
PROVOST'S YEAR-END REPORT

July 2015

Dear fellow members of the Columbia community:

As President Bollinger recently observed, Columbia has reached a pivotal moment, long in the making. Over the next few years, our Manhattanville campus will come to life as the Jerome L. Greene Science Center, the Lenfest Center for the Arts, the University Forum conference center, and two Business School buildings are completed. Many more Columbians will join the faculty and staff who already live and work in existing Manhattanville buildings – Studebaker, Prentis, Nash and 560 Riverside – as part of this vibrant new center for research, teaching and community engagement. This institutional development will also allow us to use crucial newly freed space on the Morningside and Medical Center campuses for other academic purposes. Together with our successful endowment campaign that supports financial aid and new faculty chairs, as well as capital improvements, no other achievement of recent years will do more to secure Columbia's future as a top-tier global research university.

While we continue to build the University's future, we must sustain and enhance excellence in research and teaching across the University in the here and now. To meet this central challenge, the Office of the Provost has enlisted the continuous participation of faculty committees and advisers on a host of programs and initiatives during the past year. This has included granting tenure to outstanding colleagues and recruits; expanding our commitment to faculty diversity and inclusion; conducting rigorous reviews of major academic units; improving faculty housing policies; implementing incentive programs for faculty retirement and retiree quality-of-life; preventing and responding to gender-based misconduct with enhanced policies, professional staff, and data; and supporting a variety of cross-school initiatives that pursue important areas of new knowledge across traditional academic boundaries. We also have been laying the foundation for a University-wide Center for Teaching and Learning to be launched in the fall that will not only provide the core technology expertise for developing digital course materials, but also support improved instruction in all its forms.

By every measure of academic success, Columbia continues to make enormous strides. This Year-End Report provides some detail on all these activities, with occasional reference to documents and data available from relevant University websites.

As I begin my fifth year as the University's Provost, I most want to thank the faculty colleagues who have contributed so much to the University through service on search, research and policy committees. Faculty governance is the vital core of any great research university, from departments, divisions, and schools through university-wide bodies. I also want to thank the exceptionally distinguished and capable deans and department chairs of Columbia's schools and faculties, who make most of the tough decisions that advance the excellence of the institution. They – and I – have been empowered by a University President whose strategic vision has placed the University in a position of academic leadership and forward momentum unlike any in our recent history.

Finally, a word of appreciation to the superb staff of the Office of the Provost, which now includes active faculty serving as vice provosts alongside full time administrators, and whose collective efforts have accomplished so much to modernize and improve the work we do for the University.

Best wishes for a happy and productive summer,

John H. Coatsworth
Provost

OFFICE *of the* PROVOST

Mission

The President of the University defines the mission of the Office of the Provost. The mission President Bollinger has assigned includes the following priorities:

- Supporting the recruitment, development, and retention of an outstanding, brilliant, and diverse faculty;
- Promoting excellence in research and teaching throughout the University;
- Encouraging the study of critical issues and problems confronting society;
- Monitoring and improving the quality of academic programs through rigorous reviews and by helping schools, institutes, and other units to mobilize and manage their resources effectively;
- Fostering cross-school collaboration and coordination in research, teaching, and service to fully engage the intellectual synergies of the University's faculty and students and to push forward the frontiers of knowledge.

This report summarizes many of the activities of the Provost's Office in serving this mission during the 2014-15 academic year. Members of the community are invited to send questions, comments, or suggestions to provost@columbia.edu.

Faculty Affairs

Columbia welcomed 273 new faculty to campus last year, in fields from physics to philosophy to political science, and architecture to dental medicine. New faculty included medical clinicians whose research shapes the care of their patients, and professors of professional practice who bring their experience as diplomats, artists, and journalists to the classroom. Among the new faculty are 63 tenure-track and 14 tenured hires.



The most important role of the Provost is the oversight of the appointment and promotion of our faculty. The Provost's University-wide [Tenure Review Advisory Committee](#) (TRAC) is central to that endeavor. TRAC considered 57 candidates for tenure in the 2014-15 academic year, of which 55 candidates, or 96.5%, [were recommended for tenure](#). This success rate is a testament not only to the outstanding scholarship and teaching records of the candidates, but to the diligence and care with which schools and departments carry out their own reviews. This figure is also virtually identical to the success rate of candidates during the last five years of the previous *ad hoc* tenure review system (96.6%).

All 19 candidates from the Arts and Sciences this past year were approved for tenure, and 97% of the Arts and Sciences faculty in the three years of TRAC's operation have received tenure. Overall, 92.5% of the candidates for tenure reviewed by TRAC since it was established have been approved.

Most faculty who gain tenure remain at Columbia for the rest of their careers, so retirement is an increasing focus of the Office of the Provost. I appointed Columbia political scientist Doug Chalmers as special assistant to the Provost and head of the new [Office of Faculty Retirement](#). An incentive plan for tenured faculty retirement was created to supplement the resources currently provided upon retirement and to bring more transparency to the process; 30 faculty took advantage of it since the start of 2014. Most importantly, Doug has begun to revitalize the [Emeritus Professors in Columbia](#) office to strengthen the emeriti community, and has organized a series of programs for retirees.

Academic Programs

Over the past year, Columbia introduced ten new academic programs, including a new dual degree program leading to the M.D./M.S. in Biomedical Sciences; a first-ever stand-alone M.A. degree in Economics; and a novel [Global Executive M.P.A. program](#) delivered in part at the Columbia Global Center in Rio de Janeiro.

In addition to facilitating the development of new programs, the Office of the Provost conducted academic reviews of schools and key academic units. The



School of Social Work and the Earth Institute completed their reviews this spring, following last year's reviews of the Business School, the Libraries, and the Columbia University Press.

In the coming year, the University will undergo its decennial accreditation by the Middle States Commission on Higher Education. Preparations began in earnest more than a year ago and are now well underway, thanks in large part to the tireless work of several faculty committees and a student advisory committee. This summer we will assemble a self-study on the globalization of education at Columbia. More information about Columbia's review is available [here](#).

The Office of the Provost supported a variety of initiatives that involved active collaboration across schools: University-wide endeavors include the Mortimer B. Zuckerman Mind Brain Behavior Institute; the Data Sciences Institute; and the Precision Medicine Task Force. The Provost's Academic Quality Fund provided support for a number of new centers focused on nanoscience; the [economics of education](#); [Mexican studies](#); and [incarceration and justice](#). It also provided funding for a number of student programs, including [courses for undergraduates](#) at the Mailman School of Public Health, the Business School, and the [Lemann public interest fellowship program](#). And it enhanced Columbia's global focus through support for the Committee on Global Thought, and for faculty seeking to leverage the Columbia Global Centers through the [President's Global Innovation Fund](#).

The Classroom Experience

Last September, the [Provost's Faculty Advisory Committee on Online Learning](#), chaired by David Madigan, issued its first report. The main focus of the report is on enhancing the experience of Columbia's students in both residential and [online settings](#), and on the role of the learning sciences in informing that effort.



Two key recommendations emerged from the report. The first is that Columbia should create a Center on Teaching and Learning with a mandate “to provide support for schools, departments, faculty, and graduate students in all aspects of teaching, including the use of educational technologies.” The report affirms the need for a more effective and coordinated deployment of resources by a University-wide center in concert with existing school-based teaching offices. I expect to announce the appointment of a director for the new center shortly, and anticipate opening the center later in the fall. It will be based in Butler Library, and will incorporate the Columbia Center for New Media Teaching and Learning, as well as staff with expertise in faculty development.

A second recommendation of the committee report was that Columbia should provide support for faculty who want to experiment with new approaches to pedagogy, the use of educational technology, and learning strategies. In response, the University has set up a [faculty grant program](#): it has already provided 34 awards to faculty and will hold another request for proposals in the coming year. These awards will help to assess the effectiveness of new approaches and tools for teaching, and to share insights about how to improve learning outcomes.

New Leaders

Columbia's newest dean, [Jason Wingard](#), takes up his post today, July 1. Jason leads the School of Continuing Education, where he will develop new programs for



lifelong learners, and strengthen SCE's ties with schools across campus. He joins two deans who began earlier in the academic year: [Amale Andraos](#) became dean of the Graduate School of Architecture, Planning, and Preservation last summer; and [Gillian Lester](#) arrived from Berkeley in January to direct the Columbia Law School.

Two organizations vital to the University also saw leadership changes. Jennifer Crewe is completing her first year as director of the Columbia University Press, and has focused the Press' efforts on areas of strength within our own community of scholars. Ann Thornton took charge of the library system as Vice Provost and University Librarian at the start of June, and will work closely with the [Provost's Committee on the Libraries](#) and other groups to ensure that faculty and student voices continue to inform the Libraries' priorities.

Several senior faculty members have joined the Office of the Provost while still maintaining research and teaching roles in their home department. Biostatistics professor Melissa Begg is Vice Provost for Academic Programs; History professor Christopher Brown is Vice Provost for Faculty Affairs; Industrial Engineering and Operations Research professor Soulaymane Kachani is Vice Provost for Teaching and Learning; and College of Dental Medicine associate professor Dennis Mitchell is Vice Provost for Faculty Diversity and Inclusion.

Campus Climate



In April, the University announced a [new three-year \\$33 million commitment](#) to continue our efforts to expand faculty diversity. The previous phase of the initiative, announced in 2012, supported searches that have led to 25 new tenure and tenure-track faculty appointments. [Fifty-three grants were awarded to junior faculty](#) who contribute to the diversity of the institution. The next phase of the initiative will continue to advance the recruitment of outstanding underrepresented minority and female scholars in order to more closely reflect the composition of the national pool of qualified candidates. We will broaden our efforts to foster a climate of inclusiveness through support for LGBTQ scholarship and for scholarly programming that gives prominence to issues of race, gender, and sexuality; and for community-building and onboarding efforts for junior faculty.

The Office of the Provost collaborated with other central administration units to develop and implement our new gender-based misconduct policies. Last September, for the first time in its history, the University published data on student sexual misconduct complaints; this data along with information on policies and other resources can be found at the [Sexual Respect website](#). In the spring, the University carried out a campus-wide climate survey on sexual misconduct in collaboration with 26 other leading research universities. Over 800,000 students were asked to participate in the survey, the largest ever of its kind. The results of the survey, which will assess the prevalence of gender-based misconduct and guide our prevention and response efforts, will be released early in the fall semester. The Office of Gender-Based Misconduct will now be based within the new Office of the Executive Vice President for University Life. The University's Office of Equal Opportunity and Affirmative Action, which handles complaints involving employee respondents, will remain within the Office of the Provost.

Campus Space

The past year has seen the first buildings on our [Manhattanville campus](#) rise from the ground. The first two are slated to open toward the end of 2016. These buildings are the Jerome L. Greene Science Center, where the faculty of the Mortimer B. Zuckerman Mind Brain Behavior Institute will advance the frontiers



of neuroscience; and the Lenfest Center for the Arts, which will house two theaters for the School of the Arts (one for film, the other for stage productions) as well as the Wallach Gallery, and which will serve as a hub for the School of the Arts' interdisciplinary collaborations with other schools and its partnerships with the community.

Progress in Manhattanville highlights the importance of addressing the needs of space-constrained schools on the Morningside campus. To do so, I established the Morningside Space Coordinating Committee; all schools from the Morningside campus are represented on it. The committee's aim is to better coordinate the allocation of physical space and to identify opportunities to use available space more effectively.

We have also attempted to address the growing demand for faculty housing. A [new housing policy](#) implemented this year provides financial assistance to faculty seeking to purchase primary residences in the New York Metropolitan area. In prospect for the coming year is a Housing Mobility Plan to help faculty residents of Columbia housing downsize to smaller apartments, or purchase their own homes or apartments.
