesters (Sept to Thanksgiving; January to April; May to June); 60% on campus;

July 10, 2020 – LCB announces creation of the Columbia Climate School, first new school at Columbia in 25 years; early mention of “Fourth Purpose” in announcement –“our mission of being more present at the intersection of knowledge and change.”

September 3, 2020 -- **Kim Lew** Appointed CEO of the Columbia Investment Management Company

September 4, 2020 – Message from LCB on opening of academic year on Tuesday, September 8

September 29, 2020 – LCB and ex-publisher Donald Graham in Washington Post on “Trump’s Assault on Twitter is an Attack on the First Amendment”

September 30, 2020 – A&S Faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Jenny Davidson, PPC chair

900 undergraduates on campus

Undergraduate enrollments – AH – “doing better than peers on the declines in enrollment.

GS is up right now

October 19, 2020 – Trustees extend President Bollinger’s expected term of office by one year to June 2023.

October 2020 – Saidiya Hartman named University Professor

October 22, 2020 -- Columbia reports \$310 million increase in endowment during pandemic while smaller schools flounder --

October 28, 2020 – A & S Faculty Meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Amy Hungerford discussed the results of a recent Undergraduate Survey that polled students on their experience with online learning this Fall. There was a high response rate. In general students are satisfied with their experience. Some areas where students are satisfied or very satisfied are course content, faculty use of technology, effectiveness and ease of completing course assignments, availability of course materials, and many students like elements of asynchronous learning like having the ability to review class recordings.

November 17, 2020 – Columbia Global Reports celebrates its 5th anniversary as the publisher of books -- 28 to date -- on global affairs with a ZOOM meeting hosted by CGR director and former dean of the Journalism School, **Nicholas Lemann**, in conversation with President Bollinger on the origins and purpose of CGR.

December 2, 2020 – Mary C. Boyce appointed provost

December 9, 2020 – A&S Faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Faculty question: "Given that about half of our graduate students come from outside the US, given that the PhD functions differently for people in the sciences than in the Humanities and Social Sciences, how do you understand the question of the 'job market' as grounds for adjudicating the success (or not) of preparation for said market?"

University had taken on debt rather than raid the endowment

Concern about abrupt retirement plan cut – may restore post-COVID – NO PPC notice

Stress greatest at A&S, CUIMC, SEAS and SIPA with int'l students

IK: "Retirement announcement has caused distress and anger. He fully understands that. This was the most difficult decision of any he helped shape in 18 months as provost. This

Covid cost to date -- >\$700 million ② tuition losses, medical practice, campus safety—

December 19, 2020 – Spectator -- Thousands sign onto Columbia tuition strike as student organizers push for voice in university budgets

December 16, 2020 – LCB podcast Interview with Steve Blank LCB: "I have been thinking about this for many years and came to the conclusion that it would be very important for universities to take on an additional and major role. And that role would be to try to work with outside partners, to take academic work, not only at your own institution, but broadly academic work, and working with these outside partners to try to impact and affect the world in good ways, it's what I call the fourth purpose."

2021

January 6, 2021 – President condemns assault on nation's capital

January 27, 2021 – A&S Faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Jenny Davidson

A&S treatment during COVID?

AH: "Given that about half of our graduate students come from outside the US, given that the PhD functions differently for people in the sciences than in the Humanities and Social Sciences, how do you understand the question of the 'job market' as grounds for adjudicating the success

1 year pause in PhD admissions

Faculty size peaked in FY20 after several years of growth.

IK: "I know COVID has done major budget damage. But we're not alone in that. What sets us apart from our academic peers is that we had a dire budget crisis in A&S way before COVID and with no ability to weather the shock. We have a structural deficit, a deficit in at least 18 of the last 20 years, I believe. So a deficit alone cannot justify the cuts and extraordinary damage being done to the core A&S activities. We have a deficit by construction, by the rules set up dividing the overall budget into these unit sub-budgets. We have a deficit because attention and priorities over 20 years were elsewhere. Because of these rules and priorities, we've been set up to fail, and our new Executive Vice President is therefore being set up to fail, if we cannot shift the discussion and decisions to these foundational budget issues. This is not good for her, and not good for A&S, and it is certainly not good for Columbia. And the issue is not only how A&S is taxed or the like compared to other units within Columbia but also how A&S is set up at Columbia compared to A&S in other places – A&S is always unique in a university."

SPS is also not the issue. I know the School of Professional Studies brought in less money than projected in our unrealistic forecasts, which failed to take into account damages to the Business and other schools, etc. But we were in any case relying on that to be some magical life preserver, which is itself the problem. We didn't lose money, we lost the illusion of money. If anything, the SPS projection problems only made our budget crisis worse. Yet there has been no accountability for that. No transparency for how such shockingly unrealistic forecasts came to be. We are being handed false choices. Do we accept cuts to grad programs or do we have to kill needed diversity initiatives? Do we accept a pay cut or do we agree to kill our place in the academy by severe hiring freezes? Years of good faith deals and planning have been thrown away: timely replacement became delayed replacement only and now even that is gone. MA programs were built on discussions of pass throughs – now taken back.

Money carefully used and reserved has been clawed back, and some of the most severe punishments have been to those playing by the rules in good faith. And while all of these cuts and freezes are taking place, we're still starting new programs and schools – climate school, global initiatives – the goals of these are obviously important but to be blunt we should not be the ones doing them. We're apparently very poor, not in the league of our academic peers, yet trying to play in the same league at a time when we can't do basic repairs in our main teaching building, Hamilton Hall, but we're starting new schools. And that does come at a cost to us because of fundraising. This brings me to my question: Where is the fundraising for the foundation of Columbia, which is A&S? We have the highest-paid university president, known for the best fundraising, yet for over 18+ years we haven't fixed the A&S deficit. This is a decision, and we have had no transparency or leadership on that. It hasn't been a priority over the last two decades. Why don't we have endowment coverage for our financial aid for undergrads, as our supposed peers do? Haven't we waited long enough for a full report on the reasons A&S is in permanent financial trouble? And I don't mean COVID, also I do understand how much worse that has made things. Such a report should justify

why we are being asked to make cuts in certain places, how these cuts are really related to our deficit, and why discussion about the larger issues has been taken off the table. Faculty on the ad-hoc A&S budget committees should have access to all the information they need. The key issue is the structural deficit with no safety net, after decades, ups and down to the economy, and various provosts. What is, at long last, going to be done? Is fundraising going to change and directly make A&S solid? Why should we have confidence the game is not simply rigged against us and our new EVP? Can we get more transparency and honesty about the long-term foundational issues instead of the short-term reactionary measures?"

Question by Faculty Member: Have the higher-paid administrators at the University been taking salary cuts as well?

Response by AH: There have not at Columbia been the kind of cuts to high-level administrator salaries that we have seen at some of our peers. That is despite my request for those, the request of the provost for those, the request of other deans for those. I do not know why that was not done, but I want you to know that I was in favor it and ready to take a hit myself, as were many other deans.

February 21, 2022 – Soulaymane Kachani as Senior Vice provost with responsibilities for online and hybrid offerings.

Faculty Town Hall on February 17th – 180 people discussed ‘austerity measures” in place for A&S -- call for a pause in further austerity measures
Urge presidential support for A&S

February 24, 2021 – Arts & Science faculty Meeting
https://drive.google.com/drive/folders/1jBy_vGrU8XvZlKYDBtWpLH2G0_fnrNp8

“The present fiscal crisis in Arts and Science did not originate with the covid crisis, though it has been exacerbated by it. We request that the Vice President and President work together to facilitate long-term solutions to this festering problem that do not involve the evisceration of Arts and Sciences departments and programs. -The organizers then urged for more transparency and vigilance

LCB on Budget: “The pandemic has generated a financial crisis on a scale of what happened to the university in late 60s and early 70s. At that time, the institution went through resources that it takes decades to recover a proportion of, even under the best circumstances. This crisis is greater than the “Great Recession,” greater than that which followed 9/11. The entire clinical services dimension of the Medical School shut down, producing significant losses at the medical center (which for 2020 alone were as large as the losses faced by A&S), and there were major impacts also on other

Morningside schools, particularly those with large international populations such as SIPA. In addition, housing revenues were lost. Arts and Sciences has been deeply affected.

Columbia University has only about 1/4 of the underlying wealth of institutions that we regard as peers. CU has dealt with the present shortfall through borrowing, so as to have the liquidity to permit the institution to maintain operations. CU borrowed 100s of millions of dollars to deal with 700 million dollars of deficit suffered as a result of pandemic.

At the level of cost-cutting, there has been a freeze on hiring, on salaries, on new activities, and anything that could be suspended. In that process CU has tried to distribute the funds raised through the debt markets to parts of the institution most significantly affected. A&S has been the most important recipient of these funds to shore things up.-The university has made its decisions and distributed borrowed funds while trying to avoid furloughs and lay-offs, and while focusing on student needs. These principles have guided all financial decision-making.

LCB added that, in every discussion that touches the resources of the university, he, the Provost and the EVP ask, 'How can we help Arts and Sciences?' LB praised AH for being incredibly effective for making the case for A&S: 'Her only flaw is that she doesn't take credit for what she does on behalf of Arts and Sciences.'

COVID Impact on Revenue

Net Tuition & Fees – About \$98 million fell out of our budget in FY 21 (as estimated), broken down as follows:

- College (\$11.7 million)
- General Studies (\$10.4 million)
- GSAS (\$25.8 million)
- Professional Studies (\$48.2 million)

However, there was \$7.7 million of net revenue in SPS in FY20, thanks to excellent enrollments in the summer, and \$2M of net revenue in the College in FY20, due to strong enrollments that year. This will offset some of the losses that are anticipated this year, including severe losses in SPS itself.

Other revenue streams affected by losses in FY21:

- Grants and contracts (\$14 million)
- Indirect Cost Recoveries (\$2.4 million)
- Current Use Gifts (\$4.9 million—6.9 for FY20&21)
- Funding from donations that support current operations (distinct from endowment income)
- Endowment Income \$5.2 million

Central administration to A&S to help with shortfall: \$62 million

Total Revenue vs. Total Spending

- Historically, the deficit has been a function of the difference between rates of growth in revenue and rates of growth in expenditure.
- Between 2013 and 2018, the expense growth grew at an annual rate of 6%, and revenue at a rate of 7%.
- However, between 2018-2020, thanks to commitments and unrealistic expectations associated with SPS among other factors, revenues grew at a rate of 4% while expenses grew at a rate of 8%
- In FY 2021-2021, revenue was down 9%, with expenses at 0%. The imbalance affects different parts of A&S differently and is determined by existing structures, including:
 - The impact is however differentially distributed. Between FY2013 – FY2019, there was no deficit. But we have a massive operating deficit in 2020 and 2021. Reserve balances in academic units (departments, centers and institutes) shrank only by \$3M (\$98M to \$95M), during this period, whereas A&S general reserves were reduced significantly.

Provost Ira Katzenbach then spoke to the faculty as a faculty member. IK indicated that he would speak first as a member of Arts and Sciences, but later as Provost, and will not evade any responsibility. He has been a member of faculty for 26 years. In this time, he has never heard a budget presentation as clear, thorough, nimble and thoughtful as this one. Second best is the one preceding, this also presented by AH. There is not a long tradition of detailed, micro-level budgetary considerations at faculty meetings. IK thinks this new development is good. Source of this presentation was not the Town Hall meeting, but IK thanks the mobilized colleagues (pressure is welcome). But he emphasizes that some of the premises of the TH are inaccurate: A&S has not been in a relation of structural deficit viz Central and in recent memory there are 5 years of non-deficit. This means that the deficit is function of this crisis.

IK urges faculty to consider how enormous the \$700 million hit is from an annual budget of \$5 billion

IK as provost: Where are we in Arts and Sciences?

There has been steady faculty growth over the decades. The College is robust; Financial Aid has been enhanced. It is still underfunded but it is real for students, and its enhancement has led to the most diverse student population of any Ivy League institution. We need more growth and improvement, but we should not underestimate what has been accomplished. There was \$67 million in financial support from Central to A&S, in FY20 We have a decentralized budget structure, especially when compared to an institution like the University of Chicago, which IK knows. Unit by unit, budgets are managed locally.

\$53 million came from Central to support the general budget of A&S. \$6 million is paid direct by central for A&S space costs, and \$8 million to restricted support (centers and initiatives in Arts

and Sciences). No other unit in the university receives such regular, ordinary and ‘hard-baked’ transfer, independently of COVID. Under COVID, this assistance was effectively doubled, including significant transfer of borrowed funds.

Town Hall requests

1. Pause in Further Austerity measures in A & S
2. The faculty asks, and requests that the Vice President for Arts and Sciences join with us in asking, the President to be directly involved in alleviating the austerity measures currently being required of the faculty of Arts and Sciences.

Questioning F/Aid allocations as the problem??

Finally, what is the place of A&S in the university’s ambitions and vision, compared to the enormous commitments made to projects and initiatives that do not centrally involve A&S?

LCB response:

-The pandemic has generated a financial crisis on a scale of what happened to the university in late 60s and early 70s. At that time, the institution went through resources that it takes decades to recover a proportion of, even under the best circumstances. This crisis is greater than the “Great Recession,” greater than that which followed 9/11. The entire clinical services dimension of the Medical School shut down, producing significant losses at the medical center (which for 2020 alone were as large as the losses faced by A&S), and there were major impacts also on other Morningside schools, particularly those with large international populations such as SIPA. In addition, housing revenues were lost. Arts and Sciences has been deeply affected.

-LB praised AH for being incredibly effective for making the case for A&S: ‘her only flaw is that she doesn’t take credit for what she does on behalf of Arts and Sciences.’

-Overall, revenue growth declined by 9%, while net tuition declined by 14% but there were smaller losses and some ‘steady performance’ in endowment payouts, Indirect Costs Recovery (ICR), grants, etc.

-Between 2013 and 2018, the expense growth grew at an annual rate of 6%, and revenue at a rate of 7%.

-However, between 2018-2020, thanks to commitments and unrealistic expectations associated with SPS among other factors, revenues grew at a rate of 4% while expenses grew at a rate of 8%

-In FY 2021-2021, revenue was down 9%, with expenses at 0%.

-The imbalance affects different parts of A&S differently and is determined by existing structures, including:

March 2021 – Professor of Mathematics Michael Thaddeus posts critique of CU’s endowment growth has it growing more slowly than peers, falling from 7th in 2010 to 12th in 2020
<http://www.math.columbia.edu/~thaddeus/endowment.html>

March 2021 – Thaddeus questions plan to increase undergraduate enrollments as revenue generator
<http://www.math.columbia.edu/~thaddeus/undergrad/thoughts.html>

March 17, 2021 – A&s Faculty meeting
https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Jenny Davidson – this meeting in response to Town Hall request – Patricia Dailey and Jeffrey Lax

JLax: “Ask higher admin to admit problems with common costs while A&S infrastructure crumbles. Questions about funding for Manhattanville and other endeavors that take away from A&S. **Questions 4th Purpose and how it will divert resources from A&S and three other purposes (teaching, research, and service).** These decisions increase rather than decrease inequalities. Wants to end on the bright side. Appreciates recent meetings and openness of EVP, work of many of the existing committees, and attempts for greater transparency in A&S.

Amy Hungerford agrees that fundraising for financial aid has not kept up with commitment.

Amy Hungerford speaks on budget. There was a budget surplus from '13-18, driven largely by SPS. We do not know what role SPS will play in the future for a more stable budget. Past mistakes in mismanagement and dependence on Chinese market put A&S at risk and led to problems for 2019 and beyond. In terms of common costs, the annual increase of 5-6% increase has been concerning and is not sustainable.

Questioner #4 reinforces Amy's comments about common costs, and that A&S revenue generally increases 3% but common costs increase 6%. Urges President and Provost to reconsider common cost model.

Common cost - the allocation is not forced but a constructed function of square footage, people, and more... but does it reflect the centrality of purpose of the A&S?

March 31, 2021 – A & S Faculty meeting
https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

AH/Jenny Davidson

Michael Thaddeus motion --budgets for last 5 years to all members of A&S MT says that in 1999, a summary of the A&S budget was on every seat in the Faculty Room in Low Library, available to all participants in an A&S meeting (he provides a PDF of the 1999 A&S budget). Concerns about confidentiality have been mentioned: but why is this a problem, while it was not a problem in 1999? Faculty have the power and duty to advise on the budget; we can only do this if we know the parameters. Last year Department Chairs were asked to agree to a “claw-back” from Departmental budgets, without being informed about the basic parameters of the A&S budget. Yale's budget is publicly visible on their website.

AH delighted to have the time to speak about Uris process, which is at a critical stage. There are conversations with a donor and friend of CU about a gift of over 25-million-dollar to support renovation in Uris.

April 8, 2021 – Columbia Student Support Initiative announced -- \$1.4 billion in financial assistance by 2025 for all 16 schools

April 19, 2021 – Announcement of the Columbia Climate School leadership

April 20, 2021 – President Bollinger on the Derek Chauvin Trial

April 21, 2021 – A & S Faculty meeting

https://drive.google.com/drive/folders/1jBy_vGrU8XvZIKYDBtWpLH2G0_fnrNp8

Vote on MT resolution underway 4/19 -- Support for Thaddeus motion expressed

April 26, 2021 – Columbia will recognize Juneteenth again

May 19, 2021 A & S Faculty Minutes

Promotion and tenure Committee is 10 years old – 258 dossiers

Expect to be in person come the fall

College expansion discussion now with 3-4 discussions already

SPS dean search underway

Uris renovation gift at \$50 million from Jonathan and Jeannie Lavine

LCB Remarks

What these 14 months have been like, from his perspective

🎬 Major changes and initiatives across the university

🎬 The state of the Arts and Sciences

Year in Review: Pandemic Crisis

By way of introduction, LCB noted that there has been nothing like the pandemic crisis in the recent history of the academy. Closest in terms of damage to the university was the 1970s, which was a devastating time for the University. The upshot of developments in the 60s and 70s was financial debility that it has taken decades to recover from. Numerous statistics capture this period of the 1970s. But essentially, according to LCB, we lost our endowment, with crucial consequences. Other universities that we regularly regard as our peers, went full speed ahead. We, in contrast, had to start from scratch. The resulting problems include: deteriorating conditions in our buildings, need for other sources of revenue for everything from faculty to financial aid. Everything that LCB has done at Columbia, especially over the last year, has been motivated by a deep fear for the institution--that it would repeat that earlier crisis. LCB noted that, at a certain period of the pandemic, Columbia was losing \$100 million/month. At that time, there was also no way to predict the consequences of an ongoing pandemic, as revenues from international students diminished and clinical services stopped cold.

LCB stated that the university then entered a period of time in which things came under relative control, but with massive losses, still in the neighborhood of several hundred million dollars. The current aim is to reopen as soon as possible.

This third stage is hopefully the last. LCB shares a sense that we will be able to 'return to normal' within the next few months. Until now, we have had to prepare for things to actually get worse, or regress. But we are now at the point where we may be at the end of this.

Report on University-Level Activities

Across the university, several task forces have been operative and/or have concluded business and commenced new stages of activity. These include:

Climate -- This Task Force led to the establishment of the Climate School

Fourth Purpose -- Led by Ira Katznelson, this Task Force issued its report, which was shared with the faculty. The key manifestation of the Task Force on the Fourth Purpose is Columbia World Projects (CWP).

Committee on Race and anti-Black racism -- This committee has been examining what we need to do as a university. LCB has just received the report generated by this committee and will be responding soon.

95% of \$5 billion capital campaign in.

Space -- Over the last 10-15 years, the university has put \$1.1 billion dollars into expanding and renovating space on Morningside campus. We have had several intensive periods of capital investment. In the most recent, 2019-2023, CU increased the amount going to infrastructure in Arts and Sciences, from \$26 million to \$40 million per year.

Structural Deficit

LCB feels he has a unique historical perspective, because he done this for a long time. Since when he arrived, he has been hearing about the so-called structural deficit. He has labored to overturn that conception and problem. Some 5 years ago, he asserted there is going to be an end to the structural deficit. An internal infusion of resources was intended to stop it in a manner that would let us hire people, have important projects funded, etc. He has done this and is now looking for a stable model. It is therefore painful to hear this conception and sense of crisis return. LCB wants not to minimize the present crisis, but also to underline the efforts made to overcome the problems.

LCB on task force on A&S and the College -- The goal is not to criticize any person who is presently in the role of leadership. Its goal is to ask the question: what structure will most help Columbia to realize its potential. This is essentially a constitutional convention to examine and re-examine the structures of our institution in a very fundamental way. LCB explained that he had tried to do this before, with the Task Force on Undergraduate Education, out of which came the recommendation

for the creation of the EPPC. But in some ways that failed, and it is now time to take stock of where we are and what we want the world we live in to look like.

To question challenging LCB to estimate the average debt of SofArts graduate

LCB: Not prepared to recommend that we remove ourselves from the decentralized structure. But it has been LCB's deep wish to redirect funds to counteract what may be seen as the unfair or differential treatment of parts of the university.

May 20, 2021 – **Amale Andraos** to step down as dean of Architecture

June 3, 2021 – A & S Faculty meeting

Jervis motion that A&S faculty ought to vote on any proposal that deeply affects the faculty ↗
e.g., college expansion --- AH and LCB OK with motion -- Vote 130/1 for motion

AH: the number of humanities courses has stayed stable while enrollments in humanities have fallen. The 5 biggest MOA programs: Statistics, Math/Finance, QMSS, Biotechnology, economics

LCB: fundraising has been flat across the college in recent years, whereas it has increased in most other parts of the university.

A faculty member observed that A&S needs to have a different relationship with the broader university and become its rightful center again, a position which we have lost.

June 7, 2021 – President Bollinger on Antisemitic violence

July 1, 2021 – **Merit Janow** stepping down as dean of SIPA

August 17, 2021 – **Dennis Mitchell** appointed EVP University Life

August 18, 2021—**Jeannette Wing** appointed EVP Research

August 19, 2021 – **Troy Eggers** appointed dean of School of Professional Studies

September 3, 2021 – Task Force of Relationship of the Arts & Sciences and the College announced; LCB to chair it,

September 9, 2021 – Cliff Stein named interim director of the Data Science Institute

September 23, 2021 – **Jim Valentini** to step down as dean of Columbia College in June 2022

October 2021 – **Steve Coll** to step down as dean of Journalism in June 2022

October 20, 2021 – A & S Faculty meeting

Rhiannon Stephens, Chr PPC Spectator_present

October 27, 2021 -- By [Benjamin Stein](#) • Columbia's endowment earned 32.3 percent returns for the fiscal year of 2021, eclipsing both the [5.5 percent returns](#) realized in fiscal year 2020 and the 9.9 percent 10-year returns—resulting in a total endowment value of \$14.35 billion. Endowment gains can be attributed to a booming market recovering from the COVID-19-induced recession that hit near the end of fiscal year 2020.

Ivy League Endowment Returns for Fiscal Year 2021

Brown 51.5%

Columbia 32.3%

Cornell 41.9%

Dartmouth 46.5%

Harvard 33.6%

Penn 41.1

Princeton

Yale 40.2

November 17, 2021

Mary Boyce on stress on faculty of graduate student strike

Mary Boyce; "SEAS faculty has long been interested in undergraduate expansion. Expansion is really a means of enabling access to a Columbia education. But we want to do it the right way, if we go through with it. She is aware of the need to improve undergraduate spaces.

December 3, 2021 – Vigil for Davide Giri, SEAS graduate student, killed near campus

December 15, 2021 – A & S Faculty meeting

AH: "We're now in an anguished moment in A&S; many are working hard to resolve the strike, and there is the best of will toward well-being of students and the mission of university. It will be important to acknowledge each other and affirm goodwill, to help the repair that will be necessary after the strike.

New library in Uris

December 16, 2021 – **Rui Costa** to step down as Director and CEO of Zuckeraman Intstitute

2022

January 24, 2022 – President Bollinger on Affirmative Action and the Supreme Court

February 9, 2022 – A & S Faculty Meeting

AH on budget

First slide outlines the major forces in A&S operating budget - numbers are average annual increase;

Student enrollment GROWTH dropping - projected to go from 2% currently to 0.1% in 22-26;

Tuition projected to be <4% increase in 22-26 (current 2.9%);

Endowment projected to go up to 6% increase;

General purpose current use gifts projected to have 1.5% increase;

Common costs projected to be ~same as the current ~5%;

University operating support projected ~4.1% increase;

Financial aid discount rate rising faster than tuition;

Ladder rank faculty salary pool, projected to be 3%, uncertain number, though similar to past;

PhD cost per student – staying similar ~5%, even at 6% in 15-18, Hungerford notes these are high numbers, reflecting many years of steadily improving graduate student support.

Budget Report - Mary C. Boyce, Provost, Professor of Mechanical Engineering

Provost outlined various types of university support for A&S:

FY21, \$ 70 million in support provided to A&S, broken up among General A&S budget support;

Financial Aid support;

Budget support to schools;

Diversity program support;

SIPA contribution replacement;

Barnard pass-through. Boyce notes this is generous.

FY21 had significant challenges with negative enrollment, university provided pandemic relief funds \$50 million, common cost lower and reduction in fringe rate. They also provided all the pandemic testing/masks/forums etc.

c. Common costs- 40% of the university support

For A&S, dependence on tuition revenue means that increase in common costs above increase in tuition is very difficult to manage. Can this be addressed going forward so that increases in costs are better aligned to revenue?

Matthew Hart, English & Comparative Literature – Asked about the performance of the endowment. Have been years where it performed very poorly - why was this the case?

MB – Endowment is handled by Columbia Investment Management group. New CIO, Kim Lew, 1.5 year ago. Change in leadership likely related to previous poor performance of endowment. Regular presentations to the Trustees by CIM.

AH - strategy compared to peers in past did not favor Columbia, Kim Lew looking into this.

Andrew Delbanco, English and American Studies -

- 1) Efforts to solve A&S budget problem through expansion (increased tuition revenue) will not work
- 2) 3% proposed salary increase in current inflationary environment is actually a pay cut
- 3) Fundraising priorities are set by the president, who is primarily responsible for our failure to build endowment.

20 years ago Columbia's endowment was >\$1billion larger than Penn's; today Penn's is >\$5billion higher than ours. Consider Bloomberg's gift of \$2 billion to his alma mater (JHU) to support financial aid in comparison to what we have seen here.

As for AH's explanation that endowments of other institutions have performed better because of private equity investments, having a larger endowment means you can handle capital calls and take more risk and, in a favorable environment, get better returns. Probably not a good idea for our endowment.

MB - percent increase in financial aid was shown. This year it is at a 52% discount rate.

AD - charts presented by AH show that condition of A&S is dire. The next president must address urgent needs after years of neglect.

February 23, 2022 – A & S Faculty meeting

Spectator violated agreement
new contract with GSU

February 24, 2022 – President Bollinger on the Invasion of Ukraine

February 2022 – Thaddeus questioned the accuracy of the CU submissions to USNWReport –

<http://www.math.columbia.edu/~thaddeus/ranking/investigation.html>

February 1, 2022 – Samuel Sia named Vice Provost for Fourth Purpose and Strategic Impact

March 2, 2022 – LCB Message regarding Ukraine

March 23, 2022 – A & S Faculty meeting
Spectator back

PPC letter to the Trustees: PPC is planning a letter to the Trustees regarding the next President, urging them that the next President be someone who shares priorities of A&S and will renew CU's commitment to fundraising for financial aid; ask for A&S faculty representation on the search committee.

Discussion of Lecturers

Columbia Rankings by U.S. News & World Report—Amy Hungerford

Amy Hungerford has been invited in recent weeks to join a group Mary Boyce is leading to examine the issues that Professor Thaddeus' work has raised. She has not been part of these kinds of conversations or any relevant meetings before.

Michael Thaddeus (via Zoom): About the common data set: I'm told that CU already has these common data sets, and has had them for some time. Are you prepared to share these common data sets?

Amy Hungerford: Never been told that we have common data sets and are not sharing them. Will take this back to the group working on this.

Question (online/anonymous) for Michael Thaddeus. Did you run your data by members of the central administration before posting them on your blog?

Michael Thaddeus: No, I didn't. The reason is that if I had done this, we would have gotten nowhere. For example, I've been raising concerns about the growth of size of the administration. Never got the sense that anyone will do anything in response. Wish the administration were more responsive.

Rose Razaghian [speaks to Michael Thaddeus]: What you are describing as dear to you is very much dear to her, namely, having evidence that is accurate and basing our decisions on these data. She spends 80% of the time that she spends on data on 10% of the data. Most of the data are easily explainable; but some of it is such that we have to dig in. Just as Amy, she had nothing to do with the data that went into the US News report. She still doesn't. Works very closely with Departments. We developed a profile for each department; every Department chair has access to it. We receive input from Departments where something seems not clear; and we dig into it. Answers are sometimes about when in the semester we count something. These are examples for the level of care that is put into data we share. There are also issues of confidentiality related to transparency. We don't want to convey any personal information about faculty. Open to feedback.

April 8, 2022 – President Bollinger to step down June 2023; to return to fulltime teaching

April 8, 2022 – Report of Task Force on relationship of Arts & Sciences and the College

<https://president.columbia.edu/content/report-task-force-relationship-arts-sciences-and-college>

April 2022 – Thaddeus questioned US News Ranking of CU's Online Engineering Program

<http://www.math.columbia.edu/~thaddeus/ranking/engineering.html>

April 27, 2022 – **Sawan Masri** stepping down as director of Global Centers

April 27, 2022 – A & S Faculty Meeting

LCB on Task Force on the relationship of Arts and Sciences and the College

LCB asserted that the report does not express President's recommendations.

Bollinger has views that differ from the Task Force recommendations. The report is potentially very controversial. It must be recognized at the outset that disagreement is possible and a product of history, and expectations that need to be accommodated as the outgrowth of decades of experience. LCB is thus bringing the report to faculty as the outcome of Task Force recommendations, and is desirous of enabling conversation.

Brian Krisberg the only non-signer of report/dissent to be published trial.

In its sum, the report is about increasing engagement of Arts and Sciences Faculty collectively with important parts of the institution. Rather than go to the classic model, attempting to preserve the special role of the Dean and to sustain this channel of identification, we would attempt to adjust our model so that the Dean of Arts and Sciences is more fully a partner in these bodies, and present to the Board of Visitors, Alumni Association, in awards and ceremonies, in other settings where it is critically important to bring the whole—the thoughts and conception of the whole, especially the faculty—into relation with these groups. Major initiatives with the faculty, especially with fund-raising campaigns, to support faculty, research, growth and all things essential to the academic mission, the Dean of the Arts and Sciences must be at the table.

Susan Pederson/TF member – “There was, however, agreement on the excessive siloization of institution. We need structures that enable and value collaboration, and minimize trade-offs. What could the faculty members of this committee agree on? They generated compromise proposals that would help us move forward.

Q: Andy Nathan. Does the President of the University raise money now from College alums for chairs, research and other needs?

A: LCB. Yes. \$40-50 million on the table that LB and Amy directed toward Arts and Sciences.

LB. There is a viewpoint, that the Dean’s relative authority is extremely important to the Core Curriculum and that opening up this way could attenuate the Core Curriculum. LB believes that would be a tragedy (to attenuate the core curriculum). The Task Force believes that would be a tragedy. But that need not happen and should be openly debated. LB does not believe that the Core Curriculum is in jeopardy. But without active debates about the core curriculum, it will become irrelevant and will disappear. The Core Curriculum will be made more secure and improved by virtue of this new structure.

Q. Elaine Sisman. There are severe contradictions in the report. On one hand it refers to the College as the ‘Jewel in the Crown,’ but then makes recommendations that will effectively ‘downgrade it’. ES wants clarification: will the local COIs persist? She is concerned that the collective voice is being diluted by the administrative thumbs on the scale.

LB. Disagrees with Sisman, calling her “misguided.” LB thinks this is a mischaracterization. The issue at stake in the report is: How can we do better? If it would actually pose a threat, then it should not be pursued. LB urges Elaine to think beyond the last 2 years.

Motion to make public the Common Data Set – 88/9 in favor/15 abstentions

May 3, 2022 – Shih-Fu Chang appointed dean of SEAS

May 6, 2022 -- Anti-Bullying Report posted by Provost

<https://provost.columbia.edu/sites/default/files/content/Provost%20205/Anti-Bullying%20Working%20Group%20Report%2005.2022.pdf>

May 11, 2022 – A & S Faculty Meeting

CDS to be published

Discussion of T/Force Report on A&S and CC

While Professor Howard has disagreed publicly with President Bollinger, including with the tone of his remarks to a female faculty member at the April faculty meeting, this does not mean that he cannot sometimes be right. This is one of those times: dysfunctional relations between the College and Arts & Sciences need to be addressed. She criticizes the selective leaks and mischaracterizations that have impugned the work and motivations of the faculty on the Task Force. She rebuts accusations that the Task Force worked from a position of ignorance or bad faith. Concluding, she urges that it is in the collective interest of the faculty to vote yes on all three motions.

Professor Greg Wawro (Political Science) notes that objections to the proposals seem to be rooted in objections to President Bollinger rather than the report itself [online comment].

Professor Walter Frisch (Music) suggests that the atmosphere of mistrust in which this discussion is being held would be better were it not for the recent remarks of President Bollinger and had the impetus for the Task Force's work not been top-down in nature. He advocates suspending the process until the next president is installed in fall 2023.

Vote electronic

AH: Report on CC/SEAS Expansion Study Effort -- Questions and Discussion:

Professor Michael Thaddeus (Mathematics) asks why the year-long expansion study did not generate reliable data regarding housing and dining, especially regarding the budgetary impact of expansion in those areas.

After this summary, she presents the Steering Group's recommendations:

- (1) a recovery period, with focus on student life and well-being;
- (2) reevaluate time of expansion to 2025, to coincide with opening of the renovated Uris Hall (to be renamed The Lavine Center);
- (3) routine reporting on priority areas identified in the Steering Committee report;
- (4) preserve the current steady state of enrollments; and
- (5) continue to focus on raising funds for financial aid.

Professor Hungerford replies that the report considered all available data, but circumstances made it impossible to generate better information about housing and dining. That's one of the reasons for the postponement of College expansion plans: to better understand what expansion means for housing and dining. There are other areas – e.g., classroom enrollments and their budgetary effects – that are well understood.

Professor Stuart Firestein (Biological Sciences) recognizes and thanks Professor Hungerford for realizing that expansion was a complicated issue, then deciding to slow down the process.

May 13, 2022 – **Jelani Cobb** appointed dean of Journalism

May 23, 2022 – **Keran Yarhi-Milo** appointed dean of SIPA

May 24, 2022 – **Josef Sorett** appointed Dean of Columbia College

June 1, 2022 – Eric Kandel to retire

June 30, 2022 - Provost Boyce Regarding USNWReport

<https://provost.columbia.edu/news/provost-mary-boyce-statement-regarding-us-news-undergraduate-survey>

Corrections include Class Size – 57% with >20; Terminal Degrees – 95.4% with terminal degrees reporting and are committed to doing better.”

July 28, 2022 – **Wafaa El-Sadr** appointed EVP for Columbia Global Projects

August 18, 2022 – New Architecture Dean, **Andres Jaque**, appointed

September 9, 2022 – Provost posting Common Data Sets for CC / SEAS and GS

<https://provost.columbia.edu/statement-common-data-set>

September 21, 2022 – A & S Faculty Meeting

Rosalind Morris, chr. PPC

PPC identified and proposed from the taskforce's report:

On Faculty Oversight of Curriculum – 57% voted in favor, a strong mandate. PPC is now constituting the subcommittee that will take up the responsibility for implementing that vote. PPC will report the work of this subcommittee to the faculty meetings regularly.

Fundraising, development and alumni relations --59% voted in favor; EVPAS and CC dean will work on the implementation of this recommendation.

On decanal review. –75% voted in favor

AH: Introductory Remarks and Address: State of the Arts and Sciences:

Last year, we studied the expansion plan of the college; decision was to postpone expansion but

the study provided insights on how we serve students today; one of the priorities this year is how to make use of these findings.

Ann Thornton on presidential search -- Feedback has been consistent: Someone who has a real commitment to advance knowledge for the common good; Excellence in leading a complex organization; Excellence in leading an academic organization; recruiting, retaining and supporting faculty; Demonstrated record of advancing DEI and belonging; Someone who can articulate a vision and be able to garner all the needed resources and execute the vision; Engage and support the community; Other comments mentioned: Global presence and impact; Deeper impact in NYC; Operational excellence.

October 19, 2022 – A & S Faculty Meeting

Rosalind Morris, chr of PPC

Bullying rules as per Rosberg – GSU a proponent

Applegate; “There is unanimity about the fact that there are senior faculty and principal investigators who mistreat graduate students, post-docs, and others and that CU needs to do something about it.

October 14, 2022 -- Columbia has posted a decreased endowment return of 7.6 percent for fiscal year 2022, bringing the endowment to \$13.3 billion as of June 30, the University announced in a [news release](#) Wednesday afternoon.

The endowment ended the fiscal year over a billion dollars lower than last year’s record-high of \$14.35 billion. This is the first year the University has reported negative investment returns on its endowment since 2016.

October 24, 2022 – **Carol Becker** to step down as Dean of the School of the Arts – since 2007

October 27, 2022 – **Jane Booth** stepping down as General Counsel – since 2009

October 31, 2022 – LCB and Geoffrey Stone, [“The End of Affirmative Action Would be a Disaster,” The Atlantic](#)

November 3, 2022 – **Felice Rosan** to be General Counsel in 2023.

November 16, 2022

The Provost repeated her acknowledgment that errors were made in the collection and reporting of data, particularly with regard to class size and the terminal degrees of instructors. She stated her commitment to rectifying these issues and said that data the university deems to be accurate is now posted on the Provost’s website in summary and narrative form (but without raw data).

Michael Thaddeus, Professor of Mathematics, thanked the PPC for its work on the CDS matter. He said that neither the CDS nor the university’s US News and World Report ranking is the primary concern. The main issue is intent and the possibility that senior administrators may have engaged for years in dishonest conduct. He suggested that if mistakes had been unintentional, the university would have

issued a clear statement to this effect, yet no such public denial has been made. He asked PPC and more particularly the EVPAS, since she sits on the committee assembled by the Provost to look into this matter, whether the university has an obligation to disclose dishonest conduct by senior administrators and whether the committee learned anything about intent or dishonest conduct. MT also noted that A&S faculty meetings appear to him more like administrators' meetings as he saw few rank and file in the room.

November 22, 2022 – Spectator – “Amended complaint in U.S. News lawsuit alleges decade of misrepresented data” Southern District of NY

<https://www.columbiaspectator.com/news/2022/11/22/amended-complaint-in-us-news-lawsuit-alleges-decade-of-misrepresented-data/>

2022 – December 8 – Spectator – LCB –Isabella Ramirez, “A significant mistake: Bollinger breaks silence on U.S. News Scandal”

<https://www.columbiaspectator.com/news/2022/12/07/a-significant-mistake-bollinger-breaks-silence-on-us-news-scandal/>

“I internalize everything about Columbia. It’s just the nature of me and this institution,” Bollinger said. “I feel terrible about this mistake. It shouldn’t have happened, it should be corrected, it should be acknowledged, [and] we should do everything we can to make sure that that doesn’t happen again.”

Columbia’s decline in rank is now the subject of a recently consolidated class-action lawsuit seeking over \$5 million in damages for over 30,000 students. The complaint alleges the University misrepresented undergraduate data for 10 years and leveraged its top ranking to justify higher tuition. Bollinger did not comment on the pending litigation

While Bollinger acknowledges the gravity of the University’s mistakes in misreporting data to U.S. News and the “definite harm” to the institution that has followed, he said he has not witnessed any consequences in regard to student applications. He said the momentum of anti-rank sentiment and the future of U.S. News remains uncertain for Columbia and other universities alike.

“I don’t know where Columbia will go,” Bollinger said. “But it is a moment to reflect on this in a serious way that has not been possible before.”

2022 – December 9 – Spectator, Michael Thaddeus to editor, “What did Bollinger Know?”

<https://www.columbiaspectator.com/opinion/2022/12/09/letter-to-the-editor-what-did-bollinger-know/>

When the false information was submitted to U.S. News, was this done intentionally? Did anyone in the University know that it was false, and if so, who?

In particular, what about the president himself? What did President Bollinger know, and when did he know it?

Neither the president's statement nor any other statement by a University official addresses these key questions. I hope these questions will be asked and answered in future interviews with President Bollinger.

2023

January 18, 2023 -- **Nemat "Minouche" Shafik**, a leading economist whose career has focused on public policy and academia, will become the 20th president of Columbia University on July 1, 2023.

https://www.youtube.com/watch?v=EGiKL_oG1zg

February 17 – Spectator – Zach Scermele – “Walking on eggshells”: Inside Public Safety’s leadership Crisis’

<https://www.columbiaspectator.com/news/2023/02/17/walking-on-eggshells-inside-public-safetys-leadership-crisis/>

Contra Deidre Fuchs, head of investigations team and interim head of Public after 2022 to CU in 2014 -- replaced by Gerald Lewis in September 2022 -- Fuchs conducting video surveillance??

Regardless, Lewis’ arrival amid Fuchs’ departure has marked perhaps the biggest substantive leadership transition the department has seen in years. For some, that brings hope. And they think the changes are not over.

“It’s the most light at the end of the tunnel we’ve ever seen,” one said.

February 28 – Spectator – Noah Bernstein, “‘The Loyal Opposition’: Meet Michael Thaddeus, the math professor who took on Columbia”

<https://www.columbiaspectator.com/news/2023/02/28/the-loyal-opposition-meet-michael-thaddeus-the-math-professor-who-took-on-columbia/>

April 5 – Columbia announces plans to open its 10th global center in Tel Aviv, Israel. Announcement prompted letters of protest and support from opposing faculty groups.

April 6 -- [Announcement Regarding Provost Mary C. Boyce](#)

April 24 -- [Daphna Shohamy Appointed Director of Mortimer B. Zuckerman Mind Brain Behavior Institute](#)

May 3 – [Dr. Christine Garcia Appointed Director of Columbia Precision Medicine Initiative; succeeds Tom Maniatis](#)

May 24 – [Columbia Climate School moves from 4 co-deans \(Halliday, Raymo, DefReis, Bordoff\) to one – Jeffrey Shaman as interim dean](#)

June 29, 2023 -- [Lee Bollinger laments the ruling by America’s Supreme Court against affirmative action](#) [The Economist](#)

By [Shea Vance](#) • October 18, 2023 at 2:30 AM

Columbia reported on Tuesday an investment return of 4.7 percent on its endowment for fiscal year 2023—the highest reported return among peers who have released returns so far. This brings the endowment up to \$13.6 billion from \$13.3 billion, a year after the University [lost \\$1 billion](#) in one of the toughest fiscal periods in recent memory.

BMc – Last revised August 5, 2023