

Faculty of Arts and Sciences
15 October 2014
Faculty Meeting

Agenda for today

1. 12:00 -12:15 Welcome

The Policy and Planning Committee (PPC): Your voice in University Governance (S. Naeem)

12:15 - 12:30 Discussion, Questions and Answers

2. 12:30-12:45 Arts and Sciences Endowment

Initiative: Update on Letter to Lee Bollinger (M. Zelin)

12:45-1:15 Discussion, Questions and Answers

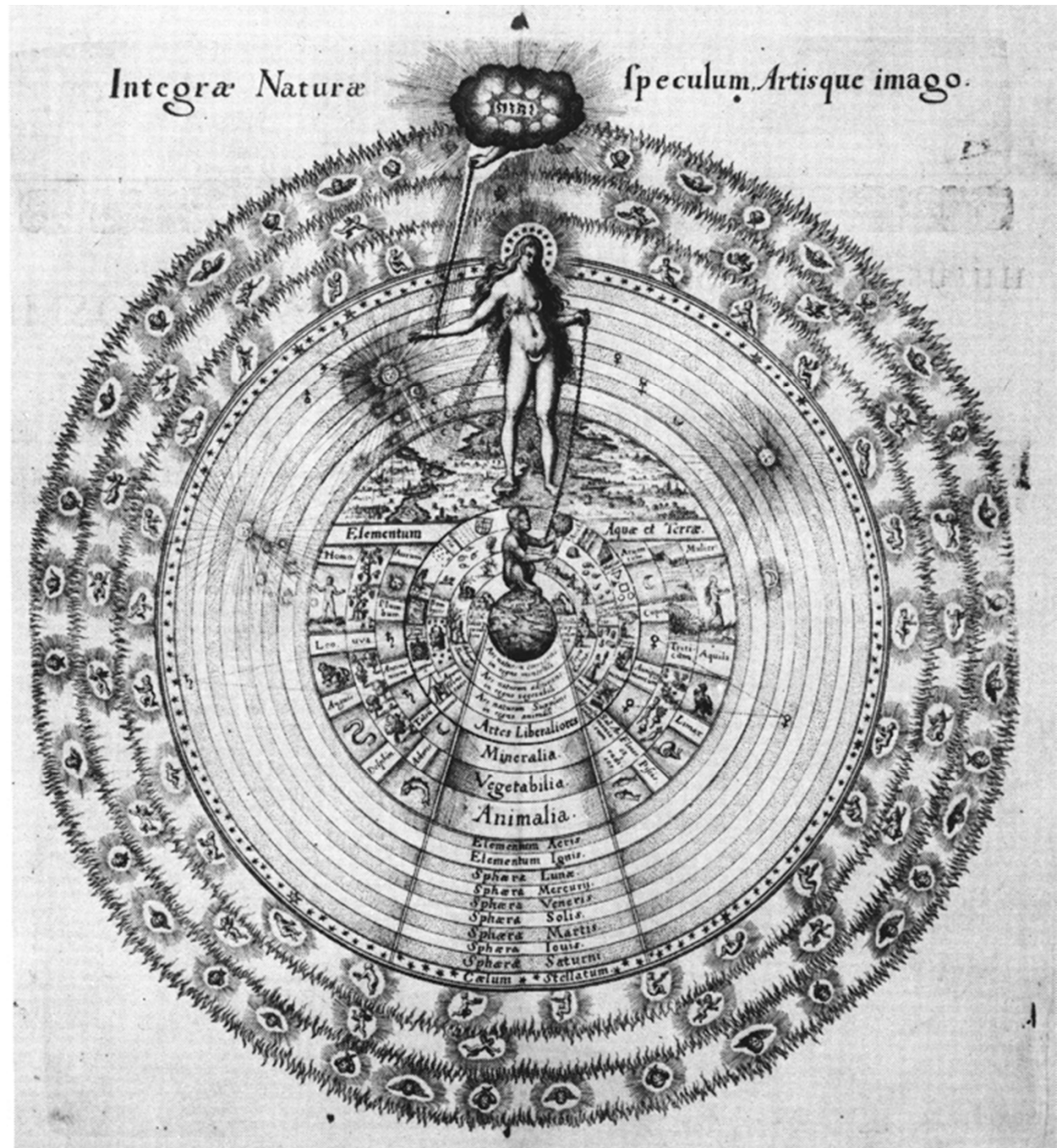
3. 1:15 - 1:45 The Core to Commencement (C2C) Campaign - J. Valentini

1:45 - 1:50 Discussion, Questions and Answers

4. 1:50 - 2:00 Closing remarks

Dr. Robert Fludd

1600s



LIGHT



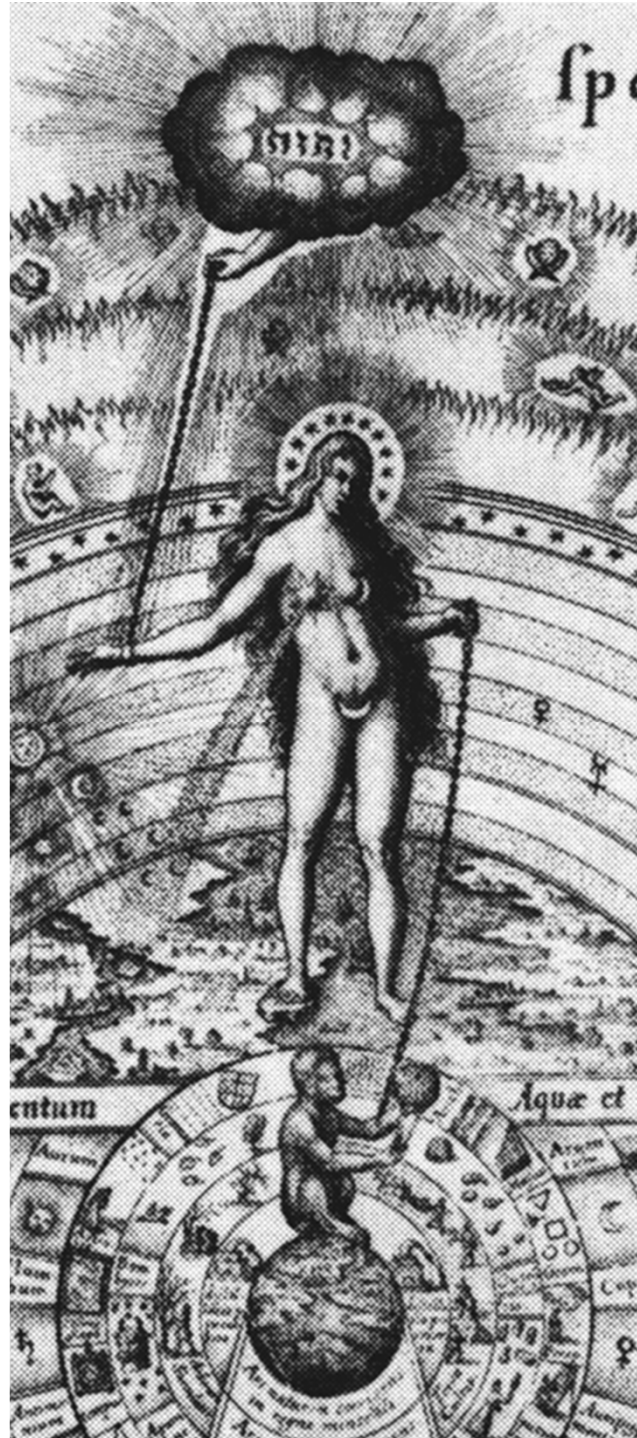
FIRE

AIR

WATER

EARTH

DARK



GOD



NATURE



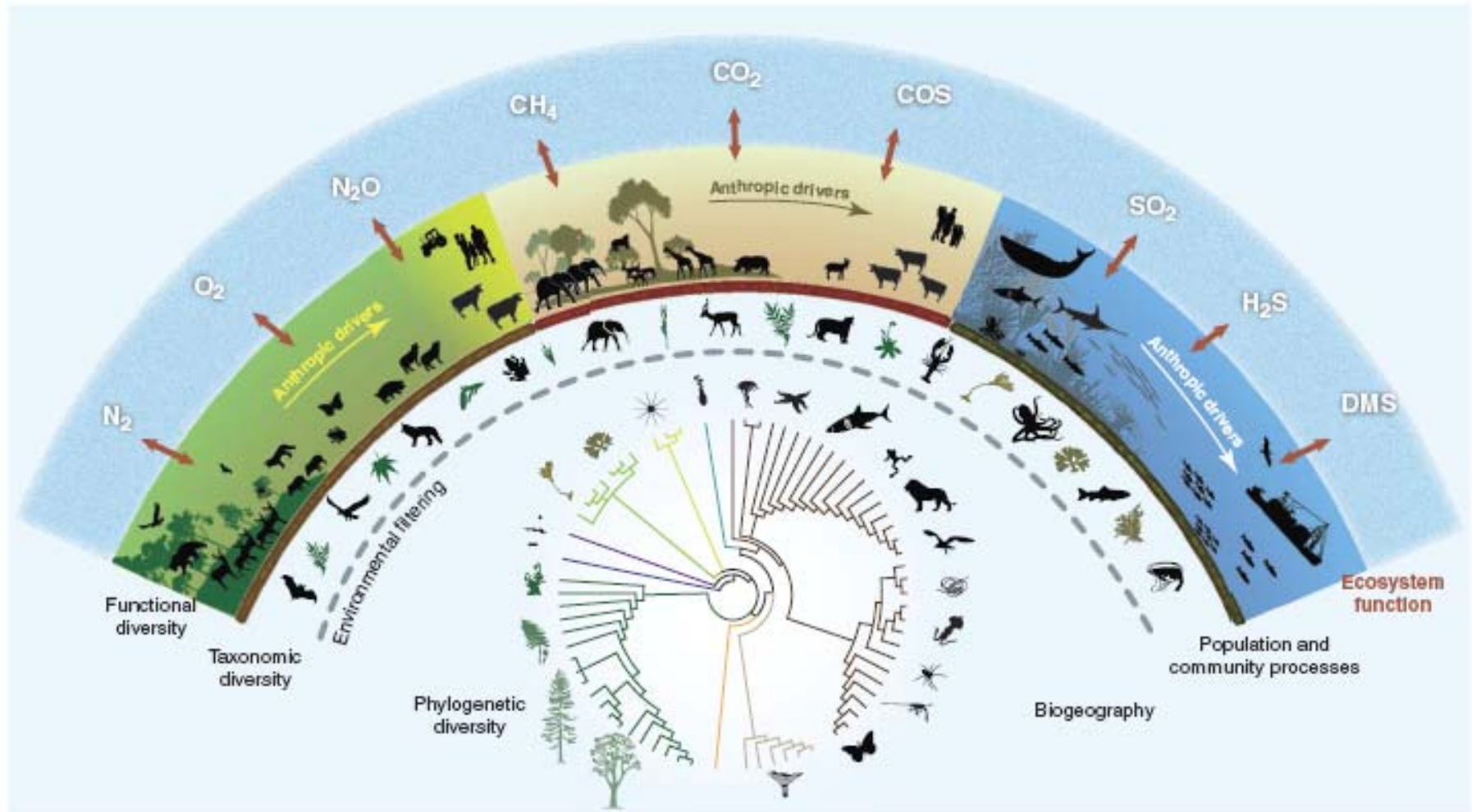
HUMANS
AND BIOTA

The Functions of Biological Diversity in an Age of Extinction

Shahid Naeem,^{1*} J. Emmett Duffy,² Erika Zavaleta³

Ecosystems worldwide are rapidly losing taxonomic, phylogenetic, genetic, and functional diversity as a result of human appropriation of natural resources, modification of habitats and climate, and the spread of pathogenic, exotic, and domestic plants and animals. Twenty years of intense theoretical and empirical research have shown that such biotic impoverishment can markedly alter the biogeochemical and dynamic properties of ecosystems, but frontiers remain

cies, excluding primrose (9). Going further still, taxonomic diversity has been linked to interaction diversity, the complex web of interactions among species in a system. For example, in a grassland experiment, low-diversity plots (four plant species) produced lower interaction diversity among the 427 resident arthropod species than did high-diversity plots (16 plant species) (12). Taken to the extreme, the next step might seem to require conducting an experiment that examines the effects of taxonomic, functional, phylogenetic, genetic, spatial, temporal, landscape, and interaction diversity (all the dimensions we list in Box 1) to explain multiple ecosystem functions.



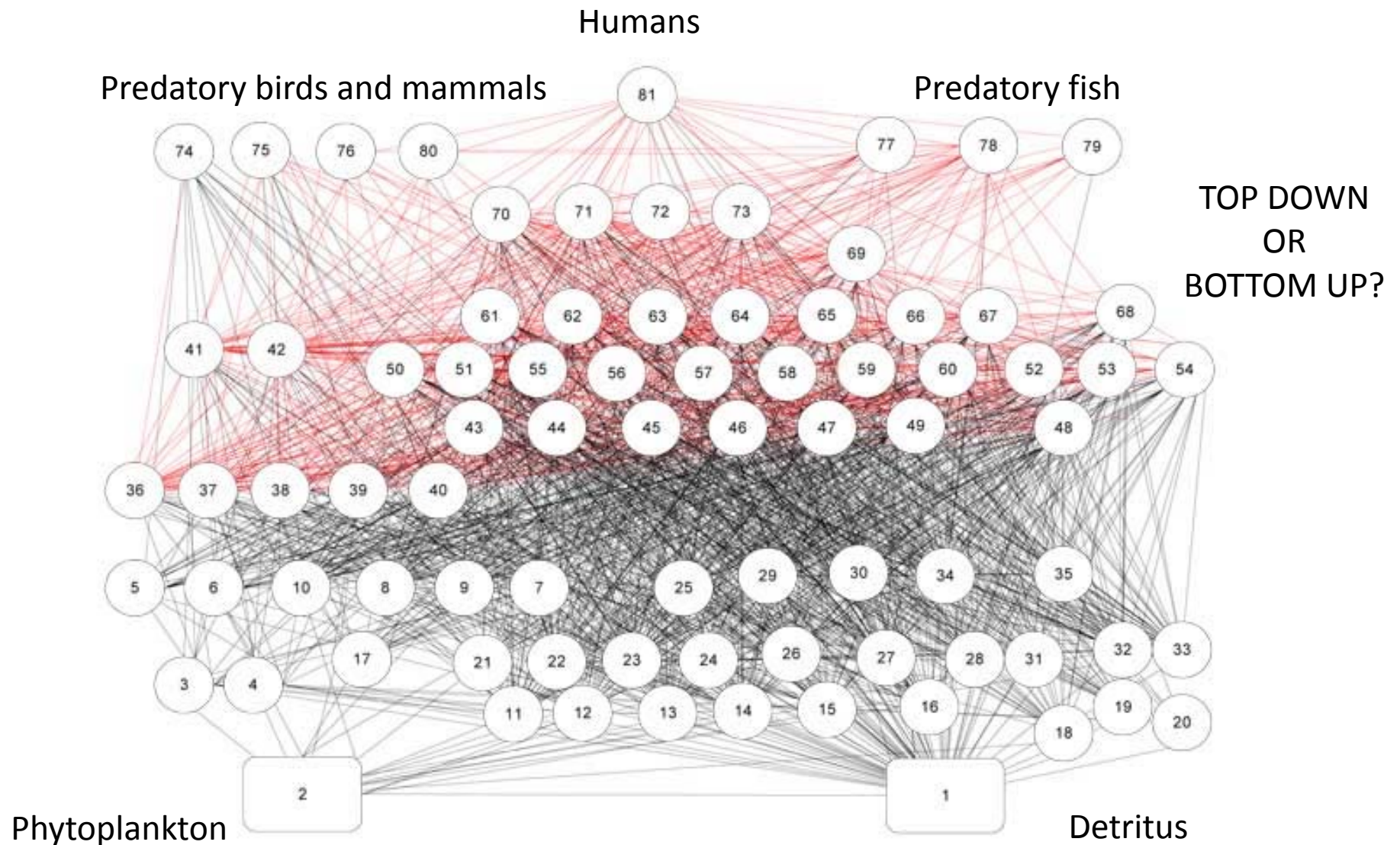


Figure 22. Food web of the northeast shelf large marine ecosystem (NES LME). Adapted from Link 2002.

Faculty of Arts and Sciences

The Faculty of Arts and Sciences is the institutional home that comprises faculty from the social sciences, humanities, and natural sciences in five different schools within Columbia University.

- Three divisions
- Five different schools
- 27 Departments
- 40 Centers and Institutes
- > 700 faculty
- Five key committees

Policy and Planning

Education Policy and Planning

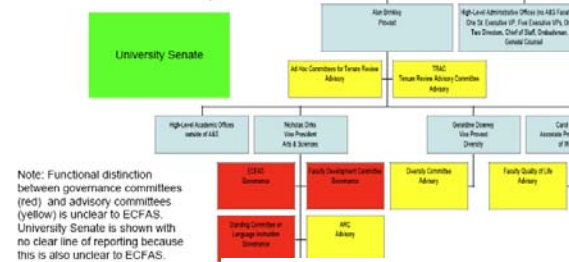
Promotion and Tenure

Academic Review

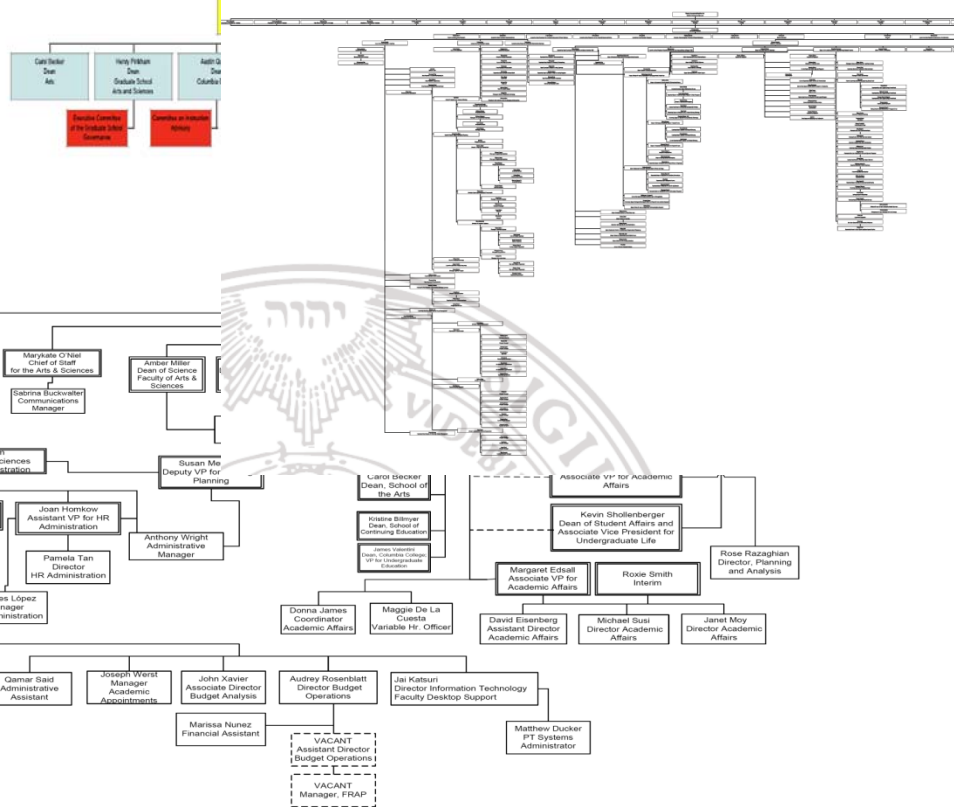
Standing Comm on Language Lecturers



University Committees on which Arts and Sciences Faculty Sit



THE GOVERNANCE AND ADMINISTRATION OF COLUMBIA UNIVERSITY IN THE CITY



BWOG

SUBMIT A TIP EVENTS LOST & FOUND RESOL

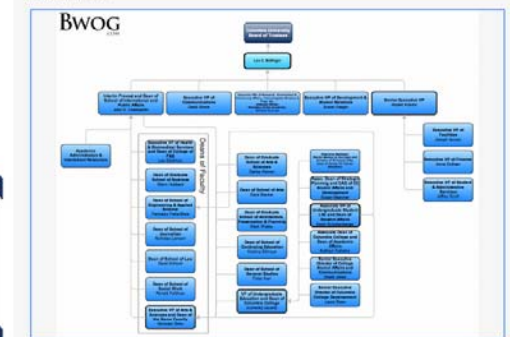
The Behemoth of Columbia University

Recent developments surrounding Moodygate have left all parties stunned and confused, but everyone can be certain of one thing: Columbia University is an organizationally complex machine, perhaps too much so. Investigations into the origins and circumstances of Moody-Adams' resignation have revealed existing and historical rifts between deans, the Faculty of Arts and Sciences, and central administration. In order to better understand the current situation, there needs to be a clearer understanding of the internal structure of Columbia University.

Bwog has obtained an unofficial organizational chart (298K, PDF) from an alumni tipster that breaks down Columbia's administrative and hierarchical structure, from the Trustees and PreCBO all the way down to deans, and their assistants. It's quite a beast to look at, but it illustrates just how massive and intricate the University truly is. Our tipster notes that parts of the chart are outdated (it dates from early 2010), and due to the complex structure of the administration, perhaps oversimplified or drawn with fuzzy lines. It's also incomplete, because certain areas of Alumni Affairs and Development are very difficult to figure out.

To help digest this information, we've taken this org chart and distilled it to only include personnel relevant to the resignation of Moody-Adams. We've also taken care to update positions so it more accurately represents the current administrators. For those we show having direct reports, all direct reports are shown—although for presentation purposes, some personnel may have been condensed into a single box. The original org chart more accurately portrays relative ranking amongst officials by preserving strict levels, but ours more clearly demonstrates connections between key personnel and direct report relationships. Look at ours below or view the .png file directly.

People that are bolded in our org chart represent those that have been in the news lately. The chart's arrows are pointed in the direction of seniority, i.e. there is an arrow pointing from any given position to their superior. It's clear that Nick Dirks and Robert Kasdin have enormous responsibilities.



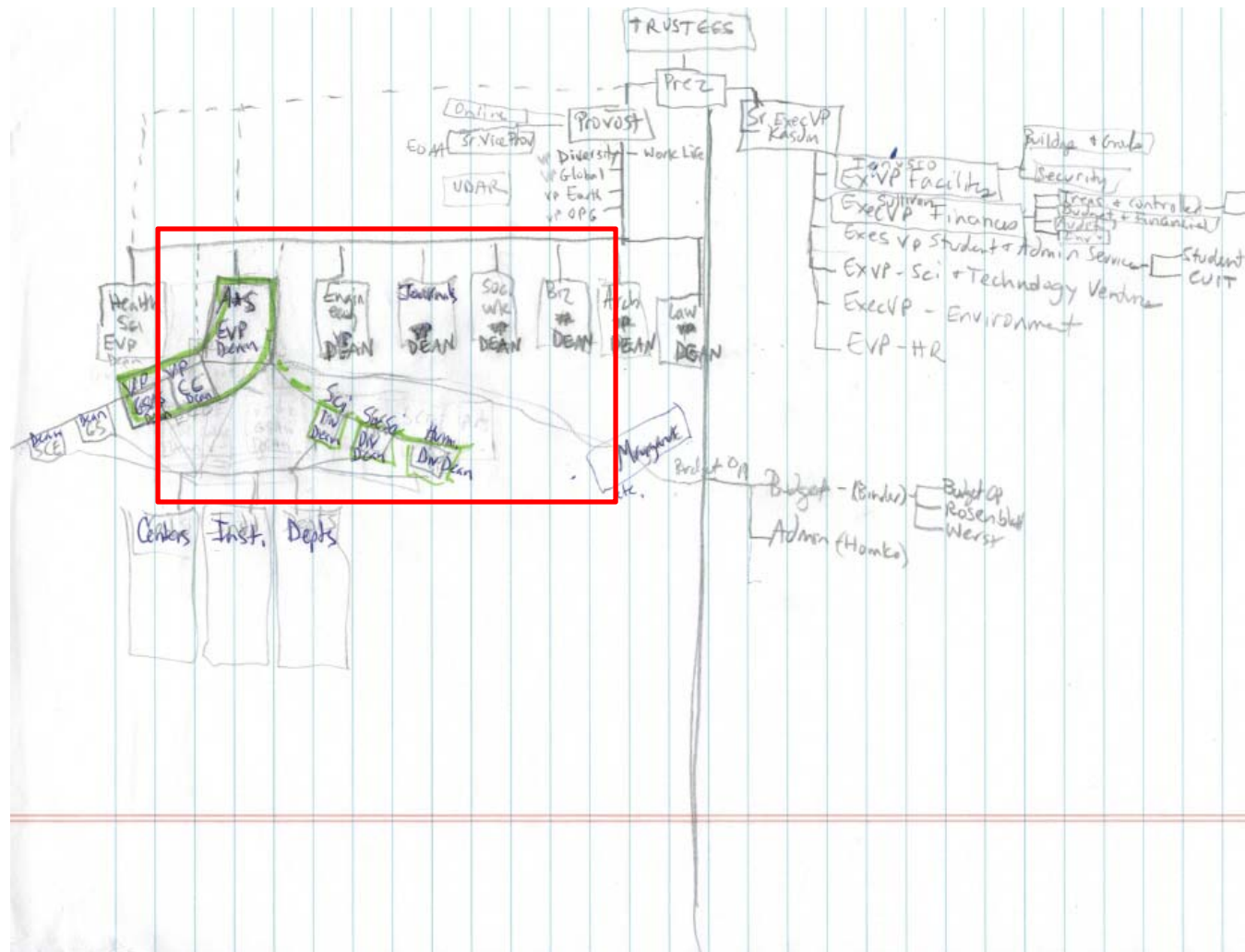
FAVORITE COMMENTS

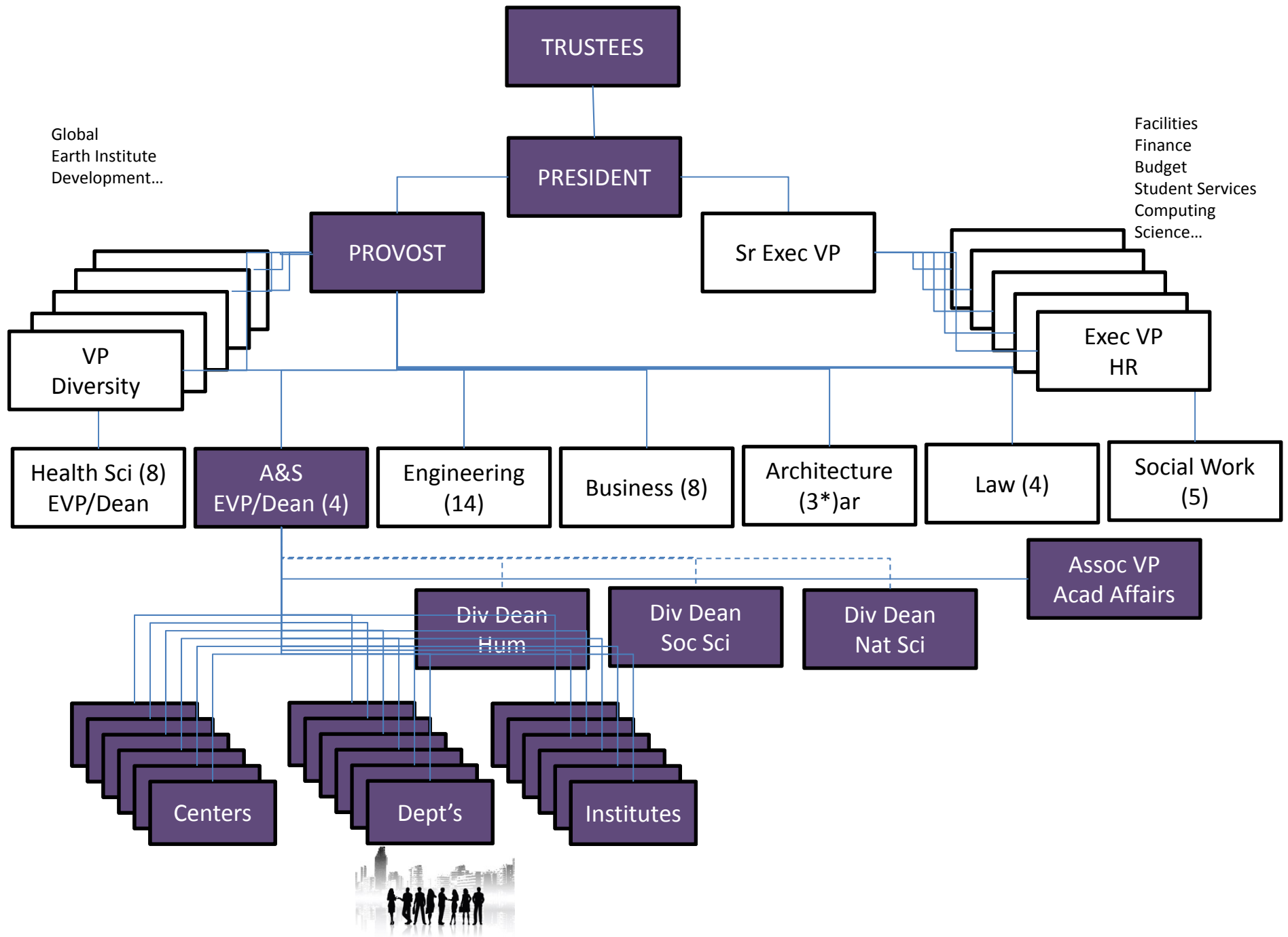
Anonymous on Look, Doug:
She'd run show on [Is Amanda Byrnes Coming To Columbia?](#)
Karen on ["Comics at Columbia Post Present Future"](#)

RECENT COMMENTS

Cathy L. Popkin

Jesse and George Siegel Professor in the Humanities
Department of Slavic Languages





Academic Review Committee

25 January 2010

“Columbia University is an unusually complex body of many parts and diverse Schools.

The Faculty of Arts & Sciences, **the heart and soul of this body**, fails to project itself and its interests robustly within the University as a whole, resulting not only in decreased effectiveness of the FAS, but in a weakening of the University itself....”

Academic Review Committee

25 January 2010

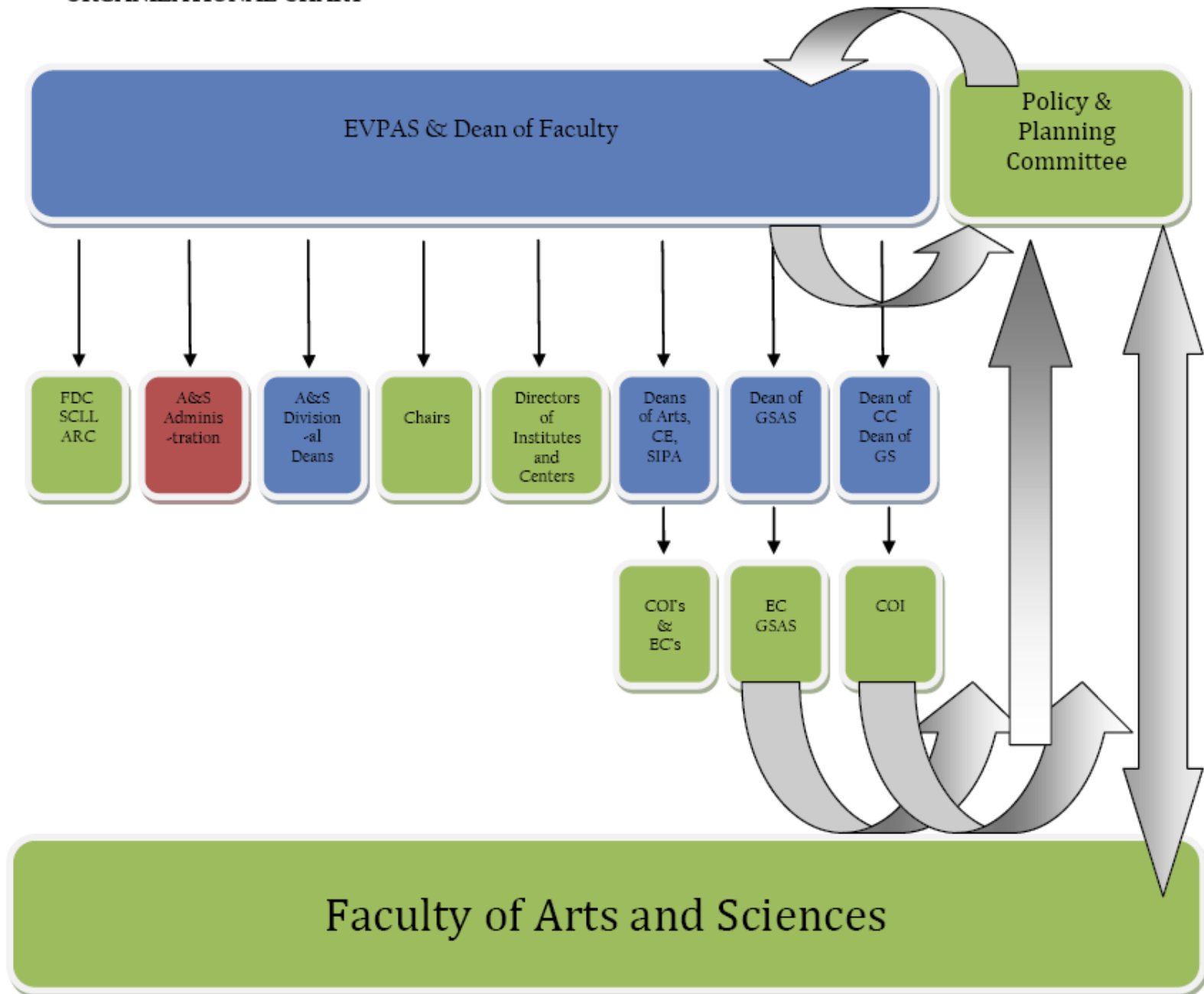
“There are three broad areas where governance suffers, and within these areas there are numerous incidents, large and small, ranging from simply annoying to dispiriting, that affect the faculty and the proper running of the institution in a way that obstructs efforts to meet its core mission of education, research and scholarship.”

Academic Review Committee

25 January 2010

1. There is a **perception** that there is a lack of transparency in decision making...
2. The ad hoc nature of committee structure and work, high turnover, vague briefs and poor or absent focus, and little or no follow up, **leaves the impression** that most committees work in a vacuum and have little effect.
3. Faculty **believe** that a culture of compliance has emerged, where decisions are made with little or no input from faculty. This results in support of the core A&S mission being lost in favor of oversight and compliance.

ORGANIZATIONAL CHART



PPC

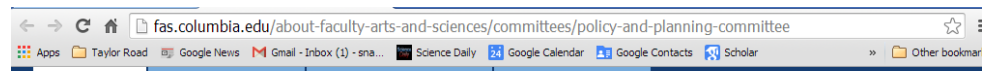
- The Policy and Planning Committee (PPC) is the only body elected to represent the Faculty of Arts and Sciences to the Arts and Sciences
 - Nine tenured faculty
 - Six elected from a nominated slate (two from each division)
 - Three chosen by and from the Department Chairs (one from each division)
- The PPC **participates in the process by which planning priorities are set and resources are allocated ...**
- Works with the Executive Vice President of Arts and Sciences and the Deans to
 - constitute, dissolve, and appoint members of standing committees,
 - evaluate reports on the work of these committees,
 - call and set agendas for faculty meetings,
 - and to report to the faculty.
- **The PPC is both a sounding board for new ideas and a source of creative ways to respond to Arts and Sciences challenges.**
- The PPC develops initiatives to improve faculty teaching, research and life.

sounding board

- a. a structure behind or over a pulpit, rostrum, or platform to give distinctness and sonority to sound
- b. a device or agency that helps propagate opinions or utterances
- c. a person or group on whom one tries out an idea or opinion as a means of evaluating it



http://fas.columbia.edu/about-faculty-arts-and-sciences/committees/policy-and-planning-committee



- ▼ About Faculty of Arts and Sciences
 - › Executive Vice President's Welcome
 - › History
 - › Executive Committee
 - › Divisional Deans
 - ▼ A&S Faculty Committees
 - › Policy and Planning Committee
 - › Educational Policy and Planning Committee
 - › Promotion and Tenure Committee
 - › Academic Review Committee
 - › Standing Committee of Language Lecturers
 - › Administrative Office of EVP
 - › Highlights
 - › Schools
 - › Departments
 - › Centers and Institutes
 - › Initiatives

Policy and Planning Committee

The Policy and Planning Committee (PPC) is the only body elected to represent the Faculty of Arts and Sciences to the Arts and Sciences and university leadership. The committee consists of nine tenured faculty, six elected from a nominated slate (two from each division) and three chosen by and from the Department Chairs (one from each division). Elected members serve for three years.

The PPC participates in the process by which planning priorities are set and resources are allocated among the departments and schools comprising the Arts and Sciences. In addition, the PPC's responsibilities include working with the Executive Vice President of Arts and Sciences (EVPAS) and the Deans to constitute, dissolve, and appoint members of standing committees, to evaluate reports on the work of these committees, to call and set agendas for faculty meetings, and to report to the faculty. The PPC also names the majority of the members of the search committee for the EVPAS.

The PPC is both a sounding board for new ideas and a source of creative ways to respond to Arts and Sciences challenges. The committee meets regularly with the Executive Committee (EC) and the Planning and Budget Committee (P&B); it also holds discussions with the President and Provost to address faculty concerns and influence university governance. Working closely with the Arts and Sciences administration, the PPC develops initiatives to improve faculty teaching, research and life.

MEMBERS HISTORY LETTERS MINUTES ECFAS ARCHIVES

Committee Members 2014-2015:



Page Fortna is Chair of the Political Science Department, where she has taught since 1999. She is also a member of the Saltzman Institute of War and Peace Studies. Her research focuses on the durability of peace in the aftermath of both civil and interstate wars, war termination, and, most recently, the causes and consequences of terrorism in civil wars. Her books include *Does Peacekeeping Work? Shaping Belligerents Choices after Civil War* (Princeton University Press, 2008) and *Peace Time: Cease-Fire Agreements and the Durability of Peace* (Princeton University Press, 2004). She was honored to receive Columbia University's Distinguished Faculty Award (a.k.a., Lenfest) in 2014, and the International Studies Association's Karl Deutsch Award in 2010. She teaches classes on international politics, war termination, cooperation and security, terrorism, and research methods.



E. Valentine Daniel is a professor of anthropology whose consuming interest is in the relevance of the writings of Charles S. Peirce and Martin Heidegger for anthropological theory and practice. European modernity begins and is sustained, he holds, by the—unwarranted?—questions raised by Descartes and the—inadequate?—answers provided by him and most major thinkers in the western intellectual tradition who followed him. And anthropology is a capricious child of such a modernity because of its encounter with systems of thought and action that interrogate this modernity on the one hand and its filial loyalty to its own disciplinary heritage on the other. Peirce and Heidegger, as two of the most powerful critics of Cartesianism, show us ways of connecting non-western (ethnographic) critiques to western modernism's (philosophical) critiques deriving from these two thinkers. Against this broad problematic, he does research and writes on semiotics, violence, refugees and plantation labor. His geographic areas of research are South India and Sri Lanka.



Marc Van De Mieroop is a Professor in the History Department. In his research he concentrates on the Middle East in early antiquity (the Ancient Near East) and he writes on many different aspects of the cultures of this region—economic, social, political, and intellectual. His books include basic surveys (*A History of Ancient Egypt*, *A History of the Ancient Near East*) as well as focused studies (*The Ancient Mesopotamian City*, *King Hammurabi of Babylon*). He teaches a wide array of courses on the ancient histories

PPC 2014/2015

- **We have a full agenda this year, including topics such as**
- faculty hiring and the IBS process,
- housing and space,
- Timely Replacement Policy,
- financial aid, tuition, applications,
- the impact of Manhattanville on A&S planning,
- GSAS “interventions” in PhD and MAO programs,
- globalization,
- and the A&S budget.
- We are also working to ensure that multiple ongoing fundraising initiatives work in synergy with the A&S endowment initiative.

Our strength is in our numbers. Help contribute to the PPC agenda:

- Communicate your concerns to your PPC representatives via e-mail or give them a call.
- Send us your issues via SurveyMonkey - <https://www.surveymonkey.com/s/FYCH2ZL>
- Come to Faculty Meetings and participate in a town-hall like venue to share your views with faculty and invited representatives from university governance or operations.
- **Save the date - 10 November, 12:00 to 2:00 P.M.**

Ongoing confidential survey of faculty

- Can we bring A&S junior faculty salaries in line with those of peer institutions, adjusted for cost of living in NYC
- Can we top off external grants to bring them up to the level of current salary
- Can we reform parental leave to include situations when the other parent does not work full time, and to cover an entire year of leave
- Maintenance of Morningside infrastructure sees deferred – is this true and what can be done about it?

Ongoing confidential survey of faculty

- Bureaucracy at Columbia--why is it so hard to get an answer about so many questions from university staff and administrators?
- Facilities and CUIT – explain high costs and lack of innovation when solving problems. Services seem poor compared to our peers, is this true and if so, why?
- Manhattanville – provide update to faculty
- Get rid of the “A&S deficit” since it is not real.
- Salary compression – what are we doing about this?

Ongoing confidential survey of faculty

- Can we fix what seems like a relative disempowerment of the A&S viz. other schools. For example,
 - TRAC committee membership is broadly representative, with the result being that A&S tenure decisions are effectively made by a committee the majority of whose members are not from A&S.
 - The Senate has a comparable structure.
 - The funding rationale seem to share the notion of an equivalent status for A&S, which effectively means the subordination of A&S through the representational structures that accord votes/voices on a per school basis.
 - The letter to the president last year made the point on funding well, but structural transformations are equally important.