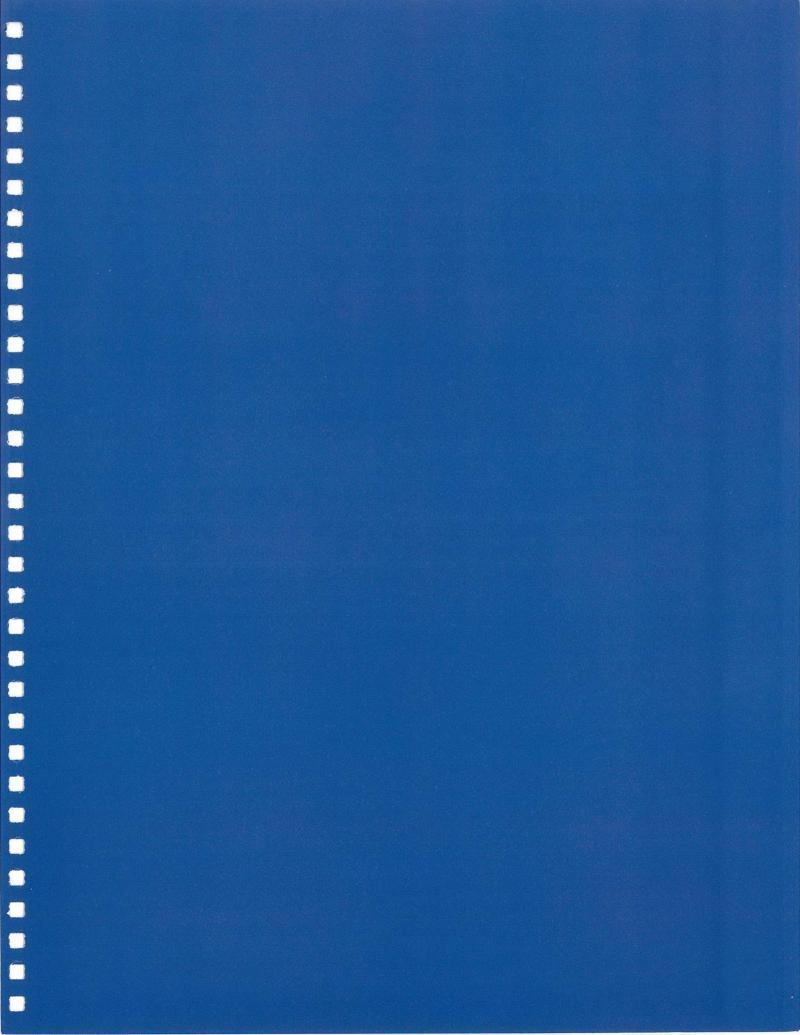
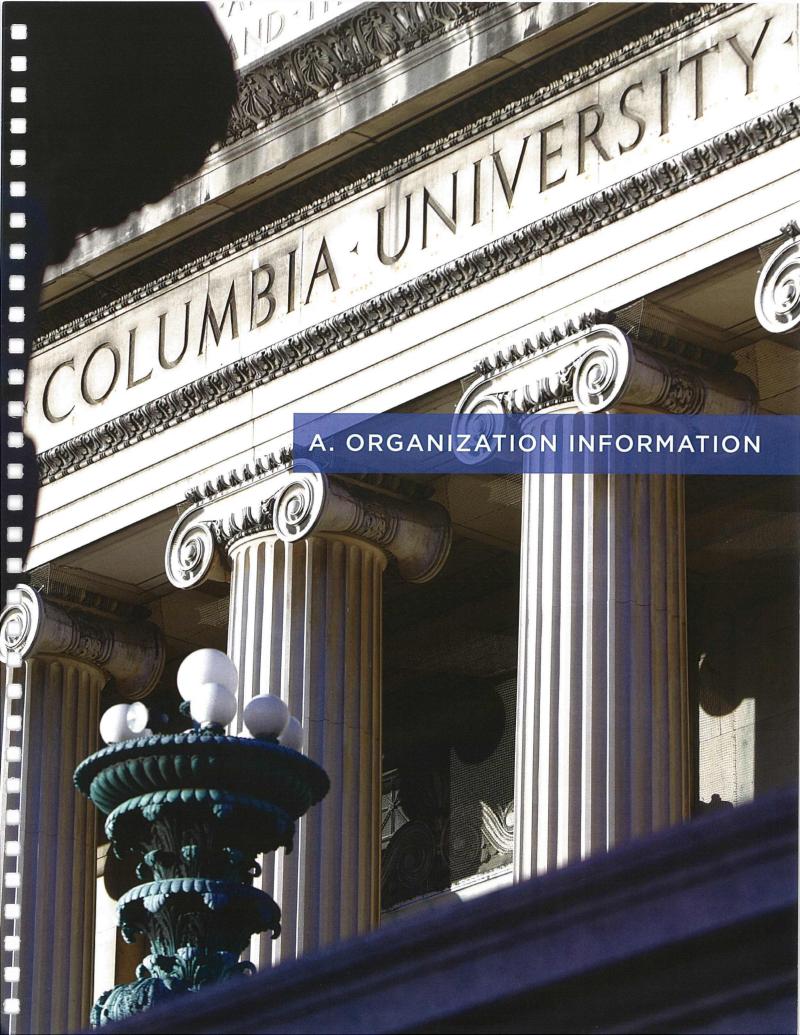


CONTENTS **APPENDICES** (in accompanying volumes) RESPONSE A 4 APPENDIX 1 Organization Information Columbia's RFQ Response, June 2014 RESPONSE B APPENDIX 2 32 Diversity of Employees and Site and Development Information Students APPENDIX 3 RESPONSE C 40 Title Reports Surrounding Community Information APPENDIX 4 **ALTA Surveys** RESPONSE D 48 APPENDIX 5 **Environmental Reports** Academic Collaboration (Summaries) APPENDIX 6 RESPONSE E 58 Transportation Marketing and Attraction Strategy APPENDIX 7 Zoning RESPONSE F 70 APPENDIX 8 Economic Analysis University Capital Commitments and Other Services APPENDIX 9 University Institutes APPENDIX 10 RESPONSE G 76 NYC & Company City, County, and State Capital APPENDIX 11 Commitments and Other Services Zoning Massings and Conceptual Architectural Renderings

Cover and inside cover: January 20, 2009. Thousands of Columbians gathered on Low Library steps to watch the inauguration of Barack Obama (CC83) as President of the United States.





4	ORGANIZATION INFORMATION

RESPONSE All

(A) An executive summary articulating the long-term strategic vision for the university, including its global footprint and vision, as well as any existing or projected expansion plans. Detail any complementary relationship with the Project.

"The University is not apart from the activities of the world, but in them and of them. It deals with real problems and it relates itself to life as it is."

—Lee C. Bollinger, October 3, 2002

The Barack Obama Foundation (the Foundation) faces a difficult task in choosing among a group of highly qualified finalists seeking to host the Barack Obama Presidential Library, the Barack Obama Presidential Museum, the Foundation offices, and an academic institute (the Project). At Columbia University, we speak often, and with admiration, of the many outstanding universities contributing so much to society in the form of research, teaching, and advances in human understanding. The other three universities selected by the Foundation to respond to its Request for Proposals are schools of this caliber, each with its own connection to the President and First Lady.

Nonetheless, Columbia University in the City of New York admittedly is proud of the special features that characterize our school: features that, if not unique in American higher education, are unsurpassed. No other university has a stronger history of public service locally, nationally, and around the world. No university has a greater breadth of scholarly excellence and intellectual interests. No university is more international in its global reach and in the composition of its faculty and student body. No university is building, today, a more inspiring and historically significant campus expansion. And no other university is more integral to the past, present, and future of New York, the global capital of media, finance, culture, and fashion.

The Project being developed for the President and First Lady should be located at a university that is thriving today like few, if any others. The Foundation's decision to select Columbia and New York would serve the interests of the Obamas; allow them to continue to make a powerful difference in the lives of people in the United States and across the globe; and cause all those associated with Columbia University to feel truly honored by the privilege of hosting this Project.

Interdisciplinary Thought and Action

Columbia University's intellectual strategy focuses on establishing interdisciplinary connections needed to address the scientific, social, and economic issues of our time. This has required expanding the number of innovative academic structures that bring together scholars and

Columbia faculty, researchers, and students are fueling discoveries in the fields critical to our future, from cybersecurity and genomic medicine to energy policy and aging. If the President and First Lady were to decide to lead a group of "Obama Institutes" at Columbia University, their presence in our community would accelerate ongoing efforts to find solutions to large-scale public problems. Columbia's commitment to critical thinking and uninhibited intellectual experimentation, combined with our expertise in creating appropriate structures for pursuing practical knowledge, would provide the ideal foundation for this collaborative and far-reaching effort. (See section D of this response to the Foundation's RFP, and also Appendix 1, Columbia's RFQ Response, at pp. 13–16.)

Commitment to Serving a Diverse Nation

fields to unlock the secrets of the human brain.

For several generations, attendance at Columbia University was an important stepping-stone for immigrants to our country, first-generation Americans, and first-generation college-bound students. This aspect of Columbia's history distinguishes our school among traditional Ivy League peers. The University has been a portal through which individuals pass in order to enrich their lives and gain the benefits of a Columbia education, oftentimes emerging as future leaders of our country—a journey not dissimilar to many young people's experience of New York City, itself. Indeed, this is a part of President Obama's personal story.

It therefore comes as no surprise that President Obama has made access to higher education a national priority. Consistent with our heritage, Columbia's expanded financial aid policies and need-blind admissions have made our undergraduate student body among the most socioeconomically diverse among peer institutions, while also among the most selective. In a recent study of private colleges and universities by *The New York Times*, Columbia was one of the ten best schools in the nation in providing access to low and moderate-income students. At the same time, according to the *Journal of Blacks in Higher Education*, Columbia consistently has the highest percentage of incoming African American undergraduates among top research universities. Similarly, we rank among the top U.S. universities for international students and continue to recruit the most promising students from around the world. We also reflect the highest values of a grateful nation by welcoming more Iraq and Afghanistan-era U.S. military veterans than our leading peer institutions combined: some 560 in the current academic year. This comprehensive commitment to access and diversity seen in the University's student recruitment and student body is reflected also in significant investments in an increasingly diverse faculty. (See sections A(5) and A(6) of this response.)

The University has sought to provide national leadership on this issue, as well. For more than a decade and a-half, President Bollinger has been one of the country's clearest and most consistent voices advocating the social and educational benefits of diverse student bodies, while urging civic leaders and our courts to weigh the ongoing need for these policies in the context of America's long history of racial discrimination. These efforts reflect more than a University strategy; they speak to a core Columbia value.

Global Footprint of an International University

Columbia has sought to build on its stature as one of the most international of America's great universities by engaging the world in ways that are consistent with our academic and civic values—even as we reaffirm our long-term commitment to New York with our Manhattanville campus. The students of Columbia's undergraduate schools come from 93 foreign countries and comprise 14 percent of the undergraduate student body. Additionally, our academic partnerships with more than 200 universities worldwide make it possible for Columbia's students to study in more than 40 countries, while encouraging international students to spend a semester or year in New York.

Columbia has established a global network that manifests itself physically through our eight Columbia Global Centers (Amman, Beijing, Istanbul, Mumbai, Nairobi, Paris, Rio de Janeiro, and Santiago) on four continents, and institutionally, through our 35 joint-degree programs with foreign universities in eight foreign nations. Global Centers are designed as hubs for deep engagement in the cultures and issues of their home regions, with open-ended potential that faculty and students can develop over time as needs evolve. The Global Centers are creating new learning experiences around the world that Columbians are carrying with them back to our home campuses in New York. The flexible and geographically expansive global infrastructure that is in place will be a valuable asset for the President and First Lady.

A 21st Century Campus in New York

When Lee Bollinger became Columbia's President in 2002, he and the University's leadership identified the limited academic space for pursing new areas of knowledge as the greatest threat to Columbia's intellectual leadership and engagement with the issues of the day. The University then embarked on planning and developing a new campus on Harlem's western edge just to the north of Morningside Heights in Manhattanville. In contrast to the gated quadrangle that is Columbia's beloved, century-old main campus, the new 17-acre Manhattanville campus will maintain the existing street grid and remain open to and integrated with the fabric of West Harlem. The design for the new campus resulted from Columbia's partnership with Pritzker Prize—winning architect Renzo Piano and is informed by an understanding of the vibrancy of contemporary, urban life. The campus will feature retail and civic spaces at street level and access to the revived Harlem Piers waterfront park maintained with Columbia's support. Almost 500 members of the University's management and administration have already moved into the renovated former

The West Harlem community and its civic leaders have long envisioned a variety of complementary institutions and projects that are able to support local growth and reflect the diversity of West Harlem's people and history, including, of course, Columbia University. The singular Project described by the Barack Obama Foundation, established as an integral part of the West Harlem landscape, would deliver an unprecedented jolt of sustained energy and optimism to the community. The presence of the Project in West Harlem, in combination with the long-term development of Columbia's academic, mixed-use campus in Manhattanville, will have a dramatic positive impact on West Harlem's economy and quality of life.

RESPONSE A | 2

Biographies of administrators, faculty, and staff assigned to the Project, including a summary of responsibilities and an organizational chart indicating reporting relationships both internally and with appropriate personnel of the Foundation. Information should include staffing for academics, fundraising, communications, marketing, real estate development, and construction and facilities management.

The team of Columbia faculty and senior executives who will partner with the Foundation to realize its specific vision for the Project is extensive. (See also A(7) of this proposal at pp. 27–29.) Here we provide the biographies of senior personnel most directly involved in the development of this proposal, followed by two organizational charts:

LEE C. BOLLINGER, President

Lee C. Bollinger became Columbia University's nineteenth president in 2002 and is the longest serving Ivy League president. Under his leadership, Columbia stands again at the very top rank of great research universities, distinguished by comprehensive academic excellence, historic institutional development, an innovative and sustainable approach to global engagement, and unprecedented levels of alumni involvement and financial stability. President Bollinger initiated Columbia's most ambitious expansion in more than a century, spearheading the development of the University's Manhattanville campus in a former industrial zone in West Harlem.

President Bollinger is Columbia's first Seth Low Professor of the University and one of the country's foremost First Amendment legal scholars. Each fall semester, he teaches "Freedom of

JOHN H. COATSWORTH, Provost

A leading scholar of Latin American economic and international history, John Coatsworth was appointed Provost in February 2012. As chief academic officer, the Provost ensures that the University's programs and faculty are of the highest quality, and he directs the development and implementation of academic policies. Previously, Coatsworth was dean of Columbia's School of International and Public Affairs and founding director of Harvard's David Rockefeller Center for Latin American Studies. He is also the former president of the American Historical Association and Latin American Studies Association.

ROBERT KASDIN, Senior Executive Vice President

Mr. Kasdin was appointed Senior Executive Vice President of Columbia University in 2002 after serving as the Executive Vice President and Chief Financial Officer of the University of Michigan. Kasdin previously was the treasurer and chief investment officer for the Metropolitan Museum of Art in New York City and was Vice President and General Counsel for Princeton University Investment Company. He started his career as a corporate attorney at Davis Polk & Wardwell. Mr. Kasdin is a trustee of the Harbor Funds and Apollo Commercial Real Estate Finance. He is also on the board of the Metropolitan Museum of Art, the National September 11 Memorial & Museum and the ARTstor Digital Library. He chaired the Board of Trustees of the Dalton School and co-chaired the Transition Committee for the current New York City comptroller. He is a member of the Council on Foreign Relations. Mr. Kasdin earned his A.B. from Princeton and his J.D. from Harvard Law School.

MAXINE GRIFFITH, EVP for Government and Community Affairs and Special Adviser for Campus Planning

Ms. Griffith joined the University in July 2005, with more than 25 years of New York experience and a strong background in government affairs and urban planning and development. She was the senior member of the Manhattanville team charged with moving this impressive project through New York City's challenging multiyear land use review process. She and her staff continue to be the primary link between the Manhattanville campus project, community

^{1.} During the qualification and proposal process, Mr. Kasdin has been Columbia's primary point of contact with the Barack Obama Foundation.

residents, civic leadership, and elected and appointed officials. Griffith was director of planning and development for the Office of the Manhattan Borough President and served for six years as a member of the New York City Planning Commission. She was a senior fellow for community planning and development at the Regional Plan Association in New York, where she worked extensively in minority communities on a variety of issues, including planning for development of environmentally sensitive projects. More recently, Ms. Griffith served as the executive director of the Philadelphia City Planning Commission and secretary (deputy mayor) for strategic planning, where she was in charge of capital development planning and in close coordination with the Philadelphia Development Corporation. Her office won a national American Planning Association award given for the best plan actually implemented by the development community. Prior to her appointment in Philadelphia, she served in the Clinton administration at the U.S. Department of Housing and Urban Development (HUD), first as the secretary's regional representative for New York and New Jersey, and then in Washington as HUD's assistant deputy secretary. Ms. Griffith graduated cum laude from Hunter College in New York and holds a master of architecture degree from the University of California, Berkeley, and is a member of the American Institute of Certified Planners. She has taught city planning and urban design at Columbia, New York University, and the University of Pennsylvania.

DAVID M. STONE, Executive Vice President for Communications

Mr. Stone was appointed Executive Vice President for Communications in March 2006. Over the past two decades, Mr. Stone served in state and federal government, worked as a writer, public affairs television producer, and communications consultant for a variety of media, education, government, and mission-driven organizations. Mr. Stone was an adviser to Princeton University's Policy Research Institute and a consultant on strategic communications and community outreach for the University of Pennsylvania, including the University's civic partnerships in West Philadelphia. Previously, he served as deputy chief of staff and communications director for Pennsylvania Governor Robert P. Casey and United States Senator Harris Woffard, A native New Yorker, Mr. Stone graduated from Princeton University and Harvard Law School.

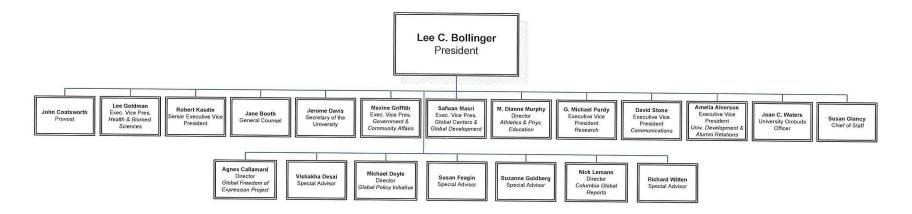
JANE BOOTH, General Counsel

Ms. Booth joined the Office of General Counsel in 2002 and assumed the position of General Counsel in March 2009. Prior to coming to Columbia, she was chief of the Civil Division at the United States Attorney's Office for the Southern District of New York. Her previous experience also includes heading the Civil Appeals & Law Reform unit of The Legal Aid Society and litigating complex securities and financial matters for Shearson Lehman. Ms. Booth began her career as a law clerk to U.S. District Court Judge Leonard B. Sand. She earned her B.A. from Fordham University, her M.A. from the University of Toronto, and her J.D. from Columbia Law School.

JOSEPH A. IENUSO, Executive Vice President for Facilities and Operations Mr. Ienuso joined Columbia University in 1989 and has held a number of senior administrative roles in Admissions, Financial Aid, Student Services, and Facilities and Operations. He leads a team responsible for new building design and construction, campus public safety, campus services for students, building and grounds maintenance for academic and administrative departments, and the University's residential portfolio. He is also responsible for leading the development of 6.8 million square feet as part of the University's long-term expansion in Manhattanville, the former manufacturing zone in West Harlem. Facilities and Operations manages more than 240 buildings and 15 million gross square feet and has an operating budget in excess of \$400 million per year. Over the last decade, Mr. Ienuso has overseen the successful delivery of \$2.8 billion in capital projects. The organization's capital plan for the next five years is \$1.5 billion. Mr. Ienuso holds a master of business administration from Columbia University, a master of science in education from St. John's University, and a bachelor of science from St. John's University. Mr. Ienuso is chair of the Board of Directors of Nontraditional Employment for Women (NEW), a nonprofit organization that trains women for skilled jobs in construction and other blue-collar industries, vice chairman of the New York Building Congress, and founder and co-chair of its Education Task Force, and is also a member of the Board of Directors of the Salvadori Center.

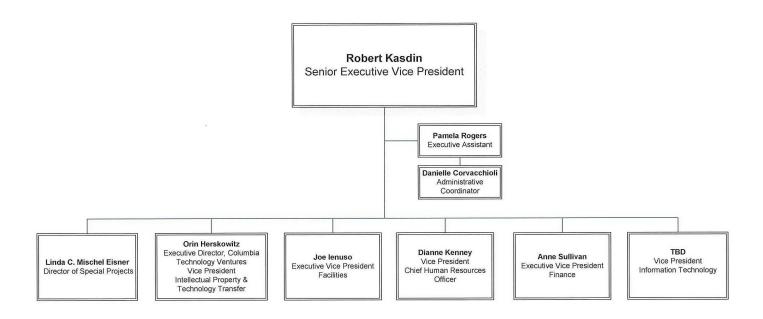
Columbia University

Senior Administration President's Direct Reports



Revised: 11/26/2014

OFFICE OF THE SENIOR EXECUTIVE VICE PRESIDENT



October 2014

ORGANIZATION INFORMATION

OPGA	NIZATION	INFORMATION	

RESPONSE A 3

List of external consultants engaged by you in support of the Project. Please provide their qualifications, responsibilities, and projected fee structure.

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The following external consultants were engaged to support Columbia's responses, respectively, to the Foundation's Request for Qualifications and its current Request for Proposal.

APPLESEED

Appleseed is a New York City-based economic consulting firm that provides economic impact analysis studies, economic development planning, social research and analysis, and strategic planning and program development services to government, nonprofit and corporate clients. Founded in 1993, the firm has extensive experience in providing economic and community impact analyses for major U.S. universities, health care and cultural institutions, and analyses of the economic and community impacts of a wide range of real estate development projects.

FRIED, FRANK, HARRIS, SHRIVER & JACOBSON LLP

From offices strategically located in the world's principal financial centers in the United States, Europe, and Asia, Fried Frank represents many of the markets' most influential players. The firm's client base includes multinational Fortune 500 companies, leading financial institutions and investment firms, and entrepreneurial companies across all sectors.

KRAMER LEVIN NAFTALIS & FRANKEL LLP

Kramer Levin Naftalis & Frankel LLP is a premier, full-service law firm with offices in New York, Silicon Valley, and Paris. The firm represents Global 1000 and emerging growth companies, institutions, and individuals, across a broad range of industries.

NYC & COMPANY

NYC & Company is the official marketing, tourism, and partnership organization for the City of New York. Its mission is to maximize travel and tourism opportunities throughout the five boroughs, build economic prosperity, and spread the dynamic image of NYC around the world. With an array of major communication channels—including nycgo.com, digital kiosks, official NYC Information Centers, and publications—it is the ultimate tourism resource for visitors and residents. Through unparalleled access to the City and its vast media assets, NYC & Company provides partners with maximum return on investment and the opportunity to participate on the world's greatest stage.

rePLACE URBAN STUDIO

rePlace Urban Studio is dedicated to creating places that improve how our urban environments perform socially, economically and ecologically. rePlace is equally dedicated to developing and sharing new ideas about the qualities that make cities. Tailored to address the unique challenges of each project, its approach is built upon a foundation of data, research, collaboration, exploration, and creativity. This, along with its expertise, positions the rePlace team of designers to conceptualize small-scale, cost-effective urban interventions that build early momentum ranging up to large sustainable visions for the future.

RENZO PIANO BUILDING WORKSHOP (RPBW)

The Renzo Piano Building Workshop (RPBW) is an international architectural practice with offices in Paris, Genoa, and New York City. The RPBW team has the expertise to provide full architectural design services, from concept design stage to construction supervision. RPBW's design skills also include interior design, town planning and urban design, landscape design, and exhibition design services. Renzo Piano helped develop Columbia's master plan for the Manhattanville campus and has designed the early phase buildings, including the Jerome L. Green Science Center, the Lenfest Center for the Arts, and the University Forum.

SAM SCHWARTZ ENGINEERING (SSE)

SSE is a leading traffic and transportation planning and engineering firm known for its ability to solve highly complex problems quickly.

Should Columbia University be selected by the Foundation to help realize the Project, external design, engineering, and construction consultants would be engaged by Columbia University and selected through its regular vendor selection process, a competitive and transparent process that ensures equal opportunity is given to all firms who submit proposals. Our competitive processes require a minimum of three bidders and must support the University's commitment to minority-, woman-, and locally-owned businesses (MWL).

RESPONSE A 4

Summary of any formal or community-based partnerships with the University that are relevant to the Project

One framework for partnerships, outreach, and engagement with surrounding communities was established a generation ago, with the creation of three campus-wide community service organizations that continue to thrive: Community Impact (CI), the Double Discovery Center (DDC), and Columbia Community Service (CCS).

Through **Community Impact,** approximately 1,000 Columbia University student volunteers work every year with some 25 community service programs to serve more than 8,000 people in Harlem, Washington Heights, and Morningside Heights. At the **Double Discovery Center of Columbia College,** our students, alumni, and faculty provide after-school and summertime academic enrichment to prepare low-income and at-risk high school students for higher education. **Columbia Community Service** raises funds from faculty and staff to support more than 50 local not-for-profit organizations, including soup kitchens, child care centers, and community gardens in northern Manhattan. One can easily envision how the activities of these groups could support the work of the Project.

In addition, among Columbia's many community-based partnerships, several have especially strong relevance to the Project. The West Harlem Development Corporation (WHDC) is the entity charged with implementing the West Harlem Community Benefits Agreement (CBA) negotiated with the community during the Manhattanville campus expansion approval process, including directing the distribution of the \$76 million benefits fund. The Upper Manhattan Empowerment Zone (UMEZ) is the product of federal legislation enacted in 1994 that made public funds and tax incentives available for the purpose of leveraging private investment in distressed communities, and today UMEZ plays a vital role in Upper Manhattan. The Harlem Arts Alliance (HAA) employs grassroots relationships and its widely recognized expertise in the performing and visual arts to produce programs that attract audiences from Upper Manhattan and around New York City. The 125th Business Improvement District (BID) is dedicated to maintaining the heritage of 125th Street and supports the ongoing revitalization of the area as a destination for art, culture, and entertainment.

Columbia's partnerships with each of these organizations, as well as with the Morningside Area Alliance, the Columbia-Harlem Small Business Development Center, and Manhattan Legal Services, are described in greater detail in Response C(1)(iii) to the Foundation's RFP, which asks for an inventory and description of such partnerships. (See pp. 43–45 of this Proposal.) Columbia enjoys close working relationships with each of the identified community organizations; typically, the relationships have been forged over many years of productive collaboration.

RESPONSE A 5

Summary of the diversity of the university's employees, including demographic composition (e.g., race, gender) allocated by role (e.g., administrative board, secretarial, tenured faculty, associate faculty).²

Columbia University is committed to creating and supporting a community diverse in every way: race, ethnicity, geography, religion, academic and extracurricular interest, family circumstance, sexual orientation, and socioeconomic background.

Columbia University's faculty also reflects a broad spectrum of backgrounds and perspectives. During the 2013-14 academic year, 16 percent of the University's tenured and tenure-of-title faculty members represented minority groups, and 21 percent of this group were women. Among tenure-eligible faculty members, equivalent figures are 34 percent and 37 percent, respectively, demonstrating the increased diversity built into the University's tenure-track faculty pipeline. Among non-tenure-eligible full-time faculty members, minority groups accounted for 28 percent of the total, while 49 percent were women. Additionally, 6 percent of tenured and tenure-eligible faculty were not U.S. citizens or permanent residents.

Columbia's commitment to diversity is also clear among the University's employees as a whole, from faculty, to researchers and library personnel, to administrative and support personnel. Among the faculty, minority groups represent 26 percent of the total, and 40 percent are women. Forty percent of all research personnel are minorities, and 42 percent are women. For the University's library personnel, 13 percent represent minority groups and 64 percent are women. Among administrators, minorities account for 43 percent of the total, and women comprise 64 percent. Finally, for support staff, minority groups represent 72 percent of the total, and women account for 49 percent. All numbers reported here reflect the 2013–2014 academic year.

Just as significant as these statistics are the efforts undertaken by Columbia University over the past decade to increase faculty diversity. In 2004, President Bollinger established the Office of the Vice Provost for Diversity Initiatives, with the specific charge of increasing the diversity of the University's faculty. In 2005, Columbia's Trustees approved a commitment of \$15 million for a recruitment campaign to attract outstanding minority and female scholars to the Arts and Sciences faculty, address the work-life issues of an increasingly diverse faculty, foster an institutional climate to enhance the recruitment and retention of faculty, and encourage broad discussion of these issues across the University. With an additional \$2 million in funding, the

^{2.} Many of the figures presented in Columbia's answer to this question are drawn from publicly available statistical abstract tables on faculty and employee diversity included at Appendix 2, Diversity of Employees and Students. In order to respond directly to the Foundation's question, in some cases the statistics referenced here are based upon additional statistical abstract data maintained and aggregated by Columbia University's Office of Planning and Institutional Research.

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URGANIZ	ALION	INFORMATION	

Professional Schools Diversity Initiative was created in 2007, expanding faculty diversity efforts to Columbia's professional schools using a competitive grants program for junior faculty and visiting fellows. The progress reflected in the increased diversity of the University's faculty members and employees is the result of these efforts and several subsequent investments totaling \$30 million, which are described in the following section.

RESPONSE A 6

Description of the university's long-term diversity goals and the plan to achieve them.

Columbia is committed to the principles of equity and excellence. It actively pursues both, adhering to the belief that inclusion is the partner of excellence:

"Columbia is dedicated to increasing diversity in its workforce, its student body, and its educational programs. Achieving continued academic excellence and creating a vibrant university community require nothing less. Both to prepare our students for citizenship in a pluralistic world and to keep Columbia at the forefront of knowledge, the University seeks to recognize and draw upon the talents of a diverse range of outstanding faculty, research officers, staff, and students and to foster the free exploration and expression of differing ideas, beliefs, and perspectives through scholarly inquiry and civil discourse . . . Building a diverse university community is not the work of a moment. It requires sustained commitment, concerted effort, and the attention of us all."

—Columbia University's Diversity Mission Statement

In furtherance of this commitment, Columbia University has implemented policies and programs that seek to ensure that all employment decisions are based on individual merit and not on bias or stereotypes.³ Columbia strives to recruit members of groups traditionally underrepresented in American higher education and to increase the number of minority and women candidates in its graduate and professional programs.

Hand-in-hand with its Equal Employment Opportunity and Nondiscrimination Policy, and its Diversity Mission Statement are Columbia University's affirmative action obligations and attendant commitments. Among those obligations are Executive Order 11246 and related regulations issued by the U.S. Labor Department that require government contractors to

^{3.} Columbia University's Equal Employment Opportunity and Nondiscrimination Policy: "The University does not discriminate against or permit harassment of employees or applicants for employment on the basis of race, color, sex, gender (including gender identity and expression), pregnancy, religion, creed, national origin, age, alienage and citizenship, status as a perceived or actual victim of domestic violence, disability, marital status, sexual orientation, military status, partnership status, genetic predisposition or carrier status, arrest record, or any other legally protected status."

maintain a written Affirmative Action Program. Each of the program cornerstones needed to achieve federal objectives are present in Columbia's program: (i) the adoption and dissemination of equal opportunity, nondiscrimination, and affirmative action policies in furtherance of the aims of equal opportunity; (ii) diagnostic procedures for determining employment patterns and for providing comparisons to the composition of relevant labor pools; and (iii) action-oriented programs ensuring that women and minorities are being employed at a rate commensurate with their availability.

Faculty Initiatives

To make diversity a central focus in every aspect of the University's endeavors, as noted above, President Bollinger established the Office of the Vice Provost for Diversity Initiatives in 2004, which has expanded to become the Office of Academic Planning. The Office focuses heavily on identifying, recruiting, and retaining outstanding faculty and administrators, especially those who have been underrepresented in American higher education. It works with the each of the deans of Columbia's eighteen Schools to develop strategic plans that are three years in duration and set measurable goals. Deans meet with the Provost annually to assess progress and chart future action. The system ensures that every component of the University regularly revisits its diversity goals.

In its first years, the Diversity Initiatives Office oversaw the distribution of \$20 million in funds to support, on a competitive basis, the hiring of faculty from underrepresented backgrounds. Special attention was paid to departments in which the presence of faculty from traditionally underrepresented groups did not reflect the pool of available hires from these backgrounds. Early rounds of diversity funding culminated in the hiring of 26 tenure-track or tenured women and minority faculty. The University bolstered its financial commitment in 2012, with the contribution of \$30 million to support the subsequent three years of diversity programming. The additional resources have yielded the recruitment of 16 tenure-track or tenured faculty members with more to come.

Columbia's programs addressing faculty development and quality-of-life once successful recruitment has taken place, as well as academic initiatives focused on diversity, include:

- Career Support for Junior Faculty: Columbia's research grants devoted to junior faculty
 who contribute to the University's diversity goals have thus far supported 28 faculty
 members.
- Provost's Advisory Council for the Enhancement of Faculty Diversity: Advises the Provost on all campus-based diversity efforts.

•	Work/Life Initiatives: Programs of particular interest to junior faculty include flexible
	work/leave programs, housing information and referral services, and school and child care
	services.

Without diminishing these centralized programs, it is the University's individual schools that must deliver on the promise of the goals set forth in Columbia's Diversity Mission Statement. Specific diversity goals vary by school: those with strong faculty pipelines tend to focus on making more diverse senior hires, while schools with weaker pipelines emphasize pipeline building, funding transition programs for undergraduates, outreach to minority communities, and doctoral and postdoctoral recruitment; some focus on building diversity into their curricula; others have invested in mentoring and faculty development efforts.

Undergraduate Initiatives

Columbia University's undergraduate community is among the most diverse in the country. For the current academic year, 61 percent of all Columbia undergraduates are students of color or citizens of a foreign country. All 50 states, as well as 93 foreign countries, are represented by Columbia undergraduates. (For purposes of this section, undergraduates refers to students of Columbia College and the School of Engineering and Applied Science.)

During the last completed academic year, minorities accounted for 49 percent of the total undergraduate student body, women accounted for 47 percent of the overall undergraduate student body, while international students represented 14 percent of the total. This diversity has been widely recognized. U.S. News & World Report ranked Columbia #3 on its measure for economic diversity among the country's top 25 schools in 2014, as well as #6 on its list of "best value schools." The Journal of Blacks in Higher Education ranked Columbia College #1 for the seventh year in a row for the University's first-year enrollment of black students, while the Institute of International Education ranked Columbia #5 on their list of leading institutions for foreign students.

This record is the result of Columbia's programs addressing all stages of the pipeline that carries students from underrepresented communities to college: recruitment, overcoming financial hurdles, and the transition to life on campus. Columbia is among a small number of institutions in the United States that has a "need-blind" undergraduate admissions policy for U.S. citizens and permanent residents, meaning that financial circumstances are not considered in the evaluation of a student's application. The University also meets one hundred percent of the demonstrated financial need of every admitted student. The aid is provided in the form of grants and work-

^{4.} Statistical abstract tables on student diversity are included at Appendix 2, Diversity of Employees and Students.

Underrepresented students have access to numerous resources across the University as part of our commitment to diversity broadly defined. The spectrum of support extends from the Office of Disability Services, which helps all of our students realize their academic and personal potential by coordinating support services, to tailored resources provided by "LGBTQAA at Columbia" for students who identify as lesbian, gay, bisexual, transgender, queer, asexual, and alliance. In addition, our culturally diverse population is supported by extensive programming offered through the Office of Multicultural affairs, the Intercultural Resource Center, and International Students and Scholars Office at Columbia, which supports international students.

Columbia also has distinguished itself as the top destination among its peers for our nation's Iraq- and Afghanistan-era military veterans pursuing higher education. More than 560 military veterans were enrolled in the University's undergraduate, graduate, and professional schools in the 2013–2014 academic year. More than half are studying for bachelor's degrees at Columbia's School of General Studies, originally established following World War II to accommodate a population of nontraditional students such as returning veterans. Seventeen of Columbia's Schools participate in the Yellow Ribbon Program, supporting the enrollment of veterans through targeted financial support. Military and civilian leaders have visited Columbia in recent years to recognize the University's efforts to support student veterans, including two past chairmen of the Joint Chiefs of Staff, Secretary of the Navy Ray Mabus, and Dr. Jill Biden.

Graduate, Postdoctoral, and Pipeline Initiatives

Columbia University's graduate and professional schools also include students from diverse backgrounds, with a particular strength in the representation of international students. Of all nonmedical graduate students, 42 percent enter Columbia from countries outside the United States, while 33 percent of the total are drawn from minority groups, and 47 percent of the total are women. ⁵ Among the Medical Center graduate schools, the inclusion of a large number of female students is among their greatest strengths, as women account for 67 percent of all medical center graduate students. Additionally, 34 percent of these students come from minority backgrounds, while 8 percent are international. Columbia is committed to preparing the next generation of American leaders in the medical fields.

The University recognizes the importance of programs that increase diversity in the nation's "pipeline" of future graduate students and faculty. As such, the University's efforts are focused both on increasing graduate student and postdoctoral diversity at Columbia and enhancing

^{5.} Statistical abstract tables on student diversity are included at Appendix 2, Diversity of Employees and Students.

diversity in academia throughout the country. Programs have been created at both the Universityand School-level. Programs developed at the University level include Columbia's Bridge to Ph.D. Program in the Natural Sciences, the Provost's Diversity Recruitment Ph.D. Fellowship Fund, and the Provost's Diversity Postdoctoral Program.

The Bridge to Ph.D. Program, funded by the National Science Foundation, is an intensive research, course work, and mentoring experience for postbaccalaureates seeking to strengthen their graduate school applications and to prepare for the transition into Ph.D. programs. Of the 25 scholars to complete the Bridge Program in its first four years, 19 have been accepted into leading doctoral programs. The Diversity Recruitment Ph.D. Fellowship Fund, focusing on Columbia's graduate students, makes fellowship offers to members of groups traditionally underrepresented in various disciplines because they have faced obstacles to admission in Ph.D. programs. Beyond diversity of race and ethnicity, this group also possesses other important forms of diversity, including sexual orientation and socioeconomic background. The Fund has supported 52 fellows since its establishment in 2013.

A partial list of diversity initiatives conducted by individual schools:

- Graduate School of Arts and Sciences (GSAS) Diversity/Summer Research Program. In its twenty-fifth year, the program provides promising undergraduate students from historically underrepresented groups with the opportunity to conduct graduate-level research under the supervision of a Columbia faculty member during a summer internship.
- The Fu Foundation School of Engineering and Applied Sciences (SEAS) Sustainable Engineering Graduate Scholars Program: Diversifying the Pipeline to the Ph.D. Supported by the National Science Foundation, this master's- level program prepares a cohort of engineers from underrepresented populations to meet challenges in the areas of water, energy, and infrastructure.
- Earth Institute/Lamont Doherty Earth Observatory Marie Tharp Visiting Fellowship. This prestigious, highly competitive fellowship dedicated to the advancement of woman scientists provides up to \$25,000 to non-Columbia scientists and engineers to conduct research at Columbia University for a period of three months.
- Columbia University Medical Center (CUMC) Summer Medical Education Program (SMDEP). A national program funded by the Robert Wood Johnson Foundation, this is a six-week summer enrichment program for predental and premedical freshman, sophomore, and community college students belonging to groups underrepresented in the dental and medical professions; 80 students participate in the SMDEP each summer.

• Mailman School of Public Health (MSPH) Initiative for Maximizing Student Diversity (IMSD). An education project for doctoral students funded by the National Institutes of Health and aimed at increasing the number of underrepresented students who enter research careers in public health. The program supports eight doctoral students with partial tuition funding, research mentoring, and funding to attend a scientific conference each year.

RESPONSE A | 7

Description of the university's level of experience and success with work similar to the Project:

- Include detailed presentations of the most relevant projects demonstrating success in largescale, multi-use development.
- Emphasize developments where the proposed team members have worked together and had primary involvement in leading the project.

Over the last decade, the University has delivered approximately \$2.8 billion in capital projects, including six newly constructed buildings, five complete building redevelopment projects, and hundreds of renovation, restoration, preservation, and interiors projects. Seven of these projects have achieved LEED recognition, resulting in five Gold and two Silver Certified projects. In addition, the University has received Platinum recognition by the U.S. Green Building Council for Neighborhood Development associated with the large-scale Manhattanville mixed-use campus plan. Committed to safety, service, sustainability, and professionalism, Columbia University Facilities and Operations staff includes architects, engineers, LEED-certified professionals, and service and safety personnel.

Embracing the potential of its social responsibility, the Facilities and Operations team is an industry leader in construction site safety and the creation of opportunities for minority- and women-owned businesses in construction and related industries. In addition, construction and related firms from the local community are also included as part of Facilities and Operations' progressive goals.

The University has a strong commitment to and track record of working with minority, women-owned, and local (MWL) business as well as to hiring minority, women, and local (MWL) workers. From fiscal year 2009 to 2014 \$521 million, or about 30 percent of Facilities

Key Capital Projects Demonstrating Relevant Experience

MANHATTANVILLE IN WEST HARLEM (FIRST BUILDINGS OPEN 2016)

LEED Neighborhood Development (ND) Platinum Certified

Realization of the 6.8-million-square-foot Manhattanville campus is well under way, with roughly one million square feet in construction or design. Two buildings designed by Renzo Piano Building Workshop, with Davis Brody Bond LLP as executive architect, are scheduled for completion in the summer of 2016: the 450,000 gross square foot Jerome L. Greene Science Center, which will be home to the Zuckerman Mind Brain Behavior Institute; and the Lenfest Center for the Arts, a 50,000-gross-square-foot-building that will serve as a public-facing performance venue for the School of the Arts. The Greene Science Center, an academic hub with a ground floor designed to engage and invite the public, is the best early example of the overarching design sensibility of the Manhattanville plan. The Lenfest Center will contain a film screening venue, a black box theater, the Wallach Art Gallery, and rehearsal and flexible meeting space.

Three additional buildings on the Manhattanville campus are in design. The University Forum, located on the south west corner of Broadway and 125th Street, is also the product of collaboration between the University and Renzo Piano. The 55,000-gross-square-foot building will become a critical meeting point for Columbia's Morningside, Medical Center, and Manhattanville campuses. With its 430-seat auditorium, meeting rooms, support spaces, and approximately 30 offices for an academic initiative, the University Forum will host lectures and speakers. A variety of University events will benefit from the state-of-the-art auditorium venue. Columbia Business School also has two buildings in design by Liz Diller of Diller Scofidio + Renfro PC, with FXFOWLE as executive architect, which will provide approximately 450,000 gross square feet of space worthy of a world-class business school.

BAKER FIELD—CAMPBELL SPORTS CENTER AND BOATHOUSE MARSH (OCCUPANCY 2013)

LEED Gold Certified

The Campbell Sports Center at Baker Athletics Complex, the primary athletics facility for Columbia outdoor sports programs, is an approximately 48,000-gross-square-foot, five-story building located at the intersection of Broadway and 218th Street. The Campbell Sports Center houses strength and conditioning spaces, offices for varsity sports, an auditorium, a hospitality

suite, and student-athlete spaces. The Campbell Sports Center was designed by Steven Holl Architects. Holl is a New York City—based architect best known for the Pratt Institute Higgins Hall Insertion in Brooklyn, the Kiasma Contemporary Art Museum in Helsinki, Simmons Hall at the Massachusetts Institute of Technology (MIT), and the recently completed Linked Hybrid mixed-use complex in Beijing. In July 2001, Time named Holl as America's Best Architect, and in 2013 the building was recognized as an Outstanding Project: Athletic Facility by the Greater New York Construction User Council (GNYCUC) and by the Municipal Art Society as Best New Building for 2013. It was also honored as Building of the Year by *The Architect's Newspaper*.

The **Boathouse Marsh** has created new public access and new amenities on the waterfront at West 218th Street and Indian Hill Road. The project comprises approximately 40,000 square feet and is built to accommodate the natural history of the site and to enrich the biodiversity of the Harlem River valley. The open space includes a deck through lushly planted native water gardens, wildlife observation, places to sit and picnic, lawn and trees, shade, and a close relationship to the water's edge. The project has restored the area's salt marsh, one of the few remaining salt marshes in Manhattan. Fresh water marsh areas are organized in three tiers or chambers that progressively receive, treat, and slow down storm water runoff before it enters the tidal system. As part of the project, Columbia has entered into an agreement with New York City to provide community access to 11,000 square feet of City-owned land adjacent to Baker Field. James Corner Field Operations, a leading urban design practice based in New York, was the landscape architect for the Boathouse Marsh.

NORTHWEST CORNER BUILDING (OCCUPANCY 2010)

LEED Gold Certified

The Northwest Corner Building is designed as a home to interdisciplinary research and education, where the frontiers of biology, chemistry, physics, and engineering and applied science converge. Designed by the Pritzker prize—winning Spanish architect José Rafael Moneo, the Northwest Corner Building houses Columbia's Integrated Science Library, a lecture hall that seats 164, a classroom, and a café. The building is designed to enhance existing collaborations and stimulate new ones; it provides research and education space for a community of 250 to 300 interdisciplinary faculty and students among the 21 laboratories. Awarded the *Engineering News-Record's* 2011 Best Project Award in the Higher Education/Research category, Nicolai Ouroussoff, architecture critic of *The New York Times*, described the building as "a gleaming physical expression of the university's desire to bridge the divide between the insular world of the campus and the community beyond its walls."

ALUMNI CENTER (OCCUPANCY 2009)

LEED Gold Certified

The creation of an environmentally-friendly alumni center was a collaborative goal among University departments, including facilities, the Office of Alumni and Development, and environmental stewardship. As part of the project, the building, which was built in 1908 and

FACULTY HOUSE (OCCUPANCY 2009)

LEED Gold Certified

Located at 64 Morningside Drive, just north of West 116th Street, this red brick and limestone building designed by McKim, Mead & White, has served as a gathering place for social and intellectual interaction among University faculty, administrators, alumni, and students since 1923. In 2009, the six-story, 38,000-gross-square-foot building underwent a complete renovation and restoration. The building now includes new infrastructure and complete internal modernization. Energy efficient lighting, windows, and finishes promote indoor air quality. The renovation also included the recycling of construction debris, leading to the building receiving a gold rating under the Leadership in Energy and Environmental Design (LEED) Green Building Rating System.

KNOX HALL (OCCUPANCY 2009)

LEED Gold Certified

A century-old building of landmark quality that caps the north end of Union Theological Seminary's quadrangle, Knox Hall reopened in fall 2009 after a 16-month renovation. Knox Hall is home to Columbia's Department of Sociology, the Department of Middle Eastern, South Asian, and African Studies, the Middle East Institute, the South Asia Institute, and the Institute of African Studies. Designed by Helpern Architects, the 50,000-gross-square-foot building comprises seven above-ground levels and one below-ground level. The project includes four 2,000-foot-deep geothermal wells as part of an overall sustainable design effort, which also includes reduced lighting pollution and urban heat island effects, water use reduction, double-glazed replacement windows, high-efficiency geothermal HVAC, and the use of reused, recycled, regional, and renewable materials.

GARY C. COMER GEOCHEMISTRY BUILDING (OCCUPANCY 2009)

LEED Silver Certified

Lamont-Doherty Earth Observatory, a world-leading research center, is the main research facility for Columbia University's Earth Institute. The University constructed the state-of-the-art Gary C. Comer Geochemistry Building to support continued advances in earth science and environmental research. The University worked with local community groups to ensure the contextual aesthetics of the proposed building design.

INSTITUTE FOR DATA SCIENCES AND ENGINEERING (UNDER CONSTRUCTION)

The new Institute for Data Sciences and Engineering, located at Columbia's Morningside Heights and Washington Heights campuses in New York City, is being developed under an agreement

with New York City as part of its groundbreaking Applied Sciences NYC initiative, which seeks to increase New York City's capacity for applied sciences and engineering dramatically while strengthening and transforming the City's economy for generations. The project will create 44,000 square feet of new applied science and engineering space on Columbia's campus by 2016 and the addition of 75 new faculty within the University's Fu Foundation School of Engineering and Applied Sciences over the next decade and a half.

Awards

In addition to securing LEED certifications noted above, Facilities and Operations has been recognized for excellence in fields such as architectural design, building and grounds maintenance, dining and health services, event management, and sustainability. This selection focuses on awards for capital projects:

- The Northwest Corner Building received a Greater New York Construction User Council
 Outstanding Research Project Award as one of the industry's top construction projects.
 It also received an *Engineering News-Record*'s 2011 Best Projects Award for Best Higher
 Education/Research Project.
- The **Studebaker Building** renovation received an American Council of Engineering Companies of New York Engineering Excellence Award for engineering achievements that demonstrate a high degree of ingenuity.
- The Campbell Sports Center was recognized as a 2013 Outstanding Project: Athletic Facility by the Greater New York Construction User Council (GNYCUC) and by the Municipal Art Society as Best New Building for 2013. It was also honored as Building of the Year by The Architect's Newspaper.
- The Muscota Marsh project at the Baker Athletics Complex was recognized as an
 outstanding public project by the Public Design Commission of the City of New York at
 its Annual Awards for Excellence in Design. The award is for the wetland restoration and
 adjacent site work.

University Facilities and Operations

Columbia University Facilities and Operations is responsible for the safety, preservation, and maintenance of Columbia's built environment; provides space planning; oversight of new building design and construction; renovation, repair, restoration and preservation of existing spaces; operations and maintenance of buildings and grounds; management of the University apartment housing inventory; and campus public safety. Within campus, Facilities and Operations also serves the community through the operation of its residential and retail dining program; student health services; event catering and venue management; undergraduate residence halls; student center and bookstore; and sustainability engagement.

Facilities and Operations has more than 1,900 full-time employees, with responsibility for an operating budget in excess of \$400 million per year, a five-year capital plan budget of approximately \$1.5 billion and the management of more than 240 buildings, more than 15 million gross square feet, and 6,300 graduate and faculty residential apartments across the Morningside Heights campus, Baker Athletics Complex (athletics facilities at 218th Street and Broadway), and the Nevis Laboratories (for physics research, located in Irvington, New York). Except for Public Safety and Real Estate and specific areas of responsibility as noted, facilities at the Columbia University Medical Center (CUMC) are managed independently of our organization.

Columbia Team Members

Joseph A. Ienuso is the Executive Vice President for Facilities and Operations. **Maxine Griffith** is the Executive Vice President for Government and Community Affairs and Special Adviser for Campus Planning. (Mr. Ienuso's and Ms. Griffith's bios appear at pages 8–10, along with the team of senior executives who would partner directly with the Foundation.)

Wilmouth Elmes is the Associate Vice President of MEP Technical Services for the Manhattanville Development Group and has 40 years of diverse engineering, design, specification, and construction experience that encompasses major national and international commercial high rise buildings, some of which include university laboratory buildings, academic and science buildings, performing arts centers, auditoriums, libraries, central utility plants, hospitals, research and development buildings, and athletic facilities. Mr. Elmes's most recent assignment prior to joining Columbia was at the World Trade Center site, where he led a team of engineers and designers involved in the \$1.7 billion retail construction project currently being developed by the Port Authority of New York and New Jersey.

La-Verna Fountain is Vice President for Construction and Business Services and Communications. Ms. Fountain helps lead Columbia University's outreach and Facilities communications efforts regarding construction business opportunities and activities. Prior to assuming the role in Facilities, she worked as the associate vice president of public affairs, where she served as the public affairs liaison on the University's top facilities initiative—the expansion of the University to Manhattanville. For 25 years, she has provided motivational speeches, training and facilitation on topics of conflict resolution, cultural diversity/human awareness, nonviolence as a way of life, working with teenagers, spirituality in the workplace, staff development, and organizational development. Ms. Fountain has served as senior adviser to Save the Children for its U.S. programs, as the state office director for former U.S. Senator Harris Wofford, and as deputy communications director for the late Pennsylvania Governor Robert P. Casey.

Fanny T. Gong, AIA, is the Assistant Vice President of Design Management for the Manhattanville Development Group. She is responsible for managing the project design consultant teams from conceptual design through construction. Before joining Columbia, Ms. Gong was a partner at HLW International, where she was in charge of the new headquarters

Frank Martino is Vice President for Operations. Mr. Martino provides a full range of facilities services to the University, including comprehensive building maintenance and repair, renovation, faculty and student housing, and custodial, physical plant, and energy management. He leads a team of more than 860 employees serving more than 15 million square feet of facilities. Previously, Mr. Martino served as director of engineering at NewYork-Presbyterian Hospital. There he worked on the development and construction of an extensive \$4 million chiller plant upgrade and a \$30+ million onsite cogeneration system, the first of its kind to be interconnected to Con Edison's Manhattan power grid. In 2010, Mr. Martino became the president of the New York Energy Consumers Council. He provides Columbia with expertise in critical infrastructure systems.

Konrad Motyka is Public Safety's Director of Campus Operations for the Manhattanville Campus, having joined Columbia's Department of Public Safety in January 2014 after a 25-year career in the FBI. Mr. Motyka began his FBI career in 1988, working in counterintelligence and then for 17 years as a member of the organized crime/narcotics branch. He served as a SWAT Section leader and then as supervisor of the Asian Organized Crime Narcotics Task Force. Mr. Motyka worked in the Bureau's New York Office in the Foreign Counterintelligence Division. He is a recipient of the FBI Shield of Bravery and the Spanish White Cross of Police Merit. He earned his B.A. degree from Columbia University and is a veteran of the United States Marine Corps and the recipient of the Navy and Marine Corps Achievement Medal.

Philip Pitruzzello is Vice President for Manhattanville Development. Mr. Pitruzzello serves as the Columbia University Facilities' point person on all aspects of development, design and construction of the University's Manhattanville campus. Previously, he was vice president for real estate at Time Warner and led Time Warner's team in the planning, design, and construction of the company's one million-square-foot office, broadcast center, and corporate headquarters interiors within the Time Warner Center in New York. Previously, Mr. Pitruzzello was a partner in a real estate banking firm and served with the Battery Park City Authority in several senior management capacities, including president and chief executive officer at a time when the 92-acre Battery Park City project became a thriving office, residential, and retail community.

Marcelo Velez, PE, is the Associate Vice President for the Manhattanville Development Group. He is a professional engineer with 20 years of diverse construction project management experience. Mr. Velez has managed more than \$1 billion worth of capital construction projects, including the Columbia University School of Social Work, Lenfest Hall, Broadway Residence, and the renovation of River Hall.

Dr. Karen E. Jewett is the Vice President for Government and Community Affairs in Columbia's Office of Government and Community Affairs (GCA). With the Executive Vice President, Dr. Jewett shares overall management and administrative responsibilities for GCA. She was a key member of the team working with civic leaders and the West Harlem Development Corporation during the Manhattanville planning and development process and continues to perform this function especially with regard to the suite of local and state Manhattanville-related benefits. Additionally, Dr. Jewett and her staff manage a number of ongoing projects for the University that involve external and community stakeholders, and she manages Columbia Community Service (see Response A(4)). Previously, Dr. Jewett worked at New York University, where she served as Acting Assistant Dean, Arts and Humanities Programs, School of Continuing and Professional Studies, and director, Liberal Arts Programs, McGhee Division, School of Continuing and Professional Studies. She also held the title of Master Teacher at the University.

Victoria Mason-Ailey is the Associate Vice President for Planning and Community Affairs in the Office of Government and Community Affairs. Ms. Mason-Ailey is the University's primary liaison to local Community Boards and to a range of Harlem and Upper Manhattan—based community groups and organizations. She tracks and monitors Manhattanville Campus Development. Ms. Mason-Ailey was similarly tasked on the University's Bakers Field Waterfront project, the 113th Street rehabilitation project, and the 148th Street residential project. Ms. Mason-Ailey represents the University on the boards of the Morningside Area Alliance and the 125th Street Business Improvement District, where she assists in coordinating with related plans such as the 125th Street rezoning and beautification project. Ms. Mason-Ailey has worked in senior advisory roles for former mayor and Manhattan borough president David N. Dinkins, and at New York's Metropolitan Transit Authority. Ms. Mason-Ailey is professionally certified by the American Institute of Certified Planners (AICP).

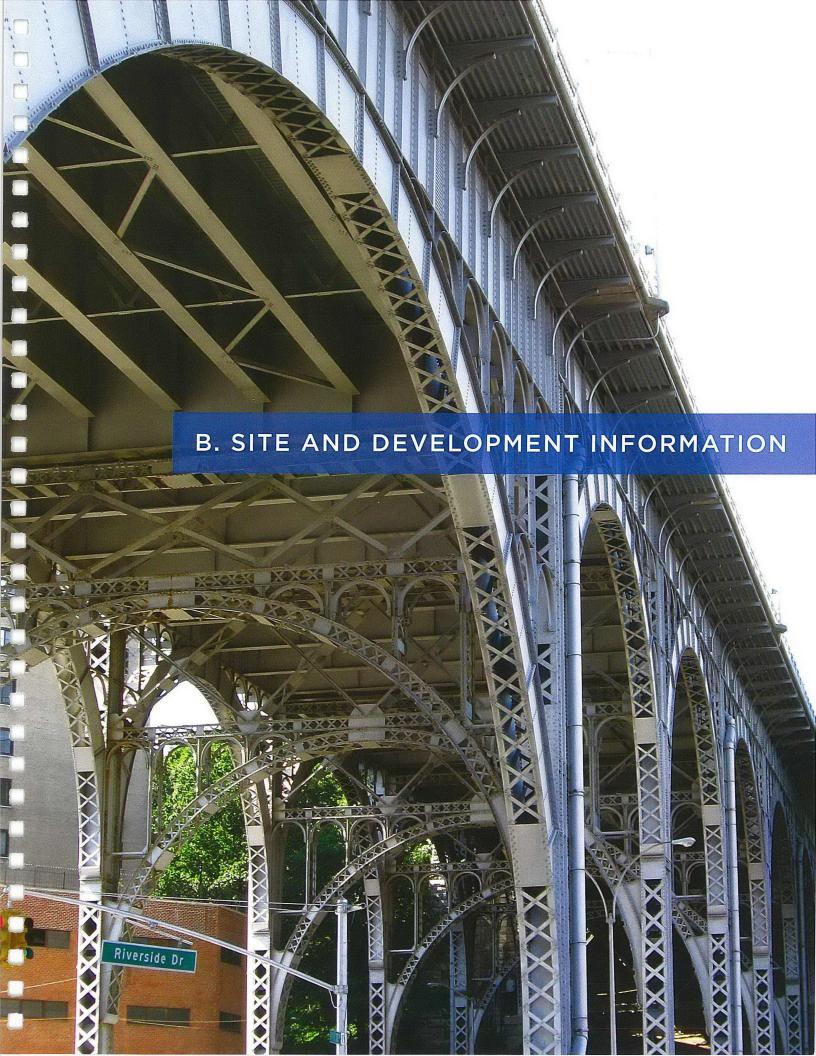
External Consultants

Columbia University has engaged the following firms to assist with planning, design, and construction logistics for the early phases of its new Manhattanville campus.

Lend Lease. Lend Lease has a strong track record for building, modernizing, and improving educational facilities across the Americas. Lend Lease has completed a broad range of primary, secondary, and higher education projects, ranging from multisite capital works across hundreds of schools, to individual buildings for school districts and university systems. Lend Lease offers construction services that range from project management to technical consulting services for the renovation and construction of academic facilities. These facilities include libraries, dormitories, laboratories, gymnasiums, multimedia theatres, and classroom buildings. In Manhattanville, Lend Lease is providing construction management services for abatement, demolition, excavation, foundations, and construction associated with the Jerome L. Greene Science Center, the Lenfest Center for the Arts, and the central energy plant.

Turner Construction. Turner is a North America—based, international construction services company and is a leading builder in diverse and numerous market segments. The company has earned recognition for undertaking large, complex projects, fostering innovation, embracing emerging technologies, and making a difference for its clients, employees, and community. With a staff of 5,200 employees who work on more than 1,500 projects each year, Turner offers clients the accessibility and support of a local firm with the stability and resources of a multinational organization. Turner is providing preconstruction services for the two Business School buildings.

Skanska. Skanska is one of the world's leading construction groups. In the U.S., Skanska is a provider of comprehensive construction services and a developer of public-private partnerships. Skanska applies its expertise to everything from small renovations to billion-dollar projects, using a variety of delivery methods. Skanska is assisting with civil engineering associated with the restoration of 130th Street.



Columbia's 17-acre Manhattanville campus on Harlem's western edge extends from West 125th Street to West 133rd Street between Broadway and 12th Avenue and includes properties on the east side of Broadway located between West 131st Street and West 134th Street. Columbia University has identified two potential sites for the Project: one within the Manhattanville campus ("Site 15," described below), and the second immediately south of the campus's 125th Street southern edge (the "South Side of West 125th Street Site"). Both are located on the Broadway axis, a widely accessible street with historic significance that will be enhanced by the new campus buildings positioned to provide wide pedestrian sidewalks and designed to create an open look and feel. The campus will include a revived urban layer of retail stores and educational space along Broadway, 125th Street, and 12th Avenue, with publicly accessible open green spaces.

Much of the information requested in this section is technical in nature and contained in appendices.

RESPONSE B 1

Provide the following with respect to the site(s) under consideration:

(i) Existing title reports of the proposed site(s), together with documents specified therein.

- See Appendix 3, Title Reports.
- (ii) Existing ALTA plat of survey with clearly delineated easements, flood zones, and/or designated wetlands.
 - See Appendix 4, ALTA surveys. Included in Appendix 4 are the 2003 survey of Block 1995 Lot 26 (the South Side of West 125th Street Site); the scope of services for each of the relevant ALTA surveys; and the 2014 draft ALTA survey for Site 15 on Columbia's Manhattanville campus. Columbia has commenced work on full ALTA surveys for the two proposed sites; the surveys will be provided to the Foundation upon completion.
- (iji) Existing environmental reports including, but not limited to, phase I and phase II reports, No Further Action Letters, geotechnical studies, and topographic maps.
 - Six Phase I Environmental Reports have been completed. Separate executive summaries for each report are at Appendix 5, Environmental Reports. Given their length, the full Phase I reports are available electronically upon request.

(viii) Analysis as to whether the proposed use of the site(s) will be taxable. If so, please specify the taxes to be imposed.

New York City provides an exemption from property tax and from special ad valorem levies and special assessments for property owned by a nonprofit charitable, educational, or cultural organization that is used in carrying out the organization's exempt activities. N.Y. Real Prop Tax Law §§ 420-a(1), 420-b(1), 490. This exemption extends to occupancy of the property by the United States or by other nonprofit educational and cultural organizations for use in their exempt activities. N.Y. Real Prop Tax Law §§ 420-a(2), 420-b(2), 490.

As long as the Foundation's activities are charitable, educational, or cultural, the portion of the property occupied by the Foundation would also qualify for the New York City property tax exemption. The property tax exemptions for libraries, museums, and educational institutes are well established. The Foundation should consult with its own legal counsel regarding the tax status of each of the sites.

(ix) Current zoning applicable to the site(s), including setbacks, FAR, the specification of height, and other similar restrictions on limitations.

See Appendix 7, Zoning.

(x) Analysis as to whether the Project is permitted under current zoning. If not, provide a detailed explanation of rezoning process and timing.

See Appendix 7, Zoning.

(xi) Assessment of public transportation alternatives serving the site(s) as well as any recommendations for improvement, if necessary, to support the proposed development. Assessment should include transit time by vehicle, bus, rapid transit, train, boat, bike, etc., from central downtown location in your city.

See Appendix 6, Transportation.

SITE AND	DEVE	OPMENT	INFORMATION	35

RESPONSE B|2

Detailed proposed process to obtain control of the site and convey it to the Foundation.

The University owns fee title to both the South Side of West 125th Street Site and Site 15, and will convey a fee interest in or ground lease for the selected site to the Foundation, as of right, with all leases terminated and all structures currently on the site fully abated and demolished. Columbia will convey the selected site by long-term ground lease (\$1.00 annual rent) or deed of gift, including all usual and customary representations, warranties, and covenants, and the right in the Foundation to convey the site to the federal government for the library and museum. If at any time the site or any part of the site will no longer be used for the Project, Columbia would have a right to repossess the portion no longer in such use.

South Side of West 125th Street Site

This site is comprised of two parcels, one of which is subject to a long-term lease with the McDonald's Corporation. There is currently a McDonald's restaurant operating on a portion of the site. Columbia may terminate the lease at any time on 60 days' notice and relocate McDonald's to a different site in the immediate area. If the Foundation chooses this site, Columbia will promptly initiate negotiations with McDonald's about relocation and terminate the lease.

A Restrictive Declaration covering the McDonald's parcel permits alternative use of the site. As more fully described in the response to B (1)(ix) and (x), above, and in Appendix 7, Zoning, the zoning covering the area allows for both residential and community facility use, which would include use for a library, museum, and nonprofit institutional space. While the University believes that the Declaration would allow community facility use, to the extent administrative clarification is needed, both Mayor de Blasio and the New York City Department of City Planning have indicated full support for the development of the Project. The other parcel on the site currently houses a warehouse owned and occupied by Columbia and scheduled for abatement and demolition.

Site 15

Site 15 is part of the University's Manhattanville Educational Mixed Use Development Land Use Improvement and Civic Project (the "Manhattanville Project"). Columbia is currently leasing the site for commercial use. All current leases may be terminated by Columbia as of right by or before May 31, 2015.

Under the Declaration of Covenants and Restrictions by the University dated as of December 14, 2011, with respect to the Manhattanville Project (the "Manhattanville Declaration"), Columbia may convey a fee interest or ground lease to a permitted transferee nonprofit with adequate experience and financial resources to develop the site or who is otherwise approved by New York Empire State Development ("ESD"). While the University believes that the Foundation fully satisfies the permitted transferee requirements, ESD has also indicated its full support for the development of the Project on this site. Consistent with Columbia's commitment to clean construction throughout the Manhattanville Project, construction on Site 15 would be required to conform to certain project components related to the environment ("PCREs") and environmental mitigations set forth in the Manhattanville Restrictive Declaration. These include measures related to (1) emissions reduction, (2) energy conservation and environmental design, (3) air quality, and (4) construction noise and impacts, all of which are in place in connection with Columbia's initial phase construction on the Manhattanville Project. Consistent with the Foundation's intent, all reasonable efforts must be used to design, build, and operate any buildings on Site 15 to achieve a minimum of LEED Silver Certification. A copy of the Manhattanville Restrictive Declaration is available on request.

Included in Appendix 3, Title Reports, are current title reports for each of the Lots included in each of the proposed alternative sites and a summary of certain exceptions noted in the reports. Prior to any conveyance to the Foundation, Columbia will take the steps described in the summary to remove certain noted exceptions. Columbia will pay, or indemnify against collection against the property, any judgments referred to in the Title Reports.

RESPONSE B 3

Affirmation that the proposed site(s) will meet NARA's Architectural and Design Standards, as revised in July 2014, related to site conditions. A copy of such standards will be emailed to you and concurrently posted on the website.

Considering potential sites for the Project, Columbia has been mindful of the NARA objectives for safety and security of visitors as well as associated records and artifacts. While certain of the objectives will be difficult if not impossible to meet in an urban setting, we would work closely with the Foundation to resolve the objectives as completely as possible.

SITE AN	D DEVE	OPMENT	INFORMA	MOLTA	7
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RESPONSE B 4

Analysis of site-specific development risks and identified mitigation plans.

Columbia University owns each of the two alternative sites proposed and has determined that asof-right buildings can be developed for the Project on either site under current zoning. Columbia has also completed the Phase I environmental assessments for the Block and Lots associated with each site. See Appendix 5, Environmental Reports, for summaries of these assessments. As urban sites, both of these former manufacturing sites have recognized environmental conditions that have been managed in accordance with governmental requirements, and any existing conditions would be remediated during the excavation phase of the project.

RESPONSE B | 5

Summary of other specific characteristics of the site(s) or immediately adjacent property that will benefit or hinder the construction, development, or operation of the Project.

Site 15:

Located on the east side of Broadway, Site 15 is bound by West 131st Street on the south, the Nash Building to the north, and Old Broadway on the east.

Should the Foundation select this site, Columbia University will provide it to the Foundation fully abated and free of all structures, and ready for excavation and construction. At approximately one acre, this site will perform effectively during construction and normal operations. With Broadway on the west and Old Broadway on the east, the site is well served by these two wide streets.

The immediate area is defined by Columbia's Manhattanville campus across Broadway to the west and the Manhattanville Houses to the south and east. Immediately to the north, Broadway remains a vibrant commercial corridor that will benefit greatly from the addition of the Project. A few short blocks to the south is West 125th Street, also known as Martin Luther King Jr. Boulevard. Like Broadway, this historic corridor is an energetic commercial way with easy access to public transportation as noted in the transportation analysis provided as Appendix 6, Transportation.

South Side of West 125th Street Site:

This development site on the south side of West 125th Street embraces Broadway and West 125th Street and is comprised of Lots 26 and 40 on Block 1995. When merged into a single zoning lot, this site is approximately 34,000 square feet.

Immediately to the west is Columbia's Prentis Hall, which is actively used as an integral part of the School of the Arts. Continuing west is a 325-unit faculty housing complex for Columbia University. To the north, across West 125th Street, is Columbia's Manhattanville campus. Broadway to the south is an active commercial corridor defined by restaurants and convenience stores that serve a well-established residential community to the south west.

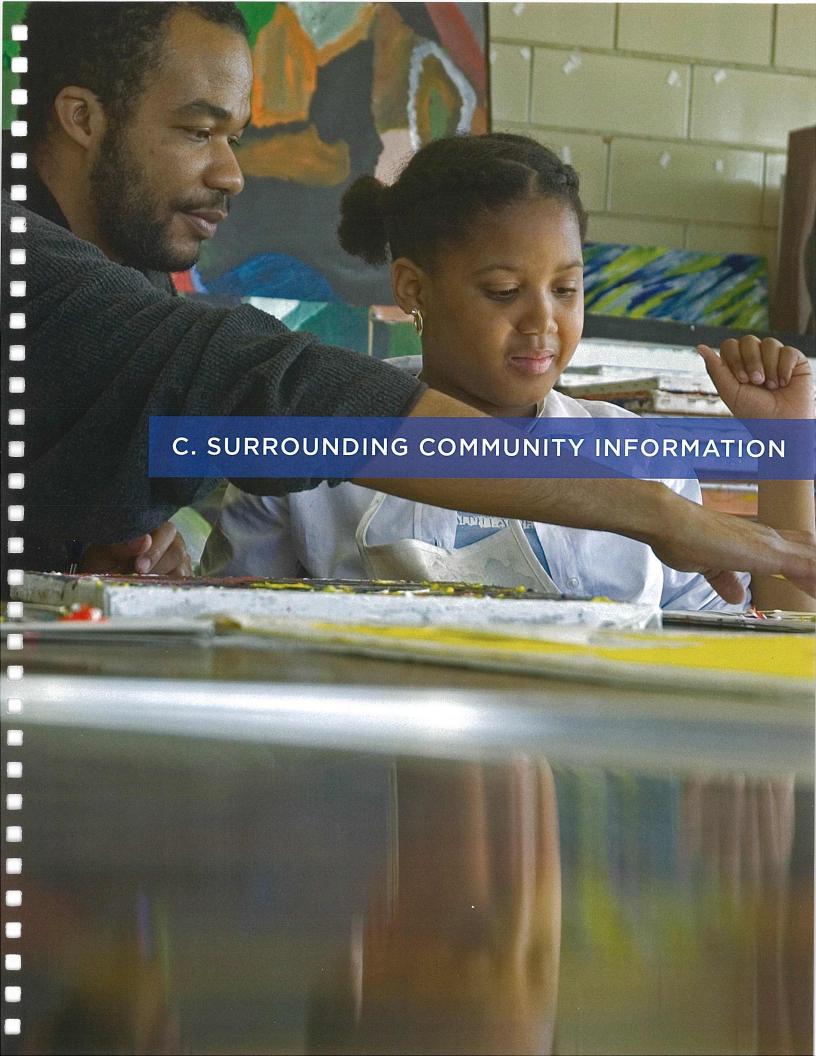
Columbia University will provide the site to the Foundation fully abated and free of all structures, and ready for excavation and construction. During construction, logistics for this irregularly shaped site will need to be well organized. Conditions for this site are familiar to experienced construction management firms practicing in New York.

RESPONSE B 6

Projected timeline listing activities and timeframes required to plan, design, develop, and open the Project.

From the time of final site selection and the requisite funds being obtained, the following are projected approximate timeframes for key milestones:

- Architect/Engineering team selection and contracts negotiated: 6 months.
- Project program and scope definition: 6 months.
- Building design process: 18 months.
- Excavation and foundation phase of site selected: 12 months.
- Building construction: 24 months.



Information about the surrounding neighborhood most connected to the proposed site(s) and/or the area within a 1-, 3-, and 5-mile radius of the proposed site(s):

(i) Inventory of existing complementary facilities or operations. For each, describe any existing relationship and potential partnership opportunities.

West Harlem is home to an impressive collection of eminent educational, cultural, and religious institutions. These institutions and related public sector uses account for more than 15 percent of West Harlem's land area, with another 22 percent of the community's land devoted to parks and recreational areas. Columbia already enjoys existing relationships with many of these institutions and organizations, and there are many others where a new relationship with the University in connection with the Project would be mutually beneficial. The following is a representative selection of institutions and organizations that partner with Columbia.

SCHOMBURG CENTER

The Schomburg Center for Research in Black Culture is a research unit of the New York Public Library system. In addition to faculty and departmental relationships with the Center, Columbia University has partnered with the Schomburg on a variety of programming at its 75,000-square-foot, three-building facility in Harlem. These include a public forum on affirmative action featuring remarks by University President Bollinger on the future of diversity in higher education and faculty contributions to the Center's ongoing lecture series. Columbia also partnered with the Center for events surrounding the recent year-long celebration of the life and works of James Baldwin.

STUDIO MUSEUM IN HARLEM

An internationally recognized center for artists of African descent, the Studio Museum of Harlem includes exhibition galleries, a sculpture garden, and a theater. Thelma Golden, the museum's director, is a founding member of the advisory committee for the Columbia Community Scholars Program, which gives members of the northern Manhattan community access to Columbia's services, resources, and faculty. Golden has also been a visiting faculty member at Columbia's School of the Arts and was a Barnard Medalist at the school's 2010 Commencement.

THE MALCOLM X AND DR. BETTY SHABAZZ MEMORIAL AND EDUCATIONAL CENTER

The Malcolm X and Dr. Betty Shabazz Memorial and Educational Center shares the old Audubon Ballroom with Columbia University Medical Center's Lasker Biomedical Research Building. Pursuant to an agreement between Dr. Shabazz, the City of New York, and Columbia, the building's original façade has been restored and preserved. Columbia also partnered with

the Shabazz family to create a series of interactive educational kiosks devoted to the legacy of Malcolm X and Dr. Shabazz, housed in the Center's lobby.

ABYSSINIAN DEVELOPMENT CORPORATION

Abyssinian Development Corporation comprehensively addresses the many interconnected community issues affecting Harlem's residents: housing for people of diverse incomes; social services, particularly for the homeless, elderly, families, and children; educational opportunities for youth; greater community capacity to address civic needs; and more widespread economic revitalization. The University has worked with Abyssinian on youth and economic development programming.

ADULTS AND CHILDREN IN TRUST (A.C.T.)

The Adults and Children in Trust Program provides a safe haven for children of all ages, from toddlers to teens, and of all faiths, cultures, and economic backgrounds. At A.C.T, children gather to learn, play, and grow, participating in a broad range of programs designed to engage them as well as their families. The program offers year-round, affordable, nonsectarian educational programs and special events in and around the Cathedral of St. John the Divine. A.C.T. is supported by Columbia Community Service.

AMERICA SCORES

America Scores' mission is to inspire urban youth to lead healthy lives, become engaged students, and develop the confidence and character to make a difference in the world. Daily afterschool and summer programs combine soccer, poetry, and service learning through a holistic, team-based approach. America Scores' students, 85 percent of whom live below the poverty line, consistently improve academically and increase their physical fitness, along with a greater sense of confidence and belonging. America Scores is an agency supported by Columbia Community Service.

APOLLO THEATER FOUNDATION, INC.

The Foundation is dedicated to the preservation and development of the legendary Apollo Theater through world-class live performances and education programs that honor the influence and advance the contributions of African American artists. The Foundation supports emerging creative voices across cultural and artistic media. Columbia University is currently involved in a major oral history project with the Theater through its Library Archives program, in addition to supporting the Apollo's fundraising efforts.

BROADWAY HOUSING COMMUNITIES

Broadway Housing Communities is a New York City nonprofit housing developer committed to providing innovative permanent housing for individuals and families in the greatest need. BHC's housing, known as supportive housing, combines permanent low-income housing with support services designed to meet the needs of their tenants and enable them to live independently. Members of Columbia University's Office of Government and Community Affairs have provided support to this group's after school programs.

BALLET HISPANICO

Incorporating a professional company as well as a school of dance and educational outreach programs, Ballet Hispanico celebrates Latino cultures through dance. In addition to providing funding for scholarships through Columbia Community Service, the University partners with Ballet Hispanico on lecture demonstrations and outreach.

EL TALLER

El Taller Latino Americano is a community-based arts and education organization founded to engage and unite diverse cultural groups through art, dance, music, and language education. Located on West 99th Street in Manhattan, this nonprofit provides community members a venue to share ideas, participate in classes, and discover new modes of creative expression. Columbia faculty and staff have worked with the group on exhibitions and readings. The organization's founder, Bernardo Palombo, is a recipient of the Independent Educator's Award from Teachers College at Columbia University.

HARLEM BIOSPACE

Harlem Biospace is a biotech incubator featuring a wetlab among its amenities. Founded by a Columbia faculty member, it hosts a community of biotech innovators developing new health-related products and technologies. Harlem Biospace operates HYPOTHEkids, a K–12 STEM initiative designed to foster science education both in school and after school.

WEST HARLEM ENVIRONMENTAL ACTION, INC.

West Harlem Environmental Action (or WE ACT) is dedicated to building healthy communities by ensuring that people of color and low-income families participate meaningfully in the creation of sound and fair environmental policies. WE ACT is supported by Columbia Community Service and has worked in partnership with programs at the Columbia School of Public Health, the School of International and Public Affairs, and the Earth Institute.

THE NATIONAL URBAN LEAGUE EMPOWERMENT CENTER; MUSEUM OF THE URBAN CIVIL RIGHTS EXPERIENCE

At the corner of 125th Street and Malcolm X Boulevard, a partnership between the National Urban League and Hudson Companies, in collaboration with the Harlem Community Development Corporation (HCDC), is developing the National Urban League Empowerment Center. The new mixed-use complex will include the organization's national headquarters, a conference center, 114 apartments, and retail space. The Empowerment Center also will include the Museum of the Urban Civil Rights Experience, focusing on the history of the civil rights movement in New York and other cities; the Museum is scheduled to open in 2017. Together, the Project and these initiatives—all now under way or planned for the 125th Street corridor—will have a salutary and complimentary relationship. The Urban League's new conference center could provide additional space for events sponsored by the Project; and the new urban civil rights museum could be a valued collaborator.

	(ii) Outling of existing community demographies as well as future trends (s.g., parallation
]	(ii) Outline of existing community demographics, as well as future trends (e.g., population density, employment, home ownership, income level, age).
	See Appendix 8, Economic Analysis, Appleseed Amendment, pp. 3-18; and Appendix 1, Columbia's RFQ Response, pp. 3-5.
	(iii) Inventory of university partnerships with community organizations and other relevant affiliations. Describe these existing relationships and include any information that would impact the Project.
	University partnerships particularly relevant to the Project exist with the following organizations:
]	THE WEST HARLEM DEVELOPMENT CORPORATION (WHDC)
]	The WHDC is the entity charged with implementing the West Harlem Community Benefits Agreement (CBA) negotiated with the community during the Manhattanville campus
)	expansion approval process, including directing the distribution of the \$76 million benefits
)	fund. Columbia's relationship with the WHDC is close and collaborative. The WHDC partners
?	with Columbia to host information sessions on employment opportunities and workshops on job skills. Columbia, in turn, publicizes its own community projects through the WHDC.
1	Recently, the WHDC requested assistance in creating a workforce development plan for the West
)	Harlem community with a special focus on the training needs of disconnected youth, people with disabilities, and veterans. Columbia responded by convening business leaders, nonprofits,
	faith-based organizations, foundations, academics, elected officials, state and local government
	agencies, and unions in a series of focus groups to identify future job opportunities offered by northern Manhattan's employers and to determine whether residents possessed the requisite
	training and employment experience for these opportunities. A Workforce Development Working
	Group, including Columbia staff, WHDC personnel, and members of West Harlem Community Board 9, has been formed to put the plan into action.
	COMMUNITY BOARD 9 (MANHATTAN CB-9)
	The Project would be situated within the purview of Manhattan's Community Board 9, the
	representative entity that serves West Harlem by ensuring that New York City services are accessible and responsive to the needs of residents, organizations, businesses, and institutions. Led
	by the chair of CB-9, approximately 50 community representatives serve on the Board. CB-9's
	committees include: Arts & Culture; Economic Development; Health & Environment; Housing;
	Landmarks & Preservation; Land Use & Zoning; Safety, Uniform Services, & Transportation; Senior Issues; Waterfront, Parks, & Recreation; Youth, Education, & Libraries; and Special
	Projects. Columbia staff are present at Board meetings and also attend the monthly meetings of
	four additional Upper Manhattan community boards (7, 10, 11, and 12). The meetings provide opportunity for discussion and bring transparency to the University's many partnerships with the
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surrounding community and Upper Manhattan overall.

THE GREATER HARLEM CHAMBER OF COMMERCE (GHCC)

The Greater Harlem Chamber of Commerce is a community development nonprofit organization serving the Upper Manhattan business, arts, culture, and tourism industries. In addition to its cosponsorship of important development projects, the GHCC celebrates the arts and Harlem's cultural legacy through its annual Harlem Week, which offers a collection of festivals, workshops, expositions, and events showcasing the neighborhood's assets. An active participant in Harlem Week, Columbia has hosted for more than 10 years the Chamber's Annual Economic Development Day and Business Awards Luncheon.

UPPER MANHATTAN EMPOWERMENT ZONE (UMEZ)

Columbia faculty with expertise in urban planning and local development policy helped draft federal Empowerment Zone legislation enacted in 1994 and New York City's response to the federal government's request for proposals. The resulting availability of public funds and tax incentives aimed at leveraging private investment to revitalize distressed communities gave birth to the Upper Manhattan Empowerment Zone. The partnership between Columbia and UMEZ has always been strong and continues to grow. The current president of UMEZ, previously a senior administrator at Columbia, advises on the University's local economic development efforts. Many programs developed pursuant to the Manhattanville Community Benefits Agreement are targeted to residents of UMEZ census tracts.

THE HARLEM ARTS ALLIANCE (HAA)

Columbia has worked with the Harlem Arts Alliance as a program-development partner for more than a decade. In collaboration with HAA, Columbia has produced exhibitions of Upper Manhattan's visual artists in University exhibition spaces and has established partnerships with Harlem Stage, The Apollo, and Jazzmobile. Columbia worked with HAA and the New Heritage Theatre to bring the Harlemwood Film Festival to campus and regularly invites the community to view work created by local filmmakers. The University's collaboration with HAA also has helped Columbia create a summer film program that teaches narrative storytelling and filmmaking to local high school students. The relationship builds upon mutual strengths—HAA's grassroots relationships and Columbia's academic and administrative resources—to produce engaging programs that attract audiences from Upper Manhattan and around New York City.

THE 125TH BUSINESS IMPROVEMENT DISTRICT (BID)

The 125th Street Business Improvement District fosters a community vision to maintain the heritage of 125th Street and supports the on-going revitalization of the area as a destination for art, culture, and entertainment. BID initiatives build upon 125th Street's existing cultural assets to promote easy mobility along the corridor and to create a vibrant urban neighborhood for shoppers, tourists, and businesses. A Columbia representative sits on the BID board as a nonvoting member, and each year Columbia partners with the BID on a number of initiatives including the corridor's "Harlem Holiday Lights" celebration.

SLIPPOLINDING	COMMUNITY INFORMATION .	1

MORNINGSIDE AREA ALLIANCE (MAA)

The Morningside Heights neighborhood is home to the world's leading academic and religious institutions who, together, help create a truly unique community in which to live, learn, and grow. Morningside Area Alliance, established in 1947, is a nonprofit membership organization that fosters collaborations and partnerships between members, provides a forum for communication, and is a valued source for neighborhood information. Columbia has been a member of the MAA since its formation. Other members of the MAA include Riverside Church, the Cathedral of St. John the Divine, International House, and the Columbia-affiliated Union Theological Seminary.

COLUMBIA-HARLEM SMALL BUSINESS DEVELOPMENT CENTER

Harlem's only "SBDC," the Columbia-Harlem Small Business Development Center was founded during the 2008 recession and operates in partnership with the Columbia Business School. The Columbia-Harlem SBDC is estimated to have saved or created some 300 local jobs and preserved roughly \$6 million in local investment. The Center is unique in drawing on Columbia's faculty, Business School students, and alumni business leaders to provide one-on-one guidance to existing small businesses and local entrepreneurs seeking to launch new ones. Some one thousand local business people and nonprofit organizations have benefited from the Columbia-Harlem SBDC's services.

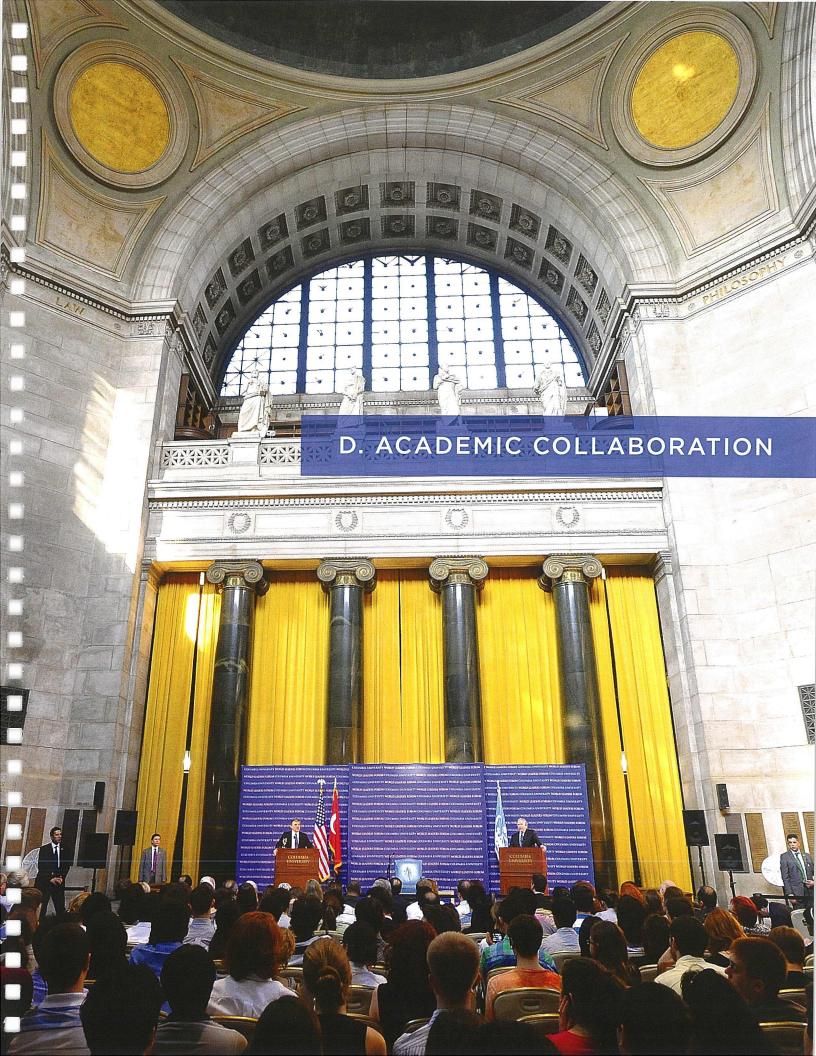
MANHATTAN LEGAL SERVICES

Manhattan Legal Services supports residents in the Manhattanville area with legal counsel in anti-eviction /antiharassment legal matters and also helps those who simply want to understand their rights under the law. Columbia provides funding to support these efforts.

COLUMBIA UNIVERSITY ZUCKERMAN MIND BRAIN BEHAVIOR INSTITUTE

Though many of Columbia's schools and institutes are rich sources of partnerships with the community, we single out here by way of example the Zuckerman Mind Brain Behavior Institute, which will soon operate from the Jerome L. Greene Science Center nearby each of the site locations proposed by Columbia for the Project. The Zuckerman Institute already has launched several community-based initiatives including: a public lecture series jointly sponsored by Columbia and the Schomburg Center for Research in Black Culture; a program that is training the first cohort of New York City high school teachers in neuroscience; the Brain Research Apprenticeships in New York at Columbia (BRAINYAC) Program, which brings neuroscience into public school classrooms; and a "Brain Expo" at Columbia University Medical Center in Washington Heights for local families and their children.

46 SURRO	UNDING COMMUNITY INFORMATION
RESPO	ONSE C 2
Details re	egarding zoning, ownership, and current use of properties within a half-mile radius.
	See Appendix 8, Economic Analysis, Appleseed Amendment: Zoning Land Use and Ownership, pp. 19–23.
RESPO	DNSE C 3
	ent of economic benefit of the Project to the community. Include the positive and impacts of the development on the community.
	See Appendix 8, Economic Analysis, Appleseed Amendment: Economic Benefits, pp. 24–30.



RESPONSE D

Vision for academic collaboration that will enhance the pursuit of the President's initiatives beyond 2017, including an overview of existing institutes and centers at the university and an outline of your proposal for an institute.

"I see ... an optimism that beats in the hearts of so many young people around the world. It's that refusal to accept the world as it is, the imagination to see the world as it ought to be, and the courage to turn that vision into reality. So today, with you, I want to take stock of our journey and chart our next steps."

—President Obama, Hankuk University, South Korea, February 2012

"[W]e all have a stake in each other's success ... Cures discovered here in Beijing could save lives in America, ... clean energy technologies from Silicon Valley in California could improve the environment here in China, ... the architecture of an ancient temple in Xi'an could inspire the design of new buildings in Dallas or Detroit."

—First Lady Michelle Obama, Peking University, March 2014

"There are already many momentous issues that come with this trajectory of integration—environmental changes and threats, economic instability, unfairness in the distribution of wealth, privilege and the conditions of work. But our biggest challenge, by far, is overcoming our massive ignorance about each other, about the histories we bring into the present, the cultures that sustain our societies over time, about the values we hold dear ... Now, there are many, many reasons why great universities are important in the world. But none is more important than helping us develop the skills and capacities of understanding other peoples, other perspectives."

—Columbia University President Lee C. Bollinger, Commencement, May 2014

Capacity to Influence World Events

Among President Obama's many gifts is his ability to communicate and teach people around the world about modern society's challenges and the collective effort required to meet them. In his post-Presidency, President Obama's personal stature on the global stage will be undiminished, his counsel sought, and his wisdom and experience a unique source of education and insight. The terms on which the President and First Lady engage society will be radically changed and the opportunities different, but their potential for affecting world events and positively influencing the future will remain vast. There is no place better for Barack and Michelle Obama to continue

to engage our nation and the world than from a unique platform called the Obama Institutes at Columbia University.

The value of such an endeavor led by the President and First Lady is clear. In October, the Pew Research Center published as part of its "Global Attitudes Project" a survey that asked people around the world which problems they viewed as posing the greatest danger to our future. The absence of any consistency in the responses across continents and regions was instructive. In the Middle East, the greatest perceived threat—by a wide margin—was religious and ethnic hatred. In the United States and Europe, respondents named the growing gap between rich and poor. In Asia, the danger posed by pollution and other environmental problems ranked first. Latin Americans identified the spread of nuclear weapons as their greatest concern. In Africa, AIDS and other infectious disease were viewed as the most pressing problem in the world today. Surely, if views about prioritizing global challenges diverge in this manner, then differences of opinion about the means for addressing these problems are even greater. In a world so complex and so in need of insight, the available range of activity and the potential impact of the Obama Institutes could be unconstrained: as large as the imagination, passions, and objectives of the President and First Lady.

Columbia's many institutes conduct research and interdepartmental programs and also provide instruction. They share an interdisciplinary approach joining different fields of study and frequently linking traditional liberal arts disciplines with the methods and subjects of Columbia's many professional and graduate schools. Institutes also often maintain collaborations with other universities in research and analysis, as well as teaching and service. Columbia's first University Institutes were established at the close of World War II in response to a recognized national need to study the world's regions with greater sophistication and dedicated expertise. The first regional institutes at Columbia were the East Asian Institute, the European Institute, the Latin American Institute, and the Russian (now Harriman) Institute. In the 1950s, the University added the Middle East Institute, the Institute of African Studies, and the Institute of War and Peace Studies (now the Arnold A. Saltzman Institute of War and Peace Studies) under the sponsorship of Dwight D. Eisenhower, who, during his tenure as Columbia's president, wanted to promote a keener appreciation of the "disastrous consequences of war upon man's spiritual, intellectual, and material progress." More recently established institutes tackle the frontiers of knowledge across a range of fields: from the Data Science Institute's focus on the application of big data to societal challenges to the advances in neuroscience generated at the Zuckerman Mind Brain Behavior Institute. Because they are conceived as interdisciplinary endeavors and provide scholars the opportunity to explore new terrain and novel challenges, University Institutes are able to be more fully devoted to the research, practice, and public outreach conducive to solving practical problems. These attributes allow Columbia's University Institutes to occupy a distinct and purposeful place in our academic landscape. (For summary descriptions of Columbia's University Institutes, see Appendix 9.)

From the outset, the Obama Institutes at Columbia University would enjoy the momentum derived from taking root in a university culture deeply receptive to and familiar with the project at hand. (See also, Appendix 1, Columbia's RFQ Response, at pp. 13–16.) Yet, at the same time, the Obama Institutes would stand apart from other University Institutes, not only by virtue of the identity of its leader and namesake, but by being Columbia's first and only "Presidential Institute," a new designation among University Institutes to be created for this unique set of circumstances by the Trustees of the University.

The proposals contained here are offered with the understanding that all particulars of the Obama Institutes at Columbia are for the President and First Lady to decide in partnership with the faculty and leadership of the University. We anticipate and look forward to further discussion with the Foundation and hope that this proposal serves as a useful framework for those conversations.

Principal Opportunities for the Obama Institutes at Columbia University

The mission of the Obama Institutes at Columbia University would be to marry the intellectual resources of the former President and First Lady of the United States with those of a great global research university that celebrates interdisciplinary collaborations among its diverse academic units—and to do so in a manner that maximizes the public impact of the unprecedented collaboration. To achieve this overarching objective, we envision the Obama Institutes embracing these five functions:

- Forum for change. Convenes heads of state, other leaders of society, and world-class researchers (from Columbia and elsewhere) for mission-driven meetings and conferences tied to deliverable work products and objectives.
- Elite personnel. Develops a stimulating climate characterized by serious ambition, thoughtful confidence, and renewed possibility that attracts the very finest civic leaders, policy visionaries, and public spirited scholars committed to society's progress.
- Actionable research and innovative policy. Conducts targeted research and launches groundbreaking collaborative initiatives at the intersection of applied scholarship and high -level policy analysis. Translates academic knowledge into innovative yet practical prescriptions for addressing urgent challenges in the United States and around the world.
- Targeted communications for public impact. Conveys actionable information and analysis to communities that could employ such insights to help remedy persistent problems.
- Enlightened debate. Energizes and enlightens public debate about our capacity to respond to the greatest dangers confronting society.

Allied Institutes: The Earth Institute, Global Policy Institute, and Domestic Policy Institute

Some universities, confronted with the centrality of their undergraduate, graduate, and professional degree-granting schools, are not suited to easily accommodate an academic entity of the scale and scope envisioned for an institute to be led by President and Mrs. Obama. Columbia is different in this respect, by virtue of our experience with the University Institutes referenced above and described in more detail in Appendix 9, some of them of a size and complexity that rivals or surpasses well-known schools at top universities. The Obama Institutes under consideration could bring together three entities—two in existence and one to be created—that function as a federation of institutes. While the Obama Institutes' leadership (presumably President and Mrs. Obama and their appointed senior staff) will be able to develop and direct its own personnel and institutional resources, we envision significant projects taking the form of collaborations among the three allied institutes, as conceived of and developed by the President and First Lady, working with our faculty and outside researchers. No one has President Obama's ability to realize the full potential of these latent resources or to energize our intellectual community with his invaluable insights and experience.

The three institutes that could work in confederation include:

THE EARTH INSTITUTE

The Earth Institute is Columbia University's largest and most complex institute. By bringing together the disciplines of technology, policy, science, and medicine in pursuit of sustainability, The Earth Institute has succeeded in making sustainable development a truly integrated field of scholarly inquiry in a way that simply did not exist before. The Earth Institute was founded in 1995 as a new kind of endeavor within Columbia and all of higher education, determined to transcend particular academic disciplines and the intellectual limits of individual schools in order to match the complexity of the challenges posed by sustainable development. The expertise of its researchers and 50 core faculty members covers anthropology, biology, the geosciences, economics, engineering, law, political science, management, public health, and urban planning.

With 30 centers and 850 research scientists, faculty, and staff, The Earth Institute is an academic powerhouse and a model of collaboration, supported by more than \$100 million annually in philanthropic and government funding, and an endowment exclusive of the Lamont-Doherty Earth Observatory valued at \$16.2 million (book value) as of October 31, 2014. Functioning as an institute rather than a school, The Earth Institute is able to be fully dedicated to developing and proposing solutions to some of the world's most difficult problems, from climate change and the sustainable use of resources, to poverty and disease.

The Earth Institute partners with schools across Columbia to offer a range of interdisciplinary degree programs at the undergraduate, graduate, and doctoral level. While schools are the entities

The reach of The Earth Institute extends far beyond campus walls, touching nearly every corner of the globe. Its leadership and faculty advise national governments and the United Nations on issues related to sustainable development and the Millennium Development Goals. The Earth Institute pairs knowledge and action to build capacity in many of the world's poorest countries to lower child mortality, combat poverty, and reduce environmental degradation.

GLOBAL POLICY INSTITUTE

The Global Policy Institute, now being launched by Columbia, is confronting the new challenges of global policy. The Global Policy Institute's projects exist in a global context defined by enormous interdependence among countries and across issues. Unfortunately, much of what passes for global public policy today fails as a generator of norms, underperforms as a mechanism of coordination and collaboration, stalls when it comes to enforcement, and lacks adequate accountability. The Global Policy Institute is responding to these deficits by combining the best of independent, objective academic research with the best policy analysis and directing its efforts at practical solutions. The Global Policy Institute is:

- Project focused, searching for applied solutions;
- Research based, drawing on rigorous analysis;
- Multidisciplinary, combining arts and sciences with the expertise of the professional schools; and
- Multiuniversity, welcoming cosponsored projects.

The first roster of projects supported by the Global Policy Institute has attracted the participation of an exceptional group of faculty experts from Columbia and other institutions: University President Lee Bollinger is leading the Global Freedom of Expression Project, which includes a survey assessing how freedom of speech and press are protected by different legal systems around the world; University Professor of Medicine and Public Health Dr. Wafaa El-Sadr has joined with former Dean of Medicine at the University of Pennsylvania Dr. Arthur Rubenstein to codirect an ongoing seminar series on noncommunicable diseases; former Columbia Journalism School Dean Nicholas Lemann is developing Columbia Global Reports, which, several times a year, will publish in-depth reports examining an important global policy issue; Professor Kenneth Prewitt is studying how research universities around the world are accommodating globalization, digitization, and commercialization in his Scholarly Knowledge Project; and University Professor of Economics, Business and International Affairs Joseph Stiglitz is proposing a broad "equality-

growth-efficiency" agenda and continuing to build on research presented in his most recent book, *The Price of Inequality.* This list is not all inclusive; there are other, equally inspiring projects in formation.

Michael Doyle, University Professor of International Affairs, Law, and Political Science, is the founding director of the Global Policy Institute. Starting in 2001, Professor Doyle served for two years as the United Nations Assistant Secretary-General and special adviser for policy planning under UN Secretary-General Kofi Annan. In that post, he supported initiatives for furthering human rights and reducing income inequality, including the Millennium Development Goals and the Global Compact. Professor Doyle is joining with Professor Stiglitz to lead a special project for the Office of the UN Secretary-General analyzing the economic, political, and social benefits that would accrue from reducing extreme inequalities.

DOMESTIC POLICY INSTITUTE

The proposed Domestic Policy Institute will allow the Obamas to draw on Columbia's intellectual and analytic resources to examine national policy challenges and set in motion programs to address those challenges. The Domestic Policy Institute's set of thematic foci will adapt in response to the evolving concerns and priorities of the President and First Lady. The Institute will engage the expertise of Columbia faculty to respond to national concerns ranging from aging (Butler Columbia Aging Center) to education reform (Teachers College) to economic governance (the Richman Center for Business, Law, and Public Policy), to name just a few. Similarly, the Institute will call on the expertise housed in research centers addressing the nexus of domestic and global concerns such as the Center for Global Energy Policy, led by Jason Bordoff, who served as Special Assistant to President Obama for Energy and Climate Change. (See Appendix 1, Columbia's RFQ Response, at pages 13–16, for additional description of academic initiatives at Columbia that may be of interest to President and Mrs. Obama.)

Supportive Academic and Institutional Resources at Columbia

This proposed structure involving The Earth Institute, Global Policy Institute, and Domestic Policy Institute ensures that the work of the Obama Institutes will be integrated into the fabric of Columbia's intellectual community and will facilitate a broad range of partnerships with Columbia's graduate and professional schools, including the School of International and Public Affairs, Mailman School of Public Health, School of Social Work (the nation's first), and our professional schools of Business, Law, and Journalism.

President Obama's leadership of these institutes will, of course, be a unique source of attraction for prospective partners, both individuals and institutions. The opportunity to work with colleagues across disciplines to address the world's most significant problems also will drive interest in the Obama Institutes. And Columbia offers its own exceptional faculty, researchers, and students. Still, great minds committed to addressing the challenges of the day need to be

coupled with the infrastructure, management resources, and administrative support to allow the Obama Institutes to transcend particular academic disciplines and the intellectual borders of individual schools. Columbia has deep experience in constructing these hybrid arrangements with our own schools and with scholars at other universities, and we therefore understand the full complement of support needed to execute this plan.

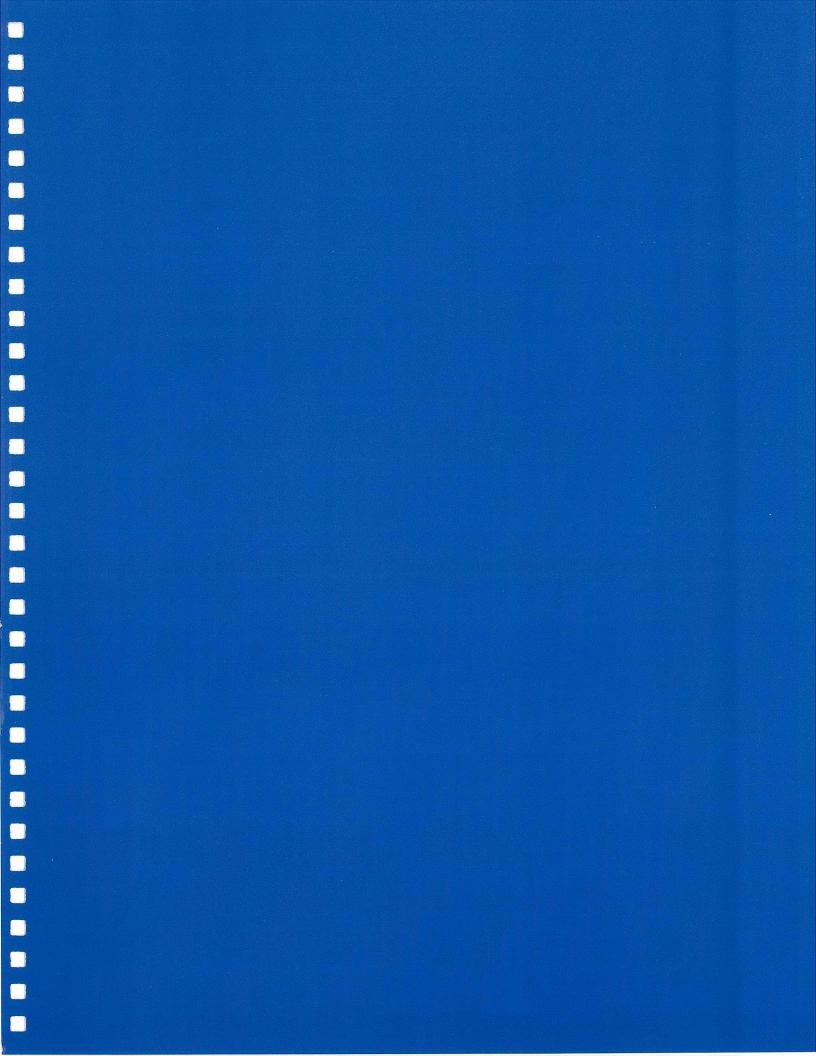
In addition to serving as a convening point for researchers and students, Columbia provides a global platform for political and civic leaders. Columbia's World Leaders Forum, started in 2003 and hosted in Low Memorial Library, provides a template and also experience and relationships to build upon. Throughout the academic year—but most intensively during the UN General Assembly in September—the World Leaders Forum brings to campus dozens of heads of state and other leading figures in civil society to engage in substantive dialogue with Columbia students and faculty members. The question of whether the World Leaders Forum should be within the purview of the Obama Institutes ought to be given serious consideration, as the purpose and values of the World Leaders Forum are likely to be in concert with the main objectives of the Obama Institutes. Similarly, Columbia's eight global centers on four continents provide a network of flexible hubs for deep engagement in the cultures and issues of their home regions, with open-ended potential that faculty and students will develop over time as needs evolve. These hubs of international research, study, and problem solving would provide platforms for extending the reach of the Obama Institutes at Columbia University around the globe.

Complementing this global footprint are deep reservoirs of expertise regarding domestic policy issues and science-based solutions to society's problems. (See Appendix 1, Columbia's RFQ Response, at pp. 13–16.) Columbia is a university second to none in the breadth of its scholarship, research, and teaching at our undergraduate, graduate, and professional schools. Examples of Columbia's special strengths relevant to the interests of the President and First Lady include (a) pioneering explorations of global warming, sea level rise, and the impact of extreme weather being conducted principally at the Lamont-Doherty Earth Observatory, led by Sean C. Solomon, who, last month, proudly received the National Medal of Science from President Obama at a White House ceremony; (b) fresh thinking about the sources of economic disparity and the development of innovative policy responses from a host of admired professors across the University; (c) research and policy recommendations emerging from Columbia's Mailman School of Public Health, a global leader on both children's health and the challenges facing aging societies; and (d) MacArthur Fellow Dr. Wafaa el-Sadr's groundbreaking approaches for bringing to scale HIV prevention, care, and treatment in locales ranging from Upper Manhattan to sub-Saharan Africa.

Finally, not to be overlooked is a physical resource of potentially great value to the Obama Institutes' convening function: the 430-seat auditorium within the new University Forum, intended to be available to faculty and students across the entire University, including the Obama Institutes. The University Forum building that will house this state-of-the-art facility

ACADEMIC COLLABORATION

has been designed by Renzo Piano to be a hub for fostering collaboration across Columbia's Morningside, Manhattanville, and University Medical Center campuses. The Forum will be both an integral part of and a gateway to the Manahattanville campus. The office area of this facility is ideally suited to support the Obama Institutes' mission and its leadership, and it will contain appropriate office space for the President and First Lady and that leadership. We anticipate that the Foundation's operations would be better suited for a different building location on the Manhattanville campus.





RESPONSE E 1

Proposed strategy to attract visitors leading up to the Project opening and long term to sustain attendance.

New York City, the Nation, and the World

The Project would include the first Presidential Library to be located in New York City. From a marketing perspective, to have such an institution take root in the greatest tourism destination in the world and the center of global media and commerce is an opportunity without precedent, one with unlimited potential to attract, engage, and educate local, national, and global audiences for decades to come. The result would be a dynamic platform for drawing a breadth and diversity of visitors unlike those visiting any other Presidential Library. Our goal here is to provide a general outline of the tremendous marketing and tourism resources that the Foundation, Columbia, the City and State of New York, and our many partners would together deploy in working to attract and sustain visitors in advance, at the launch, and over the long term.

As a tourism destination, New York City is without peer. (See Appendix 8, Economic Analysis, Appleseed Amendment at pp. 26–27.) More than 55 million visitors will come to New York in 2014. Last year, there were 43.9 million domestic visitors and 11.9 million international visitors, and roughly half of them (26.7 million) came to see New York's cultural offerings and historic sites. Significantly, the regional tourism market, on its own, constitutes an enormous audience for a Harlem-based Presidential Library. More than one in four Americans and the majority of Canada's population live within a one-day drive to New York City. A key strategic goal will be to ensure that the Project becomes and remains on the "must-see" list of a large portion of this massive target audience of visitors.



In striving to harness this potential, the Foundation will have a key partner in NYC & Company, the City's official marketing, tourism, and partnership organization and New York State's Empire State Development agency. (See Appendix 10, NYC & Company.) NYC & Company is the largest city agency of its kind in the nation, controlling an allocation of media assets with a total value of more than \$100 million (\$85 million domestically and \$17.5 million internationally). Empire State Development's Division of Marketing, Advertising, and Tourism



produces the world-famous "I NY" brand campaigns, as well as other creative marketing strategies that promote New York State as the ideal travel destination. Empire State Development spends approximately \$50 million annually in marketing and promotion, evenly divided between economic development and tourism. Locally, two other key marketing partners would be the Greater Harlem Chamber of Commerce (GHCC) and the Upper Manhattan Empowerment Zone, which have long collaborated with Columbia on a wide range of civic promotions and economic

development efforts and have both enthusiastically endorsed the University's proposal to host the Project. UMEZ and the Harlem Chamber bring to the table many decades of local knowledge and experience, and collectively represent hundreds of local businesses, large and small, as well as nonprofit organizations and cultural, artistic, and civic institutions.

Moreover, the Harlem Chamber's president and CEO sits on the Executive Board of Directors of NYC & Company. With the University's extensive experience working closely with GHCC (as detailed in our response at C (1)(iii) of this proposal), we anticipate a collaborative and highly effective working relationship among local, city, and state economic development authorities.

Harlem

For nearly a century, Harlem has been an organically creative center of the African American experience, giving rise to iconic literature and music, intellectual thought, and political action. As noted in Columbia's RFQ response (Appendix 1, pp. 16–17), the University and its faculty have been among the leading chroniclers and partners in preserving and presenting this remarkable legacy and generating educational and economic opportunity.

Today's Harlem is home to an unusually large number of cultural, historic, and arts organizations within a several block radius of the proposed Project sites on Columbia's Manhattanville campus (see answer C (1)(i) at pp. 40–42 of this proposal). The Project would benefit directly from these organizations' collective efforts to market and sustain traffic to the site and surrounding area. Through Empire State Development, NYC & Company, the Harlem Chamber of Commerce, and the Upper Manhattan Empowerment Zone, the marketing partnership already exists, and its fruits can be seen in the establishment of Harlem as one of its key neighborhood-specific marketing promotions [http://www.nycgo.com/harlem]. A second strategic goal would be positioning the Project as a central pillar—contributing to and benefiting from—Harlem as an iconic destination.

Live from New York: National and Global Media Center

All of these unique attributes of New York City and Harlem as global destinations provide a strategic context for positioning both the launch of the Project and long-term efforts to sustain attendance. Even in an era of digital and social media, New York continues to provide an unmatched combination of free media platforms—from serious journalism to popular entertainment—through which to echo and amplify strategic messages. They range from the regular opportunity to appear on late night shows to broadcasting a week of the *Today Show* or *Good Morning America* live from the new Project site. The unparalleled spectrum of media opportunities in New York from Comedy Central to PBS will be part of a 360-degree strategy for promoting the Project as both an essential place to visit and as a center for a truly global public conversation.

As soon as a date has been set for the official opening of the Project, the University would be glad to work with the Foundation to convene stakeholders and marketing partners in a robust plan not only to attract visitors in the period following the launch, but also to expand interest and outreach in the years that follow. As it does on other major events from the Super Bowl to the Tony Awards, NYC & Company and Empire State Development would help develop and support a kick-off strategy commensurate with the historical moment. For example, more than a year before the scheduled opening, they would promote the Project at major tourism trade shows, such as the World Travel Market in London, for introductions to tour operators, travel agents, and trade media; and would continue to raise awareness though its effective social media channels, its own website, and publications including the "This is New York City" e-newsletter, its "Must-See NYC" highlights, and inclusion in New York State visitor guides and other marketing materials.

Launch: A Moment of Dedication, Celebration, and Reflection

This work would culminate with a series of events marking the opening of the Project. We anticipate that the Foundation would create a celebration reflecting the same inclusive, eclectic spirit that has come to define White House performances and events during the Obama administration—from the popular artists who call New York home to intellectual thought leaders at Columbia and its many great peer institutions. This might feature a weeklong celebration involving events held not only on site, but also at multiple venues in the Harlem community and around the City, and virtual events attracting participants from around the nation and world.

Columbia itself has extensive experience in developing a slate of celebratory and substantive programming, as it did for the University's 250th anniversary in 2004. In partnership with the Foundation, the University would apply its expertise in public programming and civic engagement to develop a series of major launch events and related marketing opportunities that leverage national and global attention and awareness as can be done only in New York.

MARKETING PLAN TIMELINE, PHASE 1:

PRELAUNCH (18 MONTHS TO ONE YEAR PRIOR TO LAUNCH)



MARKETING PLAN TIMELINE, PHASE 1:

PRELAUNCH (6 MONTHS TO LAUNCH)



RESPONSE E 2

List of significant local attractions that may complement and help bolster attendance for the project. For each, list: (1) historical attendance; (2) proximity; (3) ways of attracting those visitors to the Library.

New York City offers an enormous collection of tourist attractions that would complement and bolster attendance. These include high-profile cultural organizations and historic tourism destinations across the City, as well as an array of cultural organizations near the sites proposed by Columbia for the Project.

We anticipate that many of those who visit these sites will also be interested in visiting the Project. One key reason is ease of access unlike for any other existing Presidential Library, via the nation's largest urban mass transit system. (See Appendix 6, Transportation, at page 2.) With more than 1.7 billion rides taken last year, New York's subway, bus, and commuter rail ads offer a highly visible vehicle for promoting the Project to a huge audience of local residents and visitors

alike. The Project would naturally become a key stop in the area along with nearby sites from the Cathedral of St. John the Divine to Grant's Tomb and Riverside Church. We would also recommend working with the MTA and other key partners to ensure that future maps, signage, interactive apps, and even MetroCards include the Project, so these mass transit connections are obvious and easy to navigate.

ANNUAL ATTENDANCE AT NEW YORK INSTITUTIONS AND HIS	
CULTURAL INSTITUTION/HISTORIC SITE	ANNUAL ATTENDANCE
Metropolitan Museum of Art	6,118,000
American Museum of Natural History	5,000,000
September 11 Memorial	5,000,000
Statue of Liberty/Ellis Island	3,830,000
Museum of Modern Art	2,805,000
New York Public Library	2,400,000
Solomon R. Guggenheim Museum	1,189,000
Intrepid Sea, Air & Space Museum	1,000,000
Cathedral of St. John the Divine	1,000,000
Source: Museums Council of New York City, destina	ntions' websites

A different kind of attraction of unique scope and scale in New York is the performing arts, including Broadway shows that annually attract 11.6 million theatergoers. An even shorter subway, bus, or cab ride away is Lincoln Center for the Performing Arts, with its world leading opera, ballet, orchestral, and jazz organizations, and other cultural events that annually attract more than 5 million people to Manhattan's Upper West Side.

As noted above, today's Harlem is itself home to an unusually large number of cultural, historic, and arts organizations within a several block radius of the proposed site on Columbia's Manhattanville campus. (For map of "Major Harlem Institutions," please see Appendix 1, Columbia's RFQ Response, at p. 5.) They range from the Apollo Theater, which welcomes more than a million people annually, to the Schomburg Center for Research in Black Culture, which had more than 330,000 users this past year, and the Studio Museum, which attracted some 109,000. In our answer to E (4) below, we note strategies for collaborative marketing with these and other major New York attractions.

(125TH AND BROADWAY)	
(IZSTH AND BROADWAT)	
Metropolitan Museum of Art	2.5 m
American Museum of Natural History	2.4 m
September 11 Memorial & Museum	5.7 m
Statue of Liberty/Ellis Island	9.8 m
Museum of Modern Art	3.9 m
NYPL (Schwartzman)	4.5 m
Guggenheim Museum	2.2 m
Intrepid Sea, Air & Space Museum	4.1 m
Cathedral of St. John the Divine	.8 m
Schomburg Center	.9 m
Studio Museum in Harlem	.7 m
Apollo Theater	.6 m
Grant's Tomb	.25 m
El Museo del Barrio	1.6 m
City College	.5 m
Malcolm X and Dr. Betty Shabazz Center	1.9 m
Hispanic Society	1.4 m
Cloisters	3.7 m

RESPONSE E 3

Project attendance both in the short term (i.e., first 5 years of operation) and long term (i.e., 20 years after opening). Include underlying assumptions and your method for reaching these projections.

> The very large numbers of visitors coming to New York City from throughout the U.S. and around the world—and in particular, the City's strength as a center of tourism—provide a ready-made pool of potential visitors to the Obama Presidential Library. According to our consultants, if one assumes for purposes of this preliminary analysis that 1.5 percent of these domestic and international visitors would visit the Library (if it were located in New York City), we can estimate that initial annual attendance by non-New York City residents would total approximately 814,000 visitors per year. Based on current visitor demographics, we can estimate that 80 percent of the out-of-town visitors would come from elsewhere in the U.S., and 20 percent from outside the U.S. (See Appendix 8, Economic Analysis, Appleseed Amendment.)

Based on experiences other New York cultural/historical sites, which generally attract a sizable, but widely varied percentage of their total visitors from within the City or metropolitan area, total visitors to the site would be accordingly higher. While longer-term trends in attendance can be estimated based on the experience of other presidential libraries, including some leveling or even decline after the initial novelty of early blockbuster years, we believe such predictions must be tempered by the unique features of an Obama Library located in a highly accessible location in one of the world's major tourism destinations—a city and region that includes nearly one-quarter of the U.S. population. As a result, longterm, we would expect visitor growth to track the upward trajectory of New York City tourism generally, but such actual trends will ultimately be driven by specific details such as the size of public exhibition space, the appeal of revolving exhibits, the draw of public programs based at an affiliated academic institute, and the effectiveness of targeted marketing programs.

RESPONSE E 4

Proposed plan for supporting the ongoing marketing and communications efforts of the Project.

Answer E (1) above addresses a proposed strategy for attracting visitors through launch and for the long term. Here we focus exclusively on development of a collaborative planning process led by the Foundation for supporting ongoing marketing and communications with key partners and stakeholders. It would be driven by three major strategic goals: awareness, education, and action:

- Driving ongoing awareness of the Project with key audiences
- Focusing on education, positioning the Project as a place for lifelong learning
- Encouraging ongoing *action*—from attending events in person to accessing the Project's resources virtually

As in any marketing plan, it should start with identifying key audiences, understanding their interests, and developing segmented messages that resonate with the unique perspectives of each audience and are most likely to result in a response that fulfills a strategic goal identified by the Foundation.

Target audiences could include:

- Columbia students, faculty, staff, and alumni (some 300,000, more than half of whom live in the NYC metro area)
- Upper Manhattan Community
- New York City and region
- News Media/Entertainment Media

- Influencers in media, social media, corporations, nongovernmental organizations, and governments, both domestic and foreign
- U.S. population
- Global tourists considering NYC visit
- Primary and secondary school students

MARKETING PLAN TIMELINE, PHASE 2:

LAUNCH AND SIX MONTHS FOLLOWING



MARKETING PLAN TIMELINE, PHASE 3:

LONG-TERM POSTLAUNCH (ONE TO FIVE YEARS)



A Place for Students of All Ages

Located at Columbia University in the City of New York, the Project will be uniquely positioned to attract students of all ages as a core component of its long-term audience.

New York City alone has more than 100 colleges and universities, with some 594,000 full- and part-time students. Columbia enrolls some 29,000, while more than 16,000 attend historic City College (where Barack Obama did his first community organizing with NYPIRG), both only a few blocks from the proposed sites for the Project. The wider metropolitan region is home to hundreds of other institutions of higher education, from small liberal arts colleges to major state university systems.

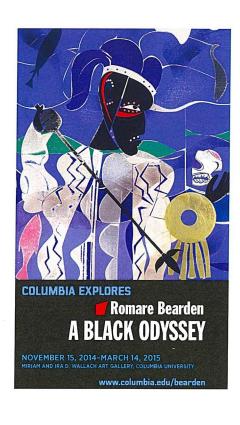
As a benchmark for comparison, the American Museum of Natural History each year hosts one-third of the City's public school students and at least a half-million student visitors in total. While a Presidential Library may not offer dinosaurs or a planetarium, its educational programming and outreach that provide hands-on learning will be a key component of long-term audience development. Columbia and affiliated Teachers College would look forward to sharing our deep experience in engaging local students, teachers, and schools. Two recent examples may be especially relevant because they involve two of the Project's future neighbors in Manhattanville: the Zuckerman Mind Brain Behavior Institute and the Wallach Gallery for the Arts:



Columbia Case Study #1: From
Classroom to Neuroscience Lab—The
Zuckerman Institute has a full-time staff
and dedicated space devoted to community
outreach and education about brain science
and mental health. It is already training
a cohort of local science teachers and
bringing neuroscientists into local public
school classrooms. It hosts an annual Brain
Expo providing younger children and their
parents in Washington Heights and Harlem
an opportunity to participate in fun-filled

learning activities about the brain. Finally, with BRAINYAC (Brain Research Apprenticeships in New York at Columbia), the Zuckerman Institute is giving a diversity of New York City high school students the opportunity to gain first-hand experience in the laboratories of Nobel Prizewinning brain scientists.

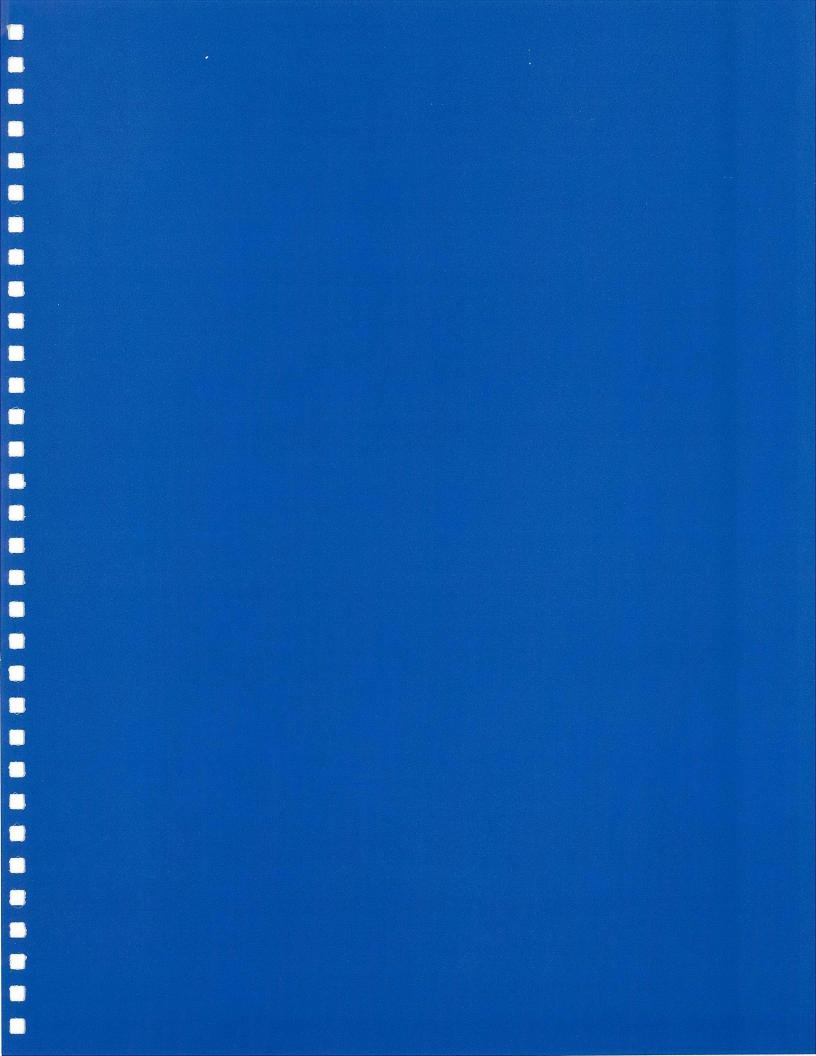
Columbia Case Study #2: Homer in Harlem—The Smithsonian traveling exhibition Romare Bearden: A Black Odyssey has come home to Harlem at Columbia's Miriam and Ira D. Wallach Art Gallery. The current exhibition, curated by Columbia Professor Robert O'Meally, is part of a yearlong series of academic and extracurricular programs, lectures, and performances exploring Bearden's interpretation of Homer's classic. Columbia made it a priority to create as part of this programming an initiative that welcomes local public school students to experience and learn from the historic exhibit, ensuring that the educational benefits reach beyond the University to

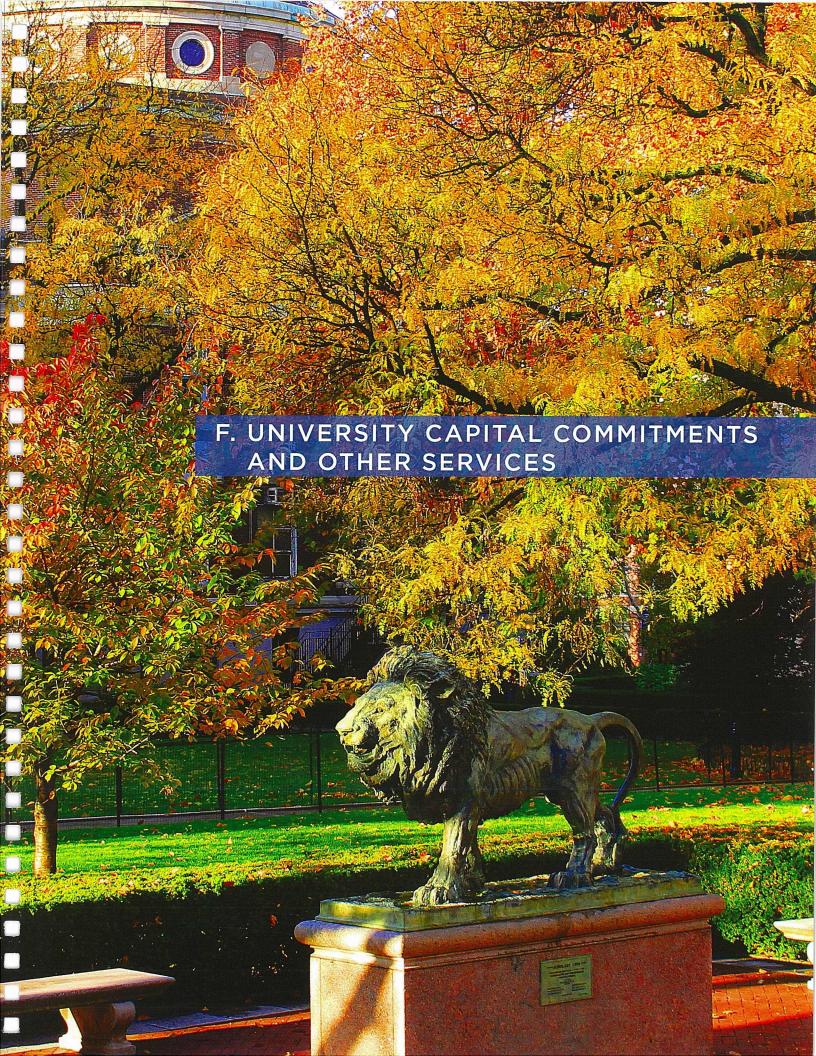


a younger population of school students. For more on the year of Bearden-related events, visit news. columbia.edu/bearden.

Finally, in reaching out to lifelong learners within our own city, a key partner would be the New York Public Library (NYPL), the nation's largest public library system, featuring 88 neighborhood libraries and four scholarly research centers, including the Schomburg Center in Harlem. The Library serves some 18 million users—from the boroughs of Manhattan, Staten Island, and the Bronx to those around the globe that use its resources at www.nypl.org. NYPL has more than one million followers on social media. Of course, this would include the separate library systems for Brooklyn and Queens.

Such local and regional educational outreach would be matched by a robust set of tactics and digital tools to connect with teachers and schools across the nation that make class trips to New York City.





Details regarding the capital commitment by the university to the development and construction of the Project, as well as funds available to support the annual operations of the Project.

Columbia is prepared to convey to the Foundation (with the further right in the Foundation to convey to the federal government) the land upon which the Project would be built. It is also committed to raising funds to support fully the initiatives described above in Part D of Columbia's proposal to the Foundation: "Academic Collaboration."

RESPONSE F 2

Detailed master development plan for the surrounding community (academic and otherwise) that will drive economic revitalization, as well as increase connectivity to the university. Include any capital resources available for the plan.

Broad interest in supporting Harlem's revitalization and its continued growth, in combination with the extensive reviews and approvals required for Columbia's new Manhattanville campus, have produced several development plans and zoning initiatives for the West Harlem neighborhood. (See also Appendix 8, Economic Analysis, Appleseed Amendment, pp. 31–36; Appendix 6, Transportation; and Appendix 1, Columbia's RFQ Response, pp. 32–33.) The Project would both complement and benefit from these ongoing efforts. The three development plans catalogued here, each distinct from the others, describe the essential community context in which the Project would take root.

NYC Economic Development Corporation's West Harlem Revitalization

In 2002, the NYC Economic Development Corporation (NYCEDC) released a West Harlem Master Plan for redeveloping Manhattanville in three gradual stages, starting from the waterfront. Since that time, significant milestones toward realizing the plan's full vision have been achieved. The Master Plan's first stage called for the development of a waterfront amenity that creates a destination point and sparks private investment. That initiative, completed in 2009, successfully transformed the derelict and underutilized section of the Hudson River waterfront between West 125th and West 135th Streets into the lush two-acre West Harlem Piers Park. The park includes a pier designed for excursion boats, a recreational/fishing pier, a barge for commuter ferries, and a kayak launch.

The plan's second stage called for strengthening the neighborhood's connections to the transportation network and implementing a plan to beautify the local streetscape while making it safer. An extensive design process led to the West 125th Streetscape and Intermodal Improvements Project. Construction is scheduled to commence shortly, and, once completed, the neighborhood's access to the West Harlem Piers Park will be vastly improved.

Stage three of the plan called for economic development through zoning changes and management of development in the area to create jobs and economic opportunity over the long term. The zoning changes were accomplished through a 35-acre rezoning plan adopted by New York City in 2007 and Community Board 9's 197-a Plan (see below). By modernizing the low-density manufacturing zoning that was still in place decades after the dissipation of the area's manufacturing base, the rezoning allows for a wider mix of uses and greater density. It also creates opportunities for street-level retail along 12th Avenue and residential development in the area east of Broadway between West 134th and West 135th Streets. The rezoning also established the 17-acre Special Manhattanville Mixed-Use District, facilitating the development of Columbia's Manhattanville campus.

Community Board 9's 197-a Plan

Manhattan Community Board 9, with assistance from Harlem Community Development Corporation and the Pratt Institute, created a comprehensive land use plan based on comments from multiple community forums focusing on the pressing issues of job development, affordable housing, historic preservation, contextual zoning, open space protection and development, environmental protection, and transportation enhancements. The Board's plan, with modifications by the City Planning Commission and the City Council, was officially adopted on October 18, 2004, and revised June 17, 2005, and September 24, 2007. The Community Board's 197-a Plan establishes five priorities for guiding local development: (i) improvements to residential quality of life; (ii) preservation of the neighborhood's scale and historical building patterns; (iii) creation of new businesses that hire local residents; (iv) balanced growth that promotes income diversity while avoiding displacement of current residents; and (v) improvements to the social, cultural, and economic opportunities available to residents.

125th Street Rezoning

In 2003, the City of New York began a study of the land use and transportation issues surrounding the 125th Street corridor, from 124th to 126th Streets, and from the Harlem to the Hudson Rivers. The goal was to determine how best to increase density and diversity of uses along the corridor while protecting cultural assets and low-income housing. The rezoning plan went through several years of community input and review, with final modifications coming from the New York City Council in 2008. During the process, the American Planning Association designated 125th Street as "one of the 10 Great Streets in America."

RESPONSE F 3

Description of any plans to provide office space to the President, First Lady, and staff beginning in 2017 until the opening of the Project.

> Manhattanville development Site 1, known as the University Forum, is currently being designed by Renzo Piano and Columbia. The University Forum, located on the northwest corner of Broadway and 125th Street, is approximately 55,000 gross square feet and will house a 430-seat auditorium with five meeting rooms/break rooms and support spaces. In addition, the western portion of the building will house an academic suite with approximately 30 offices and support spaces on a two-floor complex. These offices and the support space on the western end of the building will be made available to the President, First Lady, and the Institutes' leadership until the opening of the Project. Space near the University Forum will be made available to non-academic staff and the Foundation's personnel during that time.

RESPONSE F 4

Summary of services that the university will make available to enhance the Project, including but not limited to the items listed below:

......

Columbia University currently supports a University community of approximately 8,300 undergraduate students, 16,500 graduate students, 1,500 faculty, and 6,700 part- and full-time employees on its Morningside campus and in Manhattanville. The array of services that support the University community would also support the Project:

(i) Internal transportation (shuttle services)

The Columbia University shuttle provides an efficient, timely, and safe means for faculty, staff, and students to travel between Morningside, Lamont, Manhattanville, Medical Center, and Harlem Hospital campuses.

(ii) Security

Columbia University Public Safety maintains a secure and open environment where the safety of all is balanced with the rights of the individual. Our efforts supporting the Morningside campus and our University affiliates include high-visibility foot and motorized patrols, responding to and investigating on- and off-campus incidents, providing guard services at a myriad of University events, Morningside/Manhattanville Evening Shuttle Bus

Service, Uniformed Public Safety personnel stationed at fixed locations, an extensive system of video cameras, and increasing student and employee vigilance through crime prevention seminars, workshops, and other activities. The Department of Public Safety is committed to working with the community to achieve our shared goal: a safe, welcoming campus environment.

(iii) Parking

Consistent with our sustainability efforts, Columbia University endeavors to promote environmentally sensitive means of transportation. We recently hired a Travel Demand Manager to propose and promote transit alternatives, including public transportation, carpooling, shuttle services, and bicycles.

(iv) Utilities

not applicable.

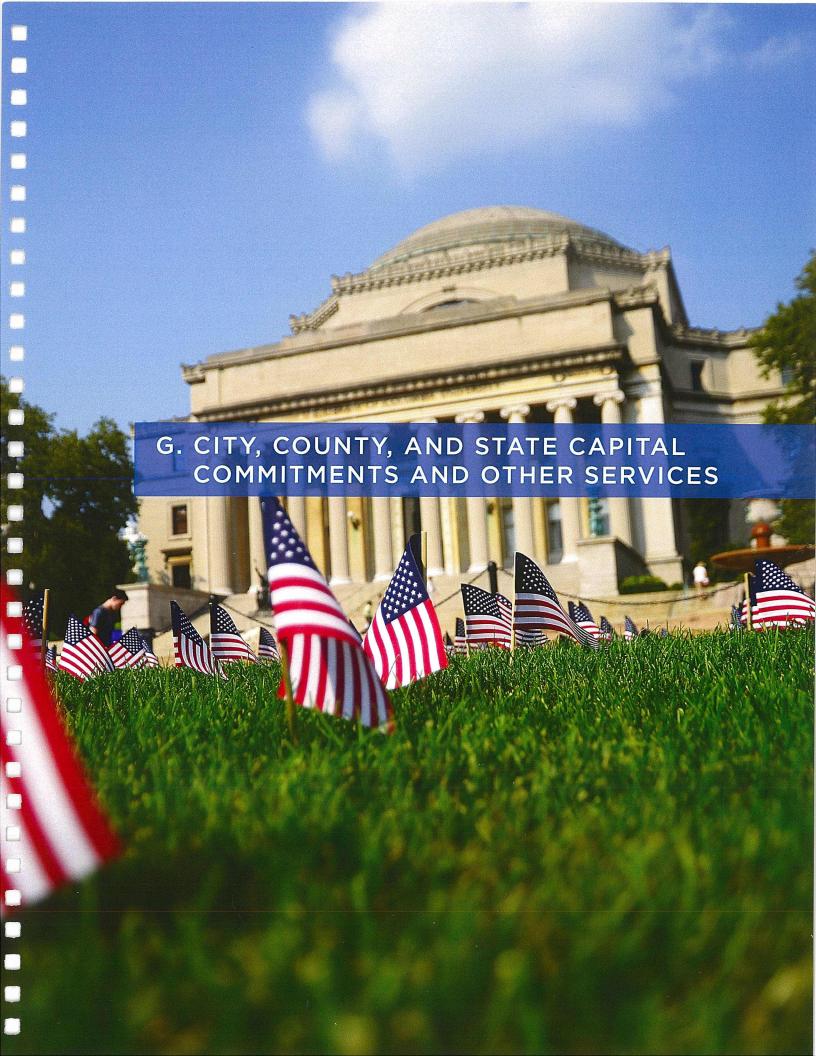
(v) Technology

not applicable.

(vi) Other facilities available to visitors

Columbia's Manhattanville campus will feature accessible public spaces at street level and will provide new access to the Harlem Piers waterfront park. The campus will include a revived urban layer of retail stores and educational space along Broadway, 125th Street, and 12th Avenue, with ample open green spaces. The Jerome L. Greene Science Center, the new home to the Zuckerman Mind Brain Behavior Institute scheduled to open in 2016, will house on its first floor a brain science education center for the community and for visitors. The other Manhattanville building scheduled for a 2016 opening, the Lenfest Center for the Arts, will house the Miriam and Ira B. Wallach Gallery (currently located inside an academic building on the Morningside campus), for the first time providing visitors and local residents with street-level access to the gallery.





CITY, COUNTY, AND STATE CAPITAL COMMITMENTS AND OTHER SERVICES
RESPONSE G 1
Summary of commitments the University believes it will be able to obtain from local, regional, and state governments to enhance the development including, but not limited to, the following items:
(i) Funding, support, and opportunities for educational partnerships with local schools.
Columbia is committed to providing educational opportunities for children and families throughout northern Manhattan in partnership with local government and the community. The University already has direct affiliations with three area schools: Columbia Secondary School for Math, Science, & Engineering; Teachers College Community School; and The School at Columbia University. In addition, the large network of public school enrichment programs in which the University is involved will provide wide-ranging partnership opportunities for the Project. (See Appendix 1, Columbia's RFQ Response, pp. 21–24.)
(ii) Park improvements.
The New York City Parks Department recently announced its new Community Parks initiative: "a multifaceted investment in the smaller public parks that are located in New York City's densely populated and growing neighborhoods where there are higher-than-average concentrations of poverty." The City will invest \$130 million in capital funds and contribute upgraded maintenance and enhanced programming. This initiative will enhance parks near the proposed West Harlem location of the Project and offer additional opportunities for volunteerism and environmental education at these targeted locations.
(iii) Streetscapes and landscapes in and around the Project and surrounding community.
The second stage of the NYC Economic Development Corporation's West Harlem revitalization plan, the West 125th St. Streetscape & Intermodal Improvements Project, will augment the neighborhood's connection to the West Harlem Piers Park and enhance both the beauty and safety of the streetscape in the West Harlem area around the Project. (See also www.nycedc.com /project/west-harlem-redevelopment.) Improvements will include widened sidewalks and new roadway alignments, crosswalks, and other traffic-calming measures; street trees and plantings; street and pedestrian lights; street furniture such as benches, bus stops, bike racks, and trash cans; and rehabilitated historic rail tracks and cobblestones in targeted locations as well as artistic lighting under the IRT line viaduct at W. 125th Street and Broadway and the 12th Avenue viaduct at W. 125th Street. (See Response F (2); Appendix 8, Economic Analysis, Appleseed Amendment, pp. 31–32; and Appendix 6, Transportation, p. 13.)

CITY, COUNTY, AND STATE CAPITAL COMMITMENTS AND OTHER
(iv) Other investments in surrounding area that will create jobs and spur economic development.
There are several complementary development projects involving public support that are planned and under way in the Project area that will create jobs and spur economic development. (See Appendix 8, Economic Analysis, Appleseed Amendment, p. 34.)
(v-vi) See below
(vii) Multimodal transportation improvements (road, pedestrian and bicycle, transit opportunities).
Planned investments by the Metropolitan Transportation Authority, as well as the NYC Economic Development Corporation's West 125th St. Streetscape & Intermodal Improvements Project, will strengthen the wide array of existing connections among the different transportation modes already present in the Project area and enhance available transportation options in the future. (See Response F (2); Appendix 8, Economic Analysis, Appleseed Amendment, pp. 31–32, 36; and Appendix 6, Transportation, p. 13.)
Additional commitments we will obtain from local, regional, and state governments will be identified prospectively, including those regarding: (v) <i>Tax Increment Financing (TIF) lother financing recommendations</i> , and (vi) <i>Public safety</i> .

