

# THE BARACK OBAMA PRESIDENTIAL LIBRARY

AT COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK

# THE NEXT GREAT CHAPTER

**“THE REASON WE BEGAN THIS IMPROBABLE JOURNEY . . . IS BECAUSE IT’S NOT JUST ABOUT WHAT I WILL DO AS PRESIDENT. IT IS ALSO ABOUT WHAT YOU, THE PEOPLE WHO LOVE THIS COUNTRY, THE CITIZENS OF THE UNITED STATES OF AMERICA, CAN DO TO CHANGE IT.”**

Candidate Barack Obama, Nashua, New Hampshire, January 8, 2008

At the close of his historic speech after the New Hampshire primary, Barack Obama talked about beginning the “next great chapter in the American story.” He predicted, accurately, that he would lead a different kind of presidency. He described the need for a movement larger than himself or the high office he was seeking. And to each of those challenges, he memorably declared, “Yes we can.”

Imagining and creating a Barack Obama Presidential Library is an exercise in conceiving of the next chapters in the lives of the 44th President of the United States and the First Lady—and a suitable stage for their continuing engagement with the nation and the world. Can Columbia University in the City of New York offer the wide-ranging academic prowess; the opportunity to affect the great issues of our time; a dynamic destination for domestic and international visitors; and the ability to design and build state-of-the-art physical and virtual facilities at a site ready for development—the qualifications, collectively, needed to create a library that faithfully portrays the work of the Obama administration while supporting an active and influential post-Presidency? Yes, we can, and do.

The main argument in favor of locating the Barack Obama Presidential Library at Columbia University in the City of New York is that each and every one of these capacities exists today; none are latent, prospective, or speculative; there is no need to begin a new site development program from scratch, acquire major new government approvals, or secure new land. In fact, newly built space will be available on Columbia’s Manhattanville campus in 2017 for President and Mrs. Obama, as well as their staffs, to continue their work while awaiting completion of the Obama Presidential Library. To borrow a winning campaign phrase, Columbia is “fired up and ready to go.”

In response to the Barack Obama Foundation’s request made on March 20, 2014, we set forth the following qualifications for hosting the partnership of ideas and institutions, individuals and community, needed to do justice to the mission and values of President Barack Obama.

*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.*



Manhattanville in West Harlem campus envisioned

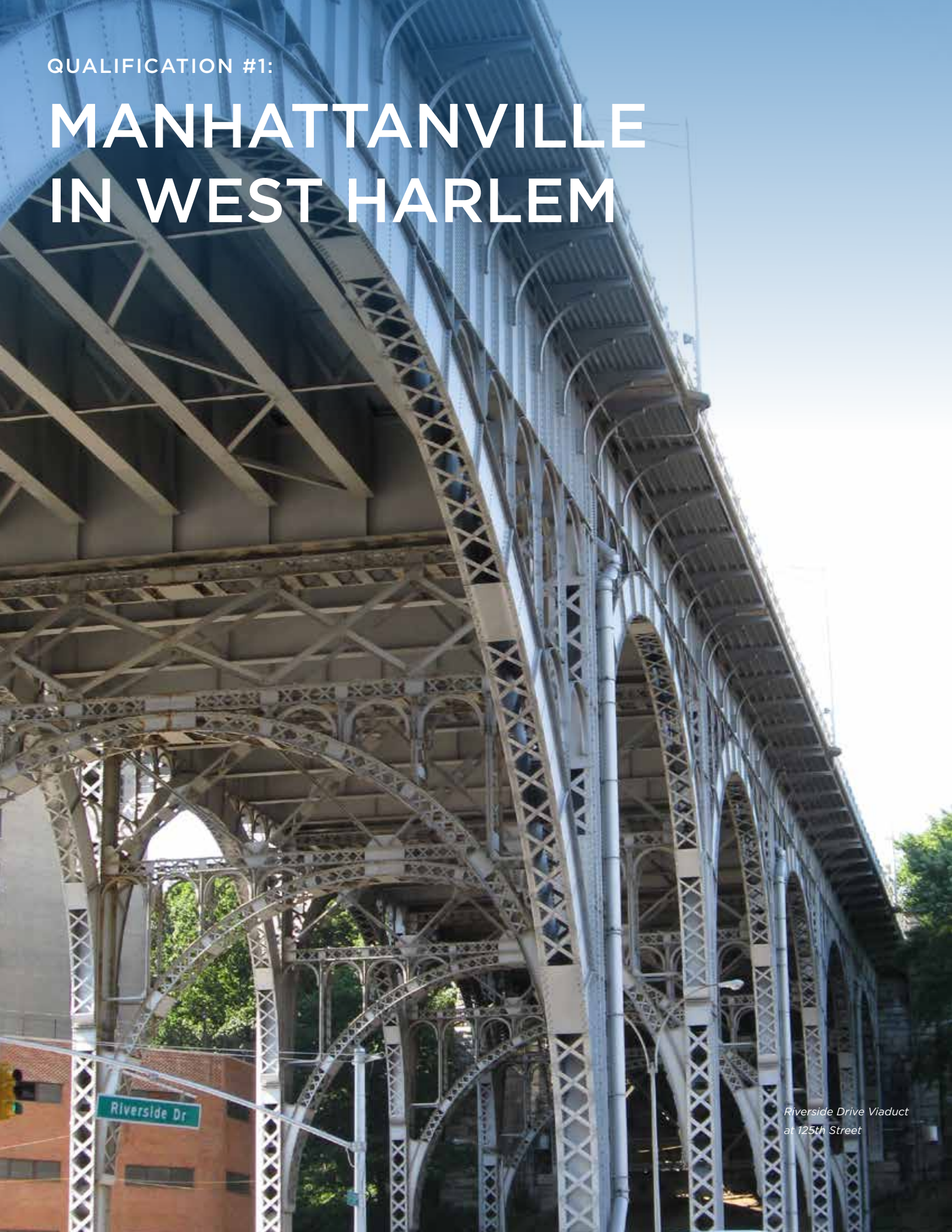
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*For an index to Columbia University's responses to the Barack Obama Institute's full list of requested qualifications, please see the accompanying volume of appendices.*

QUALIFICATION #1:

# MANHATTANVILLE IN WEST HARLEM



Riverside Drive Viaduct  
at 125th Street

## THE BARACK OBAMA PRESIDENTIAL LIBRARY AT COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK WILL BE AN INTEGRAL PART OF AN HISTORIC URBAN COMMUNITY RICH IN POLITICAL, INTELLECTUAL, AND CULTURAL ASSETS.

**HARLEM STANDS ALONE** among America's iconic urban neighborhoods. The diversity found in the community today is remarkable for both its breadth and balance. Its residents originate from more than one hundred different nations. More than 20 different Spanish-speaking nations and Puerto Rico are represented, including the Dominican Republic, Mexico, Honduras, Panama, Colombia, and Ecuador. The community includes more than 18,500 people of sub-Saharan African descent,

representing 15 different countries, as well as significant numbers from Russia, Poland, and other Eastern European nations. African Americans constitute 40 percent of Harlem's residents; Hispanics make up 31 percent; and non-Hispanic whites account for another 20 percent. There also is a significant Native American population. Together, this racially, culturally and socioeconomically mixed community continues to develop and change, along with much of New York City, yet retains both its distinct identity

and its urban challenges. And no neighborhood in the United States can claim a greater influence in shaping 20th-century artistic and cultural expression, from the literary lights of the Harlem Renaissance to the giants of jazz, America's quintessential art form that is itself now part of Columbia's Core Curriculum. Today, the community continues to play a vital role in the world of arts and culture. On Harlem's western edge, in a onetime industrial area known as Manhattanville, Columbia is now building a 17-acre, 21st-century campus that will be open to and integrated with the surrounding community, reflecting a contemporary understanding of the inherent vibrancy of urban life that contrasts with a more traditional, cloistered American campus design. (For full discussion of community engagement, see Qualification #4, below.) Unlike the University's historic Morningside Heights campus, built more than a century ago on a quadrangle that predated the area's dense, early-20th-century development, our new Manhattanville campus will maintain the existing street grid and include extensive retail and civic amenities at street level. The campus plan has been designed by Columbia with Pritzker Prize-winning architect Renzo Piano to be not only environmentally sustainable, but welcoming to a diverse local community. With lively sidewalks and extensive green spaces open to the public, it creates inviting new pedestrian pathways from West Harlem to the revived Harlem Piers waterfront park.

It is on the busy, widely accessible Broadway axis of this new campus that we propose to locate the Barack Obama Presidential Library.

Greater Harlem, including Morningside Heights, is home to a unique collection of prized educational, cultural, and religious institutions, including the City



West 125th Street



West 131st Street, looking east circa 2003



Rendering of West 131st Street looking west on the future Manhattanville campus



Manhattanville campus under construction: at right Jerome L. Greene Science Center; at center is outline of Lenfest Center for the Arts



Harlem Piers Park opened in 2008 at the western terminus of 125th Street.

University of New York's flagship City College campus, Union Theological Seminary, Schomburg Center for Research in Black Culture, Studio Museum in Harlem, Apollo Theater, Harlem Stage, el Museo del Barrio, Hispanic Society of America, Riverside Church, Abyssinian Baptist Church, Cathedral Church of St. John the Divine, Jewish Theological Seminary, and Manhattan School of Music, as well as, of course, Columbia University and its affiliated schools, Barnard College and Teachers College. These institutional and 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, including Riverside, Morningside, St. Nicholas, and Riverbank State Parks, and the Hudson River Greenway and new Harlem Piers Park at the western end of historic 125th Street. It is along 125th Street, just east of the University's Manhattanville campus, where the National Urban League is also building a new national headquarters and Empowerment Center that will include the Museum of the Urban Civil Rights Experience, scheduled to open in 2017.

West Harlem enjoys a strengthening local economy, though the prosperity that has enriched New York City in recent decades has bypassed many longtime residents, as it has in so many changing urban neighborhoods in New York and around the nation. From 2000 to 2012, the number of West Harlem residents who were employed increased by more than 30 percent, and the number of residents over age 25 with a college degree jumped 74 percent. Yet between 2008 and 2012, the median household income (\$36,127) was only slightly more than half the comparable citywide figure. During that same period, fully 29 percent of West Harlem residents continued to live in a household with income below the federal poverty line.

A portion of West Harlem's recent economic growth is attributable to the first phase construction of Columbia's Manhattanville campus. Columbia's development represents an overall local investment in excess of \$6 billion over the next several decades and will create roughly 6.8 million square feet of space, for academic (roughly half devoted to academic research), residential, recreational, retail, civic, and

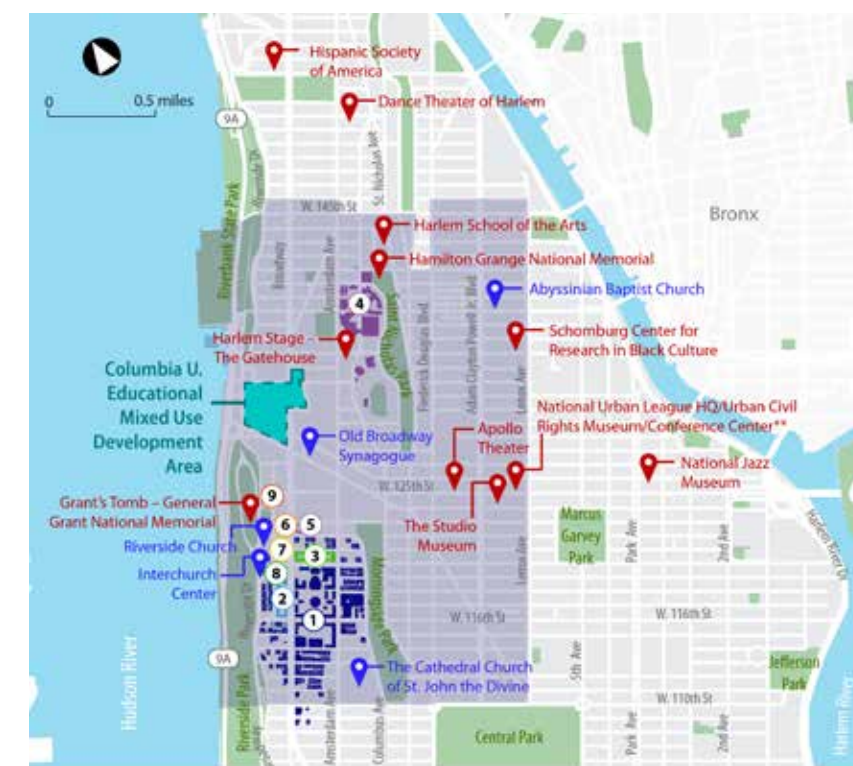
administrative use. The construction is forecast to employ the equivalent of roughly 1,300 full-time workers each year. Since the work began in 2010, the University has been regularly exceeding its commitment to spend at least 35 percent of its construction contracting dollars with minority-owned, women-owned, or local (MWL) construction or related firms. Similarly, Columbia has consistently exceeded its pledge to fill at least 40 percent of the hours worked on the construction project with MWL workers.

When, years from now, Columbia's Manhattanville campus is completed and fully operational, New York City estimates that the new campus will increase ongoing direct employment of 6,400 people working not only as scholars and researchers in new areas of knowledge, but also a majority who will be administrators at all levels: senior managers, clerical staff, lab technicians, maintenance workers, security officers, food services, and so on. Their annual salaries and wages will total approximately \$590 million. Columbia has promised that all full-time employees on the Manhattanville campus will earn at least the then-current prevailing wage and bene-

fits available to University employees on other Columbia campuses.

The location of the Presidential Library on Columbia's innovative Manhattanville campus, located near both the University's Morningside campus to the south and the City University of New York City College campus just to the east, would significantly amplify this burgeoning economic and intellectual activity in West Harlem. The principal economic impacts of the Library are a predicted increase of \$22.1 million, annually, in spending in neighborhood restaurants and retail stores. Experts estimate that the revenues generated by such spending would create enough business to support approximately 45,000 square feet of street-level retail space, primarily along West 125th Street, Broadway, and 12th Avenue. They also estimate that direct spending related to the Library's construction would support employment of 1,197 people per year over a three- to five-year period. These workers would be employed at the newest institution maintaining Upper Manhattan as a national and global center of knowledge and ideas, economic opportunity, and civic engagement.

## MAJOR HARLEM INSTITUTIONS



### Educational Institutions

- 1 Columbia University
- 2 Barnard College
- 3 Teachers College at Columbia University
- 4 The City College of New York/CUNY City College
- 5 Jewish Theological Seminary of America
- 6 Manhattan School of Music
- 7 Union Theological Seminary in the City of NY
- 8 New York Theological Seminary
- 9 International House

### Cultural Institutions

### Religious Institutions

\*\*Scheduled to open in 2017

QUALIFICATION #2:

# NEW YORK, THE NATION, AND THE WORLD

**THE OBAMA PRESIDENTIAL LIBRARY AT COLUMBIA UNIVERSITY WILL PROVIDE  
AN UNRIVALED PLATFORM FOR ENGAGING THE NATION AND THE WORLD.**

## IN THE CITY OF NEW YORK

As a student at Occidental College in Los Angeles, Barack Obama grasped the unique opportunities that might be derived from continuing his education in and outside the classroom in New York City. More than three decades later, while much has changed in a city that was then just beginning to recover from its mid-1970s brush with fiscal collapse, what has endured into a new century is the city's unique role in the imagination of the nation and the world.

In light of the qualifications sought by the Barack Obama Foundation, the most exceptional element of Columbia's proposed location is not simply the blend of cultural assets and local economic need intrinsic to Harlem—though these factors are surely compelling in their own right. In addition, the proposed Columbia location exists within a city that is our country's greatest destination for visitors from around the globe and home to the knowledge industries that project America's thought leadership into the world. While digital technology

has succeeded in making information and ideas available to anyone anywhere on the planet with a mobile web connection, the fact remains that people want the actual, not just the virtual, experience of being in New York City.

Siting a Presidential Library at Columbia's Manhattanville campus ensures a scope and scale of annual visitors unlikely to be matched anywhere else in the United States. Experts project the Barack Obama Presidential Library, if located at Columbia, could draw more



THE GREAT CITY CAN TEACH SOMETHING THAT NO UNIVERSITY BY ITSELF CAN ALTOGETHER IMPART: A VIVID SENSE OF THE LARGENESS OF HUMAN BROTHERHOOD, A VIVID SENSE OF MAN'S INCREASING OBLIGATION TO MAN; A VIVID SENSE OF OUR ABSOLUTE DEPENDENCE ON ONE ANOTHER.

— Columbia President Seth Low, 1897

than 800,000 visitors per year, far more than other Presidential Libraries. While the projected number of visitors is large, we believe it represents a conservative estimate for several reasons: Last year, 54.3 million people visited New York. That figure has been rising steadily since 2002 and marks an increase of more than 50 percent over this period. New York routinely attracts the largest number of visitors of any U.S. city. New York's direct airline connections to 122

cities outside the United States are by far the most of any American city. This density of overseas air travel connections allowed for 11.4 million international visitors in 2013: one in five tourists comes to New York from a foreign nation. Likewise, experts estimate that 20 percent of the projected visitors to the Library will be international travelers. Annual attendance figures at other New York City cultural and historical institutions provide a useful frame of reference.

#### ANNUAL VISITORS

6.1 million	Metropolitan Museum of Art
5.0 million	9/11 Memorial
3.8 million	Statue of Liberty/Ellis Island
1.0 million	Intrepid Sea Air Space Museum
1.0 million	Cathedral of St. John the Divine (less than a mile from Manhattanville)



More than 12 million ticket holders attended Broadway shows this season



9/11 memorial and museum



Global city: Heads of state and civil society at Columbia World Leaders Forum

In recent decades, Harlem, and 125th Street in particular, have become major tourist destinations. And unlike any other existing Presidential Library, this one would be immediately accessible via the nation's largest urban mass transit system. There are seven subway lines with stops on 125th Street; at least eight bus routes; and a Metro North commuter train stop. Indeed, it remains the case that taking the A Train means only a single stop between Times Square and Harlem. These mass transit options connect travelers to the Long Island Railroad, Amtrak, and New Jersey Transit commuter train services available at Penn Station and also to bus service at the Port Authority and George Washington Bridge stations. As a result, there are almost 22 million regional residents within a two-hour transit commute of the proposed Library site. The Library

would be fully accessible to all who seek to visit, including the disabled community, through existing comprehensive public transportation resources.

#### A UNIVERSITY REPRESENTING THE NATION AND THE WORLD

Complementing the accessibility of the Obama Presidential Library to an unparalleled number of local, national, and global visitors would be its home at a university with a profound commitment to the diversity of its academic community. In the 2012-13 academic year, Columbia ranked fifth among all U.S. institutions of higher education in international enrollment, with more than 8,000 international students. According to the *Chronicle of Higher Education*, Columbia has been one of the top ten



Student Mil-Vets conduct first Veterans Day honor guard flag raising on campus in more than 40 years, November 2011.



Chairman of the Joint Chiefs of Staff, Adm. Mike Mullen on campus, April 18, 2010

**COLUMBIA UNIVERSITY'S TREMENDOUS SUPPORT TO OUR MEN AND WOMEN IN UNIFORM RETURNING FROM THE RECENT WARS IS OVERWHELMING, AS ARE THE GROWING NUMBER OF VETERANS WHO ARE WOVEN INTO THE FABRIC OF THIS GREAT INSTITUTION."**

— U.S. Secretary of the Navy Ray Mabus, May 26, 2011

Fulbright Scholarship-producing institutions in the United States for eight of the last ten years. That decade has seen 206 Fulbright winners from Columbia who studied in 76 countries on six continents. Columbia's robust financial aid (meeting the full demonstrated financial need of undergraduates in the College and Columbia Engineering), educational values, and urban location have helped make it one of the most socioeconomically and culturally diverse of the nation's top universities. The percentage of undergraduates at its College and School of Engineering receiving Pell Grants is one of the highest among peer institutions, and Columbia consistently has been ranked first among such universities in the percentage of incoming African American undergraduates by *The Journal of Blacks in Higher Education*. More than 95 percent of Columbia's undergraduates receive degrees within six years of enrolling at the University. All 50 states are represented in our student body.

Columbia also has distinguished itself by becoming the top destination among its peers for the nation's Iraq- and Afghanistan-era military veterans pursuing higher education. Nearly 600 military veterans were enrolled in our undergraduate, graduate, and professional schools in the 2013-14 academic year, with about half studying for the bachelor's degrees at our School of General Studies, originally established following World War II to accommodate a population of nontraditional students such as returning veterans. Columbia's unique efforts to attract and support student veterans has been recognized by an array of military and civilian leaders who have visited campus in recent years, including the past two chairmen of the Joint Chiefs of Staff, Dr. Jill Biden, and Secretary of the Navy Ray Mabus.

Taking advantage of our New York location and Columbia's history of international engagement, the University established the World Leaders Forum in 2003. Throughout the academic year—

but most intensively during the UN General Assembly in September—the Forum brings to campus dozens of heads-of-state and other leading figures in civil society from around the world to engage in substantive dialogue with Columbia students and faculty members.

Unlike some U.S. universities, Columbia's commitment to expanding its international presence has not taken the form of branch campuses abroad. The University's primary investment in its long-term future is in the local upper Manhattan community. But Columbia has established a global network that manifests itself both physically, through our eight new Global Centers (Amman, Beijing, Istanbul, Mumbai, Nairobi, Paris, Rio de Janeiro, Santiago) on four continents, and institutionally, through our 35 joint-degree programs with foreign universities in eight foreign nations. 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's Global Centers are intentionally designed to be 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. The centers are a means for creating learning experiences around the world that Columbians will bring back to our home campuses in New York, which is, itself, the most global of learning environments. These hubs of international research, teaching, study, and problem solving can also provide platforms for extending the reach of a Columbia-based Presidential Library.

The global perspective of Columbia's intellectual leadership has deep roots. In

the early and mid- 20th century, the University helped establish regional studies on American campuses. It is a legacy that continues to manifest itself in the thought leadership of entities such as the *Harri-man Institute for Russian, Eurasian and East European Studies* and the *Weather-head East Asian Institute*, whose faculty members continue to be among the most respected expert voices on international issues and events involving Russia, China, North Korea, and many other nations. Such thought leadership across many disciplines, brought together in a city that is home both to the United Nations and a united nations of new immigrants and cultures, is what continues to draw students and scholars from around the nation and the globe to Columbia University in the City of New York.



Current sites of Columbia Global Centers



QUALIFICATION #3:

# COLUMBIA UNIVERSITY

THE OBAMA PRESIDENTIAL LIBRARY AT COLUMBIA UNIVERSITY WILL BE A LEADER IN RESEARCH-BASED POLICY DEVELOPMENT AND ANALYSIS.

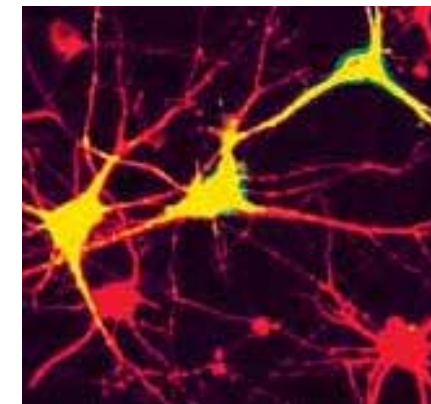
*“Nobody has a monopoly on what is a very hard problem, but I don’t have much patience for anyone who denies that this challenge is real. We don’t have time for a meeting of the Flat Earth society. Sticking your head in the sand might make you feel safer, but it’s not going to protect you from the coming storm.”*

*President Obama, addressing climate change, Georgetown University, June 25, 2013.*

*“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.”*

*Columbia University President Lee C. Bollinger at his inaugural, October 3, 2002, quoting a predecessor,*

*Nicholas Murray Butler, from his inaugural address, exactly one hundred years before.*



*Motor neurons cultured in vitro at neurobiologist Thomas Jessell’s laboratory*

Among Columbia’s qualifications to host an innovative, state-of-the-art Presidential Library, one of the strongest is our ability to create a complementary policy institute on the Manhattanville campus that provides President and Mrs. Obama with a flexible and dynamic platform for their continued exploration of the ideas and public issues most important to them. An Obama Policy Institute at Columbia University—operating initially in space designed by Renzo Piano (available when the President leaves office) and ultimately housed in the Obama Presidential Library—would bring together national and global thought leaders identified by President and Mrs. Obama and engage eminent Columbia faculty and students to address challenges that arise at home and abroad.

Columbia stands ready to leverage its institutional expertise and resources to focus on the strategic issues identified as priorities of the Obama Policy Institute. The University and its affiliates comprise 18 schools in professional and

applied fields as well as the arts and sciences. Columbia is a world leader in fundamental science, engineering, and medical research. The University is at the forefront of recent discoveries regarding global climate change and the proliferation of extreme weather events; the successful conclusion to the decades-long search for the source of mass of all physical matter in the observation of the Higgs Boson; and a breakthrough in understanding the human brain through the description of the physiological basis of memory storage in neurons. Our scholars generate innovations in the fields shaping our future, from cybersecurity and personalized medicine to digital media and aging.

## A FERTILE ENVIRONMENT FOR CREATING AN OBAMA POLICY INSTITUTE

An Obama Policy Institute would combine the best of independent, objective academic research with top-tier policy analysis for the purpose of



Columbia researchers placed a global positioning system on the Helheim Glacier in East Greenland to capture motion caused by accelerated melting.

finding solutions to urgent problems facing families and communities in the United States and around the world. Examples of how Columbia would be able to enlist this hybrid expertise on behalf of an Obama Policy Institute abound:

The scholars at the [Columbia Climate Center](#), [Energy Center](#), [Center for Climate Systems Research](#), [Center for Climate Change Law](#), and [Lenfest Center for Sustainable Energy](#) bring together expertise from across the University, including the schools of Law, Engineering, and Architecture, Planning and Preservation. These world-class researchers have distinguished themselves with their pioneering explorations of global warming (a term created by [Professor Wally Broecker](#) at [Columbia's Lamont-Doherty Earth Observatory](#)), sea level rise, and extreme weather's impact on both nature and humans. At the same time, faculty have been indispensable advisors to those at all levels of government who are grappling with the formation of policies that support sustainability, adaptation, and resilience. One recent example

is the number of Columbia faculty who were asked to help government officials and the public better understand and respond to Hurricane Sandy.

Among President Obama's signature science initiatives has been his commitment to expanding our understanding of the human brain. On the Manhattanville campus where an Obama Policy Institute would be located, the first major intellectual hub will be the University's [Zuckerman Mind Brain Behavior Institute](#). The Zuckerman Institute's founding members include Nobel Prize winners Eric Kandel and Richard Axel, and Kavli Prize winner Thomas Jessell. Another Columbia faculty member affiliated with the Zuckerman Institute, Professor Rafael Yuste, was central to the formation of President Obama's brain science initiative. The research already under way at the Zuckerman Institute aspires to bring together scholars and students from every corner of the University to explore issues of mind and behavior, from the basic research that could yield cures for Alzheimer's, ALS, and autism, to partnerships with Columbia's social science, business, and law faculty that could produce a deeper understanding of human behavior and social interaction.

Throughout the University, many are dedicated to providing the education, training, and policy innovation Americans need to succeed in an economy increasingly defined by extremes of wealth and poverty. Faculty addressing these matters include Nobel laureate [Joseph Stiglitz](#) of Columbia's Economics Department and Business School, [New York Times](#) "Opinionator" columnist [Thomas Edsall](#) of our Journalism School, and Political Science professors [Ester Fuchs](#) and [Dorian Warren](#), who recently published a case study that supports minority youth employment in the construction trades:

"Expanding Opportunity For Middle Class Jobs in New York City." At Columbia-affiliated Teachers College, innovative policies are being explored on issues ranging from [early childhood development](#) and healthy nutrition in education to the vital role of learning technology and [community colleges](#).

The mission of the University's Global Policy Initiative, recently launched by President Lee C. Bollinger and led by Professor of Law and Political Science Michael Doyle, is to influence policy by engaging stakeholders and public policymakers around the world. The Institute will interact with the eight Columbia Global Centers, peer institutions, and nongovernmental organizations to expand its reach and strengthen its impact. It will also benefit from the energy and expertise of Columbia's admired School of International and Public Affairs. The Institute's principal directors and lead researchers are today in the very earliest stages of developing programs for

addressing some of the most pressing global policy challenges of our time, including civil wars, health threats, global media, sustainable development, and extreme economic inequalities.

Columbia's Mailman School of Public Health is a leader of research and policymaking on both children's health and the challenges facing an aging society. The Mailman School recently launched the University-wide Butler Columbia Center to translate scientific knowledge into innovative policy on aging. The Butler Center is focusing on the systemic nature of aging: the continuous interaction among the biological, behavioral, and sociocultural factors that constitute human development. It will collaborate with the academic, corporate, nonprofit, public, and academic sectors to reexamine everything from urban planning to long-term care. The Butler Columbia Center is part of a global consortium of 13 centers, including partners in Cape Town, Paris, and Tokyo.

[MacArthur Fellow Wafaa el-Sadr](#) developed effective strategies for addressing AIDS/HIV and other community health challenges in Upper Manhattan as a Medical Center faculty member practicing at Harlem Hospital. She has applied those strategies on a grand scale in sub-Saharan Africa as founder and director of ICAP, the Mailman School's International Center for AIDS Care and Treatment Programs. One of the world's leading public health experts, Dr. El-Sadr has demonstrated that it is possible to effectively scale-up HIV prevention, care, and treatment services in resource-limited settings, whether locally or globally.

The examples identified here describe a University environment able to accommodate President and Mrs. Obama's interests comfortably, wherever they may lead. Additional examples of how Columbia is enhancing its understanding of and engagement with the world go on and on, including the newly created [Center on Global Energy Policy](#), led by



Neuroscientists next door: Some founding members of Columbia's Zuckerman Mind Brain Behavior Institute to be headquartered in Manhattanville's Jerome L. Greene Science Center. Top row, left to right: Nobel laureate Eric Kandel, Carol Mason, Nobel laureate Richard Axel, Elizabeth Hillman; (front row, left to right) Michael Shadlin, Charles Zuker, Thomas Jessell, and Sarah Woolley.



Columbia ICAP, directed by Dr. Wafaa el-Sadr: AIDS/HIV prevention and treatment in Kenya

a former member of President Obama's National Security Council; Columbia's interdisciplinary expertise on [climate change](#) and sustainability at The Earth Institute's Lamont-Doherty Earth Observatory and affiliated NASA-Goddard Institute; the University-wide [Committee on Global Thought](#); and the Center on Global Governance within our School of International and Public Affairs. Columbia is a university in the truest sense, providing a vessel that President Obama and the First Lady could engage through an Obama Policy Institute however they see fit.

### ACADEMIC ENGAGEMENT WITH THE LOCAL COMMUNITY

Some of the most compelling research and scholarship potentially addressed by an Obama Policy Institute may find its inspiration in the northern Manhattan community that Columbia calls home. Indeed, this is a path traveled with dis-

tingtion by many Columbia professors across a wide range of disciplines. The University's faculty members and archivists are among the most respected interpreters and preservers of Harlem's history and influence through our Institute for Research in African-American Studies, Center for the Study of Ethnicity and Race, Center for Jazz Studies, and our [Rare Book & Manuscript Library](#), which includes an extraordinary trove of oral histories, documents, and artifacts in its collections on Harlem's history. For example, Professor Farah Jasmine Griffin's recent book *Harlem Nocturne* explores three women artists and progressive politics in Harlem during the 1940s; and Professor Ann Douglas's acclaimed book *A Terrible Honesty: Mongrel Manhattan in the 1920s* explores the unique period in our multicultural history helping to define American art, literature, and entertainment. The late Professor Manning Marable worked until his untimely death on the definitive biography

of [Malcolm X](#); and Professor Frances Negrón-Muntaner, director of the Center for the Study of Ethnicity and Race, has established a new [Latino Arts and Activism Archive](#) in Columbia's Library and created innovative, [multimedia forms](#) for engaging students, scholars and the local community. The Library's pioneering oral history office has been preserving the voices of Harlem for more than a half century and continues to establish new partnerships for doing so, for example, in recording the history of [125th Street's](#) iconic Apollo Theater.

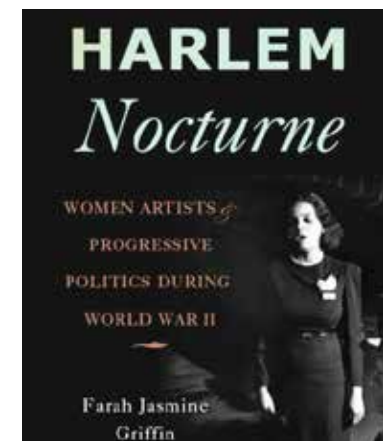
In the coming academic year, Columbia will be undertaking perhaps its most far-reaching effort to engage the University and local communities in a shared exploration of timeless and contemporary ideas when [Romare Bearden's](#) "A Black Odyssey" is shown at the Wallach Gallery (which will be moving to the Manhattanville campus in 2016). Based on the Smithsonian exhibition curated by Columbia professor Robert O'Meally, the

Bearden project at Columbia will touch on virtually every area of University life and will shape our community outreach. Both here in New York, where Bearden lived and worked, and in communities around the world through Columbia's Global Centers, the exploration will be a part of the undergraduate Core Curriculum for which Homer's *Odyssey* is a key part of the syllabus. It also will include dozens of public programs from jazz concerts to poetry readings and the University's annual Morningside Lights community art-making festival. This ongoing engagement with one of the nation's greatest painters and the ideas he represented will provide a laboratory for Columbia faculty, students, and staff to test new approaches to community programming that could be employed by the Obama Presidential Library.

Individual Columbia faculty members distinguish themselves in the breadth and depth of their engagement with our community, especially local youth: Engineering Professor Samuel Sia has launched [Harlem Biospace](#)—a biotechnology incubator also providing after-school science education at the Teachers College community school. Film professor Jamal Joseph founded a local youth performing arts group, [IMPACT Repertory](#), which was nominated for an Academy Award. Dr. Olajide Williams, an associate professor of clinical neurology, has used music lyrics and video games [to teach school children in Harlem about the signs of stroke](#) so older family members can receive lifesaving treatment.

In short, while core components of any Presidential Library are material pres-

ervation and public education, a central enterprise of an affiliated Obama Policy Institute would be to project the substantive priorities of President and Mrs. Obama into the future. In doing so, the Library and Institute would reach the fullness of the mission suggested in the Barack Obama Foundation's request for qualifications: with the capacity to shape fresh responses to public challenges, the Library and Institute would be able to ensure that the values of Barack and Michelle Obama will endure beyond the current Presidency. Columbia welcomes the opportunity to provide a platform for that type of ongoing impact on society, and we believe we have unique qualifications to serve as an effective partner for delivering on that promise.



Scholarship, preservation, and creativity: clockwise, from top left: *Harlem Nocturne* by Prof. Farah Jasmine Griffin; photo exhibit: *Superheroes-Latino Immigrants Who Make New York*; Columbia explores Romare Bearden's "A Black Odyssey"; *El Diario* photo archive.



QUALIFICATION #4:

# COMMUNITY

THE OBAMA PRESIDENTIAL LIBRARY AT COLUMBIA UNIVERSITY WILL BE LOCATED WITHIN AN URBAN CAMPUS OPEN TO THE SURROUNDING COMMUNITY, AND PART OF A UNIVERSITY DEFINED BY PUBLIC SERVICE, CIVIC ENGAGEMENT, AND ACTIVE PARTICIPATION IN THE GREAT ISSUES OF OUR TIME.

*“The world is faster and the playing field is larger and the challenges are more complex. But what hasn’t changed—what can never change—are the values that got us this far. We still have a stake in each other’s success.”*

*President Obama, Osawatomie, Kansas, December 6, 2011*

Columbia is committed to acting on the belief that the University thrives only if its surrounding communities flourish. While “town-gown” relations may inevitably be complex for all large universities, especially in urban communities, Columbia has embarked on an approach

to sustainable development in northern Manhattan that reflects our commitment to public service and to fostering tangible benefits for the people who live and work nearby. Our expanding network of civic partnerships, programs, and participation define Columbia’s identity in

New York City and our future in northern Manhattan. As a result, an Obama Presidential Library on the University’s new Manhattanville campus could provide a new model for engagement with and service to the local community.

PUBLIC SERVICE IS THE ESSENCE OF OUR UNIVERSITIES, AND IT MOST CERTAINLY IS OF COLUMBIA, WHERE STUDENTS, FACULTY, AND STAFF PARTICIPATE IN SERVICE LEARNING, VOLUNTEER ACTION, SOCIAL ENTREPRENEURSHIP, AND CIVIC PARTNERSHIPS HERE IN NEW YORK AND ALL OVER THE GLOBE.

—Lee C. Bollinger,  
Columbia University President

## EXPERIENCE AT COMMUNITY ENGAGEMENT AND PARTNERSHIPS

For decades, the University has had a wide range of health, education, human service, and economic opportunity programs serving the communities of northern Manhattan, from free medical and dental clinics in public schools to the Columbia-Harlem Small Business Development Center, launched in 2009 by the U.S. Small Business Administration and the University. (A listing of such current programs and partnerships can be found at <http://www.columbia.edu/content/community-programs-and-services.html>, and an ongoing collection of related New York stories is located here: <http://news.columbia.edu/newyorkstories>.)

One framework for engagement with surrounding communities was established a generation ago, with the creation of two campuswide community service organizations that continue to thrive today: Community Impact and the

Double Discovery Center. Long before such signature national service programs such as City Year and Teach for America were created, Columbia students and faculty were establishing a paradigm of volunteer service through these local programs. They provide a compelling model for how a partnership between Columbia and the Obama Presidential Library could engage the local community in exploring the individual and society.

**Community Impact** consists of a dedicated corps of approximately one thousand Columbia University student volunteers. Each year, they work with more than 25 community service programs to serve more than 8,000 people in the Harlem, Washington Heights, and Morningside Heights communities. The **Double Discovery Center of Columbia College**—an early model “Upward Bound” program founded in 1965 by Columbia students, alumni and faculty—delivers afterschool and summertime academic enrichment to prepare low-income and at-risk high school students

for higher education. The results have been extraordinary. The summer session held on Columbia’s campus is full time and introduces high school students to the College’s famous Core humanities curriculum. Both the summer session and Community Impact’s part-time **Core Curriculum for adult GED students** programs are taught by the same renowned faculty who teach Columbia undergraduates.

A third group, **Columbia Community Service (CCS)**, raises money from members of the University community and funds more than 50 local not-for-profit organizations providing services in our area. From soup kitchens to daycare centers to community gardens, CCS supports a broad range of organizations serving northern Manhattan.

A new variation on this model is taking shape as part of the first academic initiative on the Manhattanville campus—the Zuckerman Mind Brain Behavior Institute. Engagement with the surrounding community is intrinsic to the mission of the Zuckerman Institute and is hardwired into the design of its new building, the Jerome L. Greene Science Center under construction at Broadway and 130th Street. The Greene Science Center’s ground floor will include the **Center for Education and Outreach**, an initiative offering a variety of programs on the brain, mental health, and neuroscience for K-12 students, teachers, and the general public. A street-level screening facility will serve as a first stop for area residents with concerns about brain and mental health. Key components of the outreach and education effort already are under way, including a public lecture series at Columbia and the Schomburg Center for Research in Black Culture; the training of the first cohort of New York City public school teachers in neuroscience; the



**BRAINYAC Program** bringing neuroscience into public school classrooms; and, most vividly, public events for children and families such as a community “Brain Expo” at Columbia University Medical Center in Washington Heights.

Such engagement is built into both curricular and cocurricular programs in the local community, from legal clinics to social work placements. At the Columbia University Medical Center’s College of Physicians and Surgeons, Mailman School of Public Health, Nursing School, and Dental School, a wide array of committed clinicians, researchers, and policymakers is expanding access to medical care for families in northern Manhattan and around the world. Many of these programs are consistent with priorities of the President and First Lady. For example, Columbia’s **CHALK (Choosing Healthy & Active Lifestyles for Kids)** program is promoting healthy lifestyles and demonstrating that, even without a gymnasium or outdoor play space, a school can become an active school. The program was selected as a model for First Lady Michelle Obama’s initiative “Let’s Move! Active Schools.”

*Director of Columbia College Core Curriculum Prof. Roosevelt Montas teaches the classics of philosophy and literature to local GED students and local high school students.*



*Community Brain Expo 2014 at Columbia University Medical Center*





Community dental care and education in local public schools

CHALK provides nutrition and wellness training, helps fight childhood obesity, and has established a popular local farmers market.

The **Columbia Center for Children's Environmental Health** conducts community-based research nationally and overseas to study the [health effects of prenatal and early postnatal exposures to common urban pollutants](#). The Center's landmark research has linked prenatal exposure to pollutants in northern Manhattan to childhood asthma, developmental delays, and even obesity. The research results continue to yield critical insights that guide public policy in our local community and beyond.

The **Columbia-Harlem Small Business Development Center**, Harlem's only SBDC, was created five years ago during the height of the nation's deep-

est modern recession. The Center has provided expert guidance to existing small businesses and helped local entrepreneurs launch new ones. Over the past five years it is estimated to have saved or created some 300 local jobs and preserved roughly \$6 million in local investment. Approximately 1,000 local business people and nonprofit organizations have benefitted from the Center's wide range of services. It is one of many ways that the University and specifically Columbia Business School have built partnerships to enhance the local economy beyond Columbia's extensive impact as a primary local employer and source of business for Minority, Women, Local contractors. Two recent examples of this direct engagement are a [leadership training program for local nonprofit leaders in Harlem](#) designed by Professor Raymond Horton, a pioneering scholar on socially responsible business; and a

training program called [Money Makes Cents](#) designed for local residents who are transitioning into the workplace after receiving unemployment benefits or other public assistance. These programs mirror the University's own, award-winning [MWL construction contracting mentorship program](#), which serves as a model for teaching small businesses how to qualify for contracts with the city and other major institutions.

## A MAJOR COMMITMENT TO LOCAL SCHOOLS

"Education is no longer just a pathway to opportunity and success; it's a prerequisite for success." President Obama, speech to the Hispanic Chamber of Commerce, 2009

Columbia has established or been instrumental in establishing three different

local schools over the past decade and is involved in enrichment programs at a large network of public schools across northern Manhattan:

**The School at Columbia University** is an independent K-8 school founded in 2003 with the goal of providing an excellent education to a diverse student body; half of its students are from Columbia faculty families and half from the surrounding community. Robust financial aid is provided to local families needing tuition assistance, resulting in a highly diverse student body.

The **Columbia Secondary School for Math, Science, & Engineering**, a public school for 6th to 12th-graders, opened in the fall of 2007 as a partnership between the New York City Department of Education, the community, and Columbia. Its diverse and talented students are drawn largely from northern Manhattan, and its academic programming has been designed with the participation of University faculty and staff in order to meet one of the city's—and the nation's—priorities of sharply improving STEM education. As a result, local students now have an opportunity for a first-rate secondary education connected to a great research university without traveling to elite citywide high schools such as Bronx Science or Brooklyn Tech. Columbia Secondary graduates its first class of talented 12th graders this spring, and they are soon to be attending the best colleges and universities in the nation, including Columbia itself.

The **Teachers College Community School** was developed by Columbia-affiliated Teachers College in collaboration with the New York City Department of Education to provide K-8 education for children from the West Harlem community and receives support from Teach-

ers College, Columbia, and the city. This nonselective, community school features supplementary educational services including early childhood programming and family literacy, as well as social and health services.

In all of these cases, Columbia is making concrete its commitment to ensure that the children and families of its northern Manhattan communities—regardless of their income—have access to schools that provide models for the highest quality primary and secondary education. The presence of the Obama Presidential Library proximate to these public schools would have a transformative effect on the educational experience and the lives of many of these children. New opportunities available to the schools would include regular trips to the Library, internships and academic study there, and ready access to the Library's primary research materials. We hope the Library's programs will include extensive training for public school teachers and development of interactive curricular tools on contemporary public issues and





*Nontraditional Employment for Women trainees in construction learned green salvage and demolition skills in the early stages of Manhattanville campus development*

ideas. In this endeavor, there will be enthusiastic partners among both Columbia and Teachers College faculty who are invested in teaching and learning for students of all ages and academic backgrounds.

### COMMUNITY BENEFITS: A LONG-TERM INVESTMENT IN OUR NEIGHBORS

Columbia's approach to community engagement has been shaped most recently by the experience of planning and gaining approval of the campus now taking shape in the old Manhattanville industrial area. The skepticism in any urban community to such plans is understandable and appropriate. But under President Bollinger, who arrived at Columbia as a law student in 1968, the University has been determined to reimagine its relationship with its neighbors for the 21st century as a relationship of trust and mutual benefit supported by

enhanced partnerships with community leaders, neighborhood service providers, and NGOs large and small. As a result, Columbia's long-term plan for the Manhattanville campus was approved overwhelmingly by the New York City Council with nearly unanimous support from Harlem's elected officials.

The rezoning process engaged the University in an active partnership with the local community, and that experience now serves as the basis for ongoing dialogue and cooperation. In 2009, President Bollinger signed the West Harlem Community Benefits Agreement (CBA) with the West Harlem Development Corporation (WHDC). It provides for University investment in the local community of more than \$150 million over the next several years, including funding for affordable housing, education, transportation, and community facilities, as well as \$76 million in support for community programs and services as independently determined by

the WHDC. Over the past year, WHDC has delivered the first two rounds of direct grants to a wide range of local nonprofits and community programs.

The CBA and a related New York State agreement also provide an array of amenities and services, including a program for community scholars; course auditing for neighbors; scholarships for local educators; "in-kind" consulting services from University experts; establishment of a local "Lab School" by Columbia's Teachers College, and more. The variety of partnerships and independent University initiatives touch most, if not all, members of the local community and have resulted in workshops, forums, and town halls, and a deeper, richer relationship with West Harlem. For example, in accordance with the University's commitment to provide "in-kind" services, the West Harlem Development Corporation recently asked Columbia for help in creating a workforce development plan. Columbia convened business leaders, nonprofits, faith-based organizations, foundations, academics, elected officials, state and local government agencies, unions, and others in a series of focus groups. Questions centered on identifying the kinds of jobs employers in northern Manhattan would be seeking to fill in the future and whether residents were trained to perform those jobs. A Workforce Development Working Group comprised of Columbia and WHDC personnel, along with members of Community Board 9, which represents West Harlem, has been formed to put the plan into action.

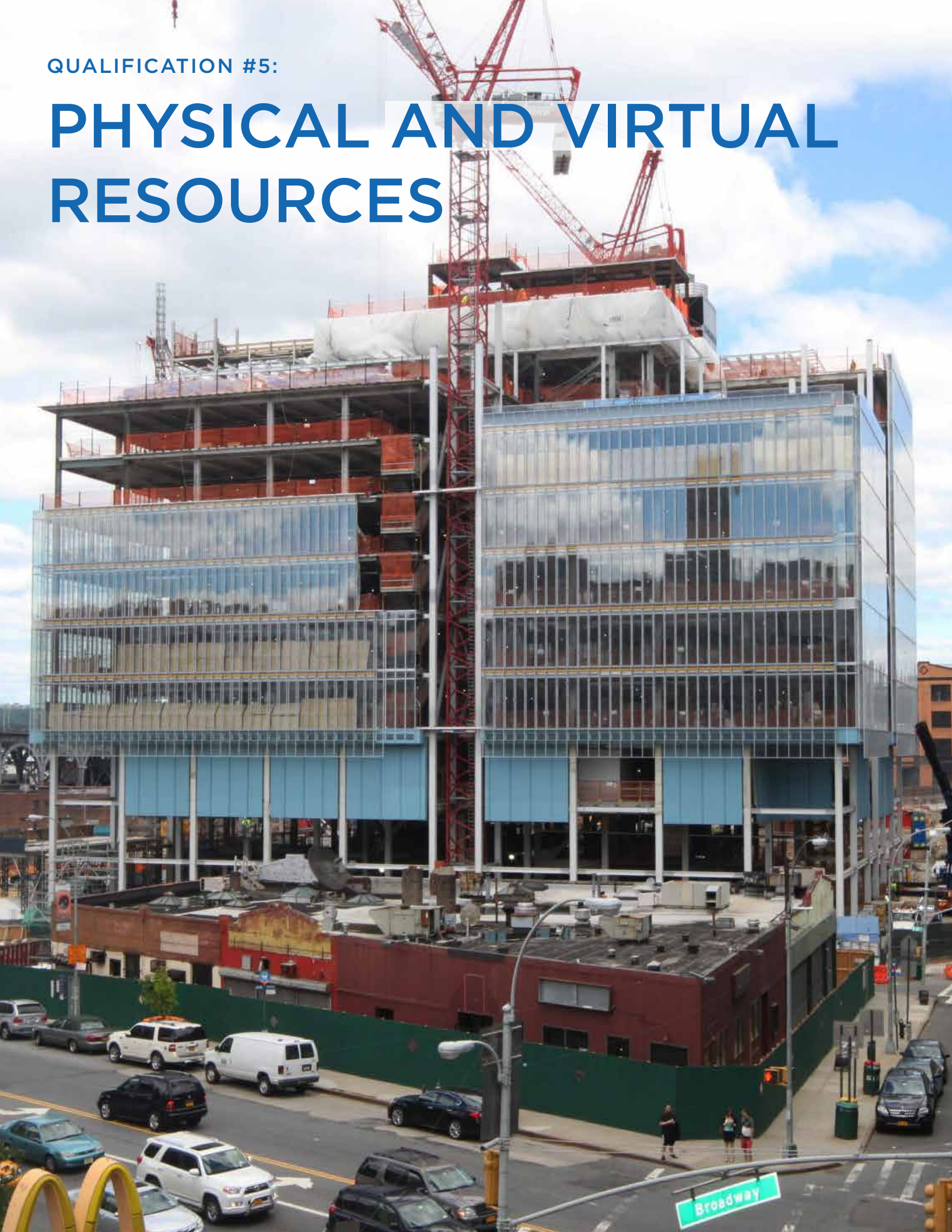
Another recent development is the **Columbia Forum for Elected and Appointed Officials**. The new forums are an effort to create a parallel structure for more frequent engagement with elected and appointed officials. They are pro-

viding an informal setting where faculty across the University can discuss matters of mutual concern with local officials in a timely way. Topics so far have included the social impact of the Affordable Care Act, hydrofracking, and incarceration as a public health issue.

Though Columbia's Office of Government and Community Affairs meets regularly with Community Boards and with the WHDC, supporting the Obama Presidential Library is a unique effort requiring a tailored approach and resources. We therefore propose the establishment of an Obama Presidential Library Community Advisory Council to be comprised of representatives from nonprofits in the Harlem and Morning-side Heights communities. Our experience indicates that an effective community engagement plan must be built on both specific programmatic needs and goals, and input from the community itself. As noted throughout this section, many different parts of the University have deep experience in reaching out to and engaging members of the local community in an extraordinary array of programs and partnerships. As the Library's programmatic needs and goals sharpen, the University, Library, and Foundation would work in collaboration with a Community Advisory Council to shape the strategy, tactics, and metrics for a sustainable outreach program within our Harlem and Washington Heights communities.

QUALIFICATION #5:

# PHYSICAL AND VIRTUAL RESOURCES

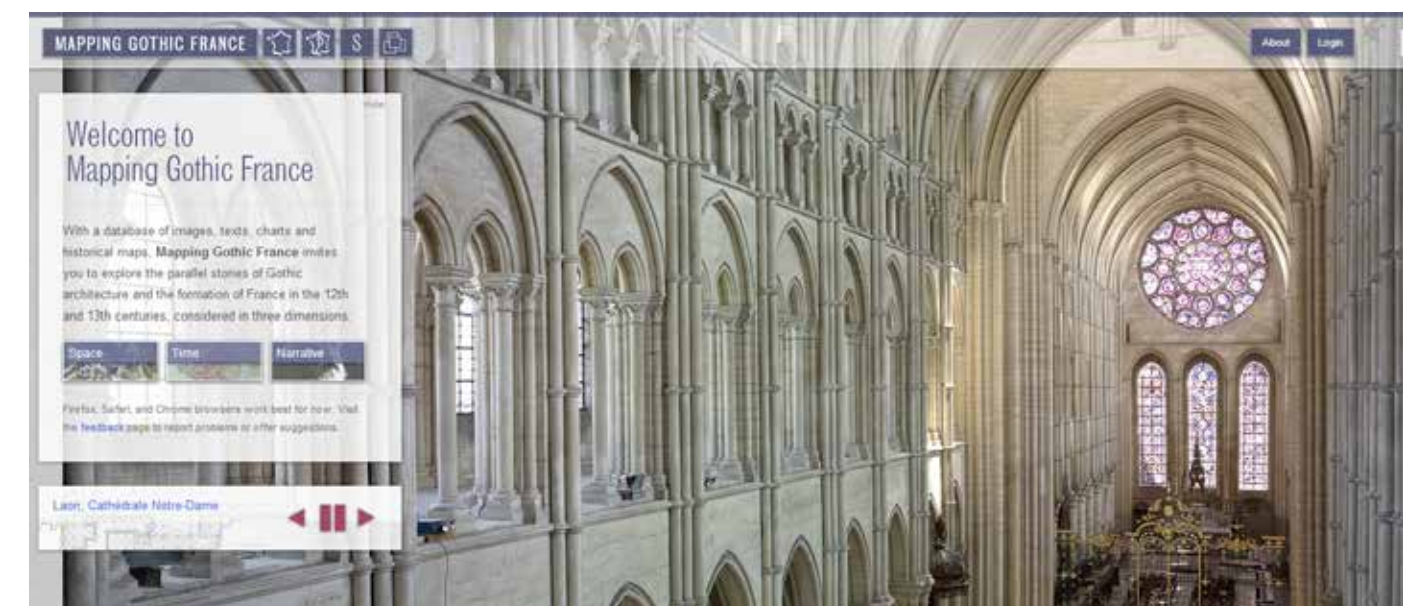


THE OBAMA PRESIDENTIAL LIBRARY AT COLUMBIA UNIVERSITY WILL SERVE AS A MODEL FOR A 21ST-CENTURY LIBRARY.

Columbia University possesses one of the top five academic research library systems in North America. The variety of our library system's holdings is simply astonishing. The collections include more than 12 million volumes, more than 160,000 journals and serials, as well as extensive electronic resources, manuscripts, rare books, microforms, maps, and graphic and audiovisual materials. We hold one of the most comprehensive collections of licensed digital resources in the world. From the creation of the nation's first Oral History Office in 1948, to the recent acquisition of the massive Frank Lloyd Wright Foundation Archives, in partnership the Museum of

Modern Art, the University possesses widely admired expertise in preserving history and educating scholars and the general public. Our partnership with the New York Public Library—the second largest in the United States after the Library of Congress—and the Princeton University Library, is responsible for maintaining the country's largest shared offsite library shelving facility. With more than 450 professional and support staff and unquestioned expertise, Columbia University Libraries is qualified to be a strong partner in the creation of the Barack Obama Presidential Library and a reliable steward of its holdings.

*Opposite: Jerome L. Greene Science Center, designed by Renzo Piano, scheduled for completion summer 2016 at Broadway and 129th Street*



*Online, interactive teaching and learning tools: a deep digital dive into France's Gothic cathedrals. See <http://news.columbia.edu/gothicfrance>*

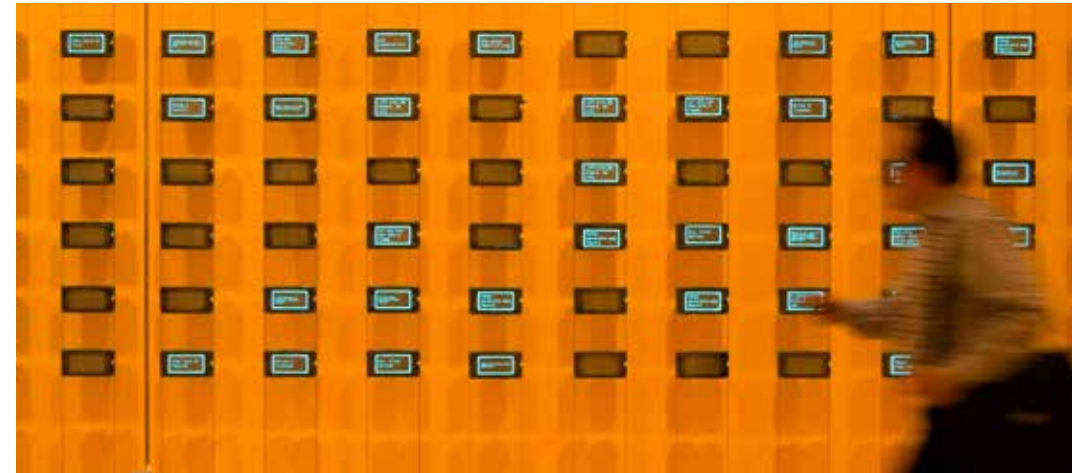




Visual Arts Prof. Sarah Sze's sculpture on the High Line in lower Manhattan



Visual Arts Prof. Kara Walker's iconic cutouts



"Moveable Type" Prof. Mark Hansen's data visualization collaboration adorning lobby of New York Times building



Columbia Center for New Media Teaching and Learning sites for the Edward M. Kennedy Award-winning play "All the Way"

## A PLATFORM FOR PUBLIC DISCOURSE

Columbia and its faculty members have deep experience in sharing important ideas far beyond the confines of academia. From Nobel Prize-winning neuroscientist Eric Kandel's monthly partnership with Charlie Rose on "The Brain" series; theoretical physicist Brian Greene's two NOVA series covering complex ideas of string theory, quantum mechanics, and "multiverses;" and, most recently, historian Simon Schama's acclaimed documentary series "The Story of the Jews," Columbia faculty across many disciplines are producing compelling broadcast and digital programming that engages the widest possible audiences.

To help address the falloff in serious, substantive reporting by many American news organizations on international stories, President Bollinger has created Columbia Global Reports under the editorial direction of former Journalism School dean and longtime *New Yorker* contributor Nicholas Lemann. Starting in 2015, Columbia Global Reports will begin

publishing sustained, original reporting and analysis on underreported global issues that hold significance not only for U.S. foreign policy, but also for a former President with an enduring commitment to addressing challenges around the world.

Such public outreach is built into Columbia's DNA because of the University's location in New York City, its tradition of public intellectuals, and the role played by our faculty and alumni in shaping modern America's cultural, literary, and media movements. Columbia remains unique in the breadth of its faculty engagement, especially with the world's leading Graduate School of Journalism, whose faculty provide respected bylines appearing regularly in *The New York Times*, *The New Yorker*, *The New Republic*, and many other major media outlets; and a School of the Arts, whose current faculty include a remarkable array of the most admired authors and artists of our time, from Nobel laureate Orhan Pamuk and American novelist Richard Ford to essayist Phillip Lopate and cultural critic Margo Jefferson, MacArthur Fellows Sarah Sze, who designed the *American*

*Pavilion* at the 2013 Venice Biennale, and Kara Walker, whose astonishing sculpture "A Subtlety," at the old Domino Sugar Factory in Williamsburg is one of the major New York artistic events of the year. These are some of the colleagues and collaborators the former President and First Lady would find upon arriving at Columbia University.

## VIRTUAL LIBRARY

The breadth of Columbia's experience in the digital cataloguing, presentation, and communication of complex information bears special mention, given that the Obama Presidential Library will undoubtedly exist in the virtual realm to a far greater degree than any other Presidential Library. Employing Columbia's expertise with online platforms, the Obama Presidential Library would be able to extend its reach far beyond the walls of a physical library and museum to reach audiences across the United States and around the world.

Among the assets Columbia would bring to the task is our experience enrolling more than 500,000 people in Columbia

MOOCs (massive open online courses) since the start of 2013. Courses include Pulitzer Prize-winning History Professor Eric Foner's series of classes on Lincoln and the Civil War, soon to be offered in partnership with EdX; and a course that was taught this past semester by Professor Jeffrey Sachs, director of The Columbia Earth Institute, called "The Age of Sustainable Development," which attracted 30,000 online students learning in parallel with others who attended class with Professor Sachs on campus. The digital education arm of Columbia Engineering (not part of MOOCs) offers 120 courses and was ranked the best online graduate engineering program by *U.S. News and World Report*.

The Library, public museum, and public programs envisioned by the Foundation's Request for Qualifications are not limited to, or even focused primarily on, the static display of physical objects and documents. It must offer compelling interactive, multimedia content, and exhibits that reveal the Obama Presidency to visitors in wholly new and unexpected ways. Columbia is a recognized leader at such presen-

tations. The David and Helen Gurley Brown Institute for Media Innovation, a collaboration with Stanford's School of Engineering based at our Graduate School of Journalism and codirected by Professor Mark Hansen, is at the forefront of reimagining how stories are told in a digital world. The Columbia Center for New Media Teaching and Learning (CCNMTL) is an outstanding asset in fashioning digital presentations for the broader public and has been a thought leader in developing interactive learning tools not only for college and graduate students, but also for early childhood, primary, and secondary education and lifelong learners.

For example, CCNMTL is supporting the Edward M. Kennedy Awards for Drama about American History, presented by Columbia Libraries, by developing online curricula about each winning play. A recent Kennedy Award winner is the Tony Award-winning "All the Way," which tells the story of President Lyndon Johnson and the passage of the Civil Rights Act of 1964. Similarly, CCNMTL worked with the late Professor Manning Marable to develop a robust high school curriculum,

the Amistad Digital Resource. Data visualization has become a core skill in communicating digital information, and, again, Columbia is a leader in the field. The Advanced Data Visualization Project at Columbia's Graduate School of Architecture, Planning and Preservation, funded by Thomson-Reuters, is one reflection of this leadership, as are the large-scale installations of Professor Hansen's groundbreaking data visualizations at the September 11 Memorial, the *New York Times* headquarters ("Moveable Type"), and New York's Public Theater ("The Shakespeare Machine").

The Library's creation would unfold in a university community passionate about the socially useful application of big data. As is often the case at Columbia when a new discipline emerges with force, the waves of new knowledge influenced by the field of data science are awash across all of Columbia's campuses, schools, and departments, from Morningside Heights and Columbia University Medical Center, to our Lamont-Doherty Earth Observatory and the Zuckerman Mind Brain Behavior Institute. One group of scholars is working with



Acclaimed new architecture: left: Campbell Sports Center in Inwood designed by Stephen Holl and right: Northwest Corner Building on Morningside Heights designed by Rafael Moneo

**THIS IS SUPERB ARCHITECTURE: CLEAN, COMPACT AND PERFECTLY CALIBRATED . . . MR. MONEO AIMS TO LIFT US UP, IF ONLY MOMENTARILY, OUT OF OUR INCREASINGLY FRENETIC LIVES—TO SLOW US DOWN AND FORCE US TO LOOK AT THE WORLD AROUND US, AND AT ONE ANOTHER, MORE CLOSELY.**

—*New York Times* architecture critic Nicolai Ouroussoff

millions of full-text scientific articles to examine the spread of scientific ideas over time. Another is using millions of social media posts to study the migration of disease. Still another team of researchers has developed technology that can process speech at a level that allows for identifying the emotions behind words. Many of these innovative thinkers are part of Columbia's Institute for Data Sciences and Engineering, partially supported with funds from former Mayor Michael R. Bloomberg's Applied Sciences NYC "tech campus" competition.

The relevance to the Obama Presidential Library is straightforward: the nation's 44th Presidency is producing an unprecedented volume of electronic records and media. Columbia's comprehensive expertise with big data and interactive digital resources will help President Obama, the Foundation, and the National Archives as, collectively, they consider how to structure a modern Presidential Library with a set of challenges and opportunities born of the digital age and never before confronted to this degree. This specific qualification will be essential for engaging both scholars and the broader public.

### PHYSICAL LIBRARY

Columbia's recent experience is invaluable in understanding what is required to build a 21st-century Presidential Library. For a good part of the past decade, we have been actively engaged in the large-scale development of a new campus in West Harlem, one devoted to respecting and supporting our local community in ways previously unimagined. During that same period, we have been successfully designing and building widely praised University facilities on challenging sites within Columbia's existing northern Manhattan campuses.

Columbia's Northwest Corner Science and Engineering Building, to take one example, uses an innovative cantilever structure designed by Pritzker Prize-winning architect Jose Rafael Moneo to support itself atop Columbia's Levien Gym on our Morningside campus. Wrote *New York Times* architecture critic Nicolai Ouroussoff:

*"This is superb architecture: clean, compact and perfectly calibrated ... This is a building conceived in opposition to our*

*contemporary culture, with its constant visual noise and unforgiving pace. Mr. Moneo aims to lift us, if only momentarily, out of our increasingly frenetic lives—to slow us down and force us to look at the world around us, and at one another, more closely ... It is also, not incidentally, a work of healing."*

There is also the Campbell Sports Center located at the Baker Athletic Complex on the northern edge of Manhattan, designed by Columbians Steven Holl and Chris McVoy. "Holl and McVoy have given Columbia's athletes an athletic structure that moves in various directions at once," said *New York Magazine*. "It charges up the hill, twists toward the playing fields, and embraces the yard with outstretched arms. It's designed for users to move in, through, and around it." The Campbell Sports Center was named 2013's Best New Building in New York by the Municipal Arts Society.

The University has built or renovated ten projects that not only have achieved high marks for architectural distinction, but have also earned LEED status for environmental sustainability. Now the same commitment to world-class excellence in architectural design and urban planning is coming into view in the first buildings on Columbia's new Manhattanville campus, where the Obama Presidential Library would be located. Informing the overall plan for the Manhattanville campus is a determination that development must preserve and, where possible, enhance the integrity of the surrounding neighborhood and the public realm. While it is fundamental that the campus buildings in Manhattanville must relate to one another so as to create a productive, collaborative interdisciplinary environment, they will achieve this in a very different way from the traditional inward-looking, cloistered campus of an earlier era.

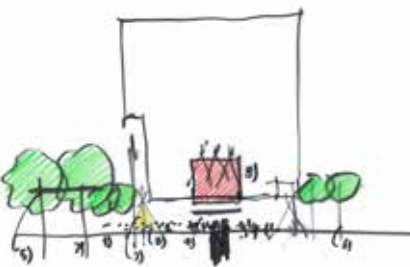
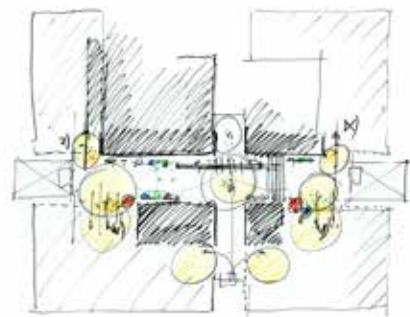


Rendering of Lenfest Center for the Arts, now under construction on the Manhattanville campus and scheduled for completion summer 2016

QUALIFICATION #6:

# EXISTING CAPACITY BORN OF RECENT EXPERIENCE

COLUMBIA UNIVERSITY IS PREPARED TODAY TO CREATE THIS VISION OF THE OBAMA PRESIDENTIAL LIBRARY IN PARTNERSHIP WITH THE BARACK OBAMA FOUNDATION.



Campus sketches by Renzo Piano.

Columbia's development of an environmentally sustainable and publicly accessible center for academic and civic life in Manhattanville is actively under way, giving us, today, all of the experience, knowledge, and physical resources needed to fulfill the Barack Obama Foundation's vision for a Presidential Library.

Columbia has approval to develop property within the Manhattanville campus in accordance with city zoning requirements. The area—from the north side of West 125th Street to West 133rd Street between Broadway and 12th Avenue, plus three properties immediately east of Broadway from West 131st Street to West 134th Street—has been rezoned for mixed-use development that allows for building the Presidential Library. Varying terms apply to the usage of each building site on the campus plan, and we look forward to sharing the site-specific legal and topographical survey as discussion about the presidential library develops in more detail.

The Manhattanville campus will preserve the city street grid and keep it open to both pedestrian and vehicular traffic. New buildings will be set back from the street to allow for widened sidewalks, and they will look and feel open, with transparent glass at street level, public art, and open access to the campus's green spaces. The campus will include street-level retail stores and accessible educational space along Broadway, 125th Street, and 12th Avenue. The master plan for the campus was designed by Columbia with Pritzker Prize-winning architect Renzo Piano in collaboration with Skidmore, Owings & Merrill. Mr. Piano designed the campus's first three buildings, and New York-based firm, Diller, Scofidio, and Renfro, is designing additional academic buildings that will stand at the center of the new campus. Together, these world-class architects have developed a physical and spatial vocabulary that maximizes a sense of community, vitality, and inclusiveness not only for our students and faculty, but also for visitors passing through the



Rendering of publicly accessible open space at center of Manhattanville campus

campus on their way to the Harlem Piers Park on the Hudson River or other nearby destinations. The inclusivity that is a hallmark of the Obama Presidency will be palpable on this new campus.

Columbia's Manhattanville project plan is shaped by our commitment to the energy efficiency of both new and renovated buildings and a strong sensitivity to the environmental consequences of construction. The plan has earned LEED for Neighborhood Development (LEED-ND) Platinum Status, the highest available designation for "green" building, and is the first neighborhood plan in New York City and the first campus plan in the nation to receive this distinction. Rick Fedrizzi, the head of the U.S. Green Building Council, explained the significance of Columbia's achievement: "LEED for Neighborhood Development bridges the gap between buildings and how they are connected. The Manhattanville campus will help usher in a new era of development of smarter, healthier communities across the globe."

Columbia's program for addressing air quality, noise, vibration, and integrated pest control makes use of innovative clean construction techniques that surpass federal, state, and local requirements. We have safely removed asbestos, lead paint, and other volatile materials in vacant, Columbia-owned buildings and have recycled or reused more than 90 percent of the construction debris from the demolition of those buildings. Such efforts have included training non-traditional workers in environmentally sensitive deconstruction and recycling.

The record demonstrates that we are well versed in utilizing best practices in environmentally sustainable construction and design and fully committed to reducing the impact of construction on the environment and the local community.



# FOR AGES TO COME

Columbia University in the City of New York, across its unique diversity of schools, institutes, centers, and programs, has a deeply established yet constantly renewed commitment to engagement in the great issues and ideas of our time. In recent years, we have made a long-term, multi-billion dollar investment in growing together with the city and communities that are our home. As a result, we have already done the challenging work—and garnered the hands-on experience—to provide an ideal and virtually shovel-ready context for a new generation Presidential Library, museum, and policy institute. We have constructed buildings of architectural distinction in a dense and challenging urban environment. We have a campus plan for the 21st century designed by Renzo Piano that is pioneering in both its environmental sustainability and active engagement in urban life.

Columbia is a diverse, dynamic urban research university that stands ready and willing to be a welcoming host and strong intellectual partner for a former President and First Lady whose lives and careers so well reflect our own values of active citizenship and service. As President Bollinger put it to the thousands of Columbians gathered on Low Library steps on January 20, 2009, to watch Barack Obama take the oath of office:

*“Every now and then in life, you get the opportunity to be part of something you can be certain will be remembered for ages to come. Today the entire world, it seems, is convening to witness the inauguration of President Barack Obama. Of all the people in the world who have the best of reasons to celebrate the inauguration of President Obama, none has more than Columbia University. President Obama is an alumnus, a 1983 graduate of Columbia College. It is a pleasure to listen to the new President, whose thoughts and demeanor manifest what this University stands for—the virtue of a life committed to understanding and undaunted by the complexity of life.”*

We look forward to being part of something we are certain will be remembered for ages to come as host and partner of the Barack Obama Presidential Library committed to deep understanding, undaunted by complexity, and dedicated to a better community and city, nation, and world.

Photo credits: Bolívar Arellano, Eileen Barroso, Joseph Chi Lin, Alan S. Orling, Darcy Peterka, Dulce Pinzon, Joe Woolhead



September 11, 2008, thousands of Columbia students gather on Low Library steps to watch live feed of ServiceNation's Presidential Candidates Forum in Lerner Hall.



 COLUMBIA UNIVERSITY  
IN THE CITY OF NEW YORK

*The best things of the moment were outside the rectangle of Columbia; the best things of all human history and thought were inside the rectangle. If only you had the sense, you could spend four years in an unforgettably exciting and improving alternation between two realms of magic. I did. That doubled magic is lasting me a lifetime.*

*—Pulitzer Prize-winning Columbia alumnus Herman Wouk*