SUMA K4185: APPLIED ECONOMICS: INVESTOR ROLES IN CORPORATE SUSTAINABILITY MANAGEMENT

Instructor: Ariane van Buren, PhD

Course overview:

Leveraging and fostering corporations’ commitment to a more sustainable path of business are among the most powerful tools for addressing complex environmental and social problems in a corporate-dominated economy. This course is fundamental for students interested in sustainability management by the corporate sector and in understanding the role of investors in this. The class will provide sustainability managers with the necessary tools, exposure to major players, and experience with legal, financial, and economic data, writings and practical application. Investors are motivating corporations to internalize the economic externalities from their operations and are at the forefront of identifying investment risks such as climate change. Investors’ engagement can become thus a two-way channel, giving to access corporations and, conversely, permitting companies to anticipate and respond to ESG (environmental, social, and governance) sustainability issues. The course examines the evolution, rationale and mechanics of investors engaging with corporations, current areas for engagement, evaluation of effectiveness, and usage across a range of asset classes - in public and private equity, fixed income, selective investment and social ventures. By the end of the course, students will be equipped to assess the impact of investors on corporations’ handling of sustainability issues, from both investor and corporate vantage points. They will be in a position to work on sustainability issues for corporations, corporate lenders, regulators, stock exchanges, pension funds and endowments, as well as non-profit organizations, which address corporations.

Dr. Ariane van Buren led the field of shareowner engagement in environmental sustainability from its inception in the U.S. in 1990. As Senior Advisor to the UN Principles for Responsible Investment, she has consulted with institutional investors internationally. She was Director of Investor Engagement at Ceres, where she worked to build the Investor Network on Climate Risk by recruiting trustees of the largest U.S. public and labor pension funds, meeting at UN Summits representing assets over $22 trillion. She has held positions as Director of Energy and Environment at the Interfaith Center on Corporate Responsibility, UN Centre on Transnational Corporations, World Bank, International Institute of Environment and Development in the UK, and directed the Transnational Institute in the Netherlands. Her doctorate is in development economics and political economy applied to national energy planning.

Course Objectives

This course considers the economic costs and benefits of investors influencing the sustainability management of corporations and thus satisfies the SUMA Program’s economics requirement. It both reflects the financial costs and benefits of sustainability practice and also furthers students’ understanding of what sustainability means from an economic perspective, both in the traditional and broader socioeconomic sense. In addition, it examines the range of financial, economic, and non-monetary rationales for investor interest in corporate sustainability management.

The course also satisfies SUMA’s financial management requirement. By the end of the course, students should be able to:
Assess the impact of investors and investor organizations on corporations’ handling of sustainability issues, and understand how to monitor and manage those issues to reduce a corporation’s resource usage and impact. The course will encourage viewpoint from both investor and corporate perspectives.

Demonstrate a working knowledge of the processes through which sustainability rules, regulations, and practices in investor-corporate interaction are created by government and implemented by investor organizations or corporate departments that deal with investors and sustainability or environmental affairs.

Apply their understanding of basic principles and theories of sustainability management as a frame for strategic planning and the management of people, finances and operations toward the sustainability goals of investor-corporate interaction.

Work collaboratively to develop strategies promoting wide-ranging sustainable solutions and to effectively communicate these plans in a professional environment.

Successful students will then be in a position to work on sustainability issues for any of the institutions that play a part in the investor-corporate continuum - corporations, corporate lenders, regulators, stock exchanges, institutional investors (ranging from public or labor pension funds to university endowments or foundations), as well as non-profit organizations which address corporations. Students should be able to articulate how investors influence corporate sustainability management in each asset class. They should be able to evaluate the effectiveness of shareholder engagement from both investor and corporate standpoints. Prior exposure to investor interaction with corporations, finance or asset management is not prerequisite. Fundamentals will be covered during the course.

**Textbooks and Reading**

No textbook yet covers the ways in which investors influence sustainability issues faced by corporations, or their constant evolution. Readings are therefore drawn from key articles, reports, websites and key conferences where investors and corporations meet. They will either be available on the Internet and/or posted on Courseworks, or they will be distributed in class. Practical examples of investor and corporate treatment of sustainability issues will be illuminated by experts in the range of fields. Readings assigned are to be read prior to each class, as it will be taken for granted that students have that general understanding.

**Resources and Software**

All readings will be listed on Courseworks. Any readings whose text is not available through Courseworks will be placed on reserve at the Business School Library. A basic knowledge of Word, PowerPoint and Excel will be expected for this course.

**Course Requirements and Method of Evaluation**

Regular attendance in lectures is required. Students will be expected to have done the readings for each lecture as specified for each week in the Schedule. Attendance in the tutorial session is optional, but strongly recommended.

Attendance and participation will account for 25 % of the final grade. For participation, students will be required to:
1. Contribute to class discussions. Contributing to class discussions means enhancing the quality of the class experience for yourself and others. It involves making relevant, useful and non-obvious comments, or posing pertinent questions, in clear and succinct language.

2. Be prepared to give concrete answers to impromptu questions on readings for any class. The extent to which students’ observations indicate that they have read the material will factored into their grade.

3. Prior to each week, several students will be asked to post on the Discussion Board their assessment of which readings are the most significant that week and why.

4. Team role-play of dialogue between investors and corporations.

The attendance and participation grade will based on attendance and on a weighted index of numeric grades for each of the four tasks above.

A midterm exam will account for 25% of the final grade. The midterm will consist of 30 multiple choice, true/false and fill-in-the-blank questions, and one essay question, discussing how investors influence corporate sustainability management in a particular asset class. The exam will be evaluated on a scale from 1 to 100. The exam will be open book and open notes. The majority of the points on the exam will be given for correct methods and analysis; correct numbers will only count for a small portion of the points.

Two papers together will account for 50% of the final grade. See Course Schedule for assignment and due date for these papers.

- The first paper (15% of grade), 500 words maximum, will be to write a shareholder resolution on a choice of possible issues. Students will work in pairs, one as the sustainability expert, and one as the investor. They will choose from a provided list of companies and topics.

- The second paper (25% of grade), 5 pp, will evaluate the effectiveness of shareholder engagement in a real-world case. Students will be paired, one writing from an investor and one from a corporate standpoint. After these papers are submitted, students will prepare a PowerPoint presentation (10% of grade), based on their papers.

Best student papers will be selected, to be presented by those students, using PowerPoint, to a panel of experts from institutions that play a part in the investor-corporate continuum - corporations, corporate lenders, regulators, stock exchanges, institutional investors from pension funds to endowments, or non-profit organizations that address corporations. This session and the presentations may be recorded as a webinar.

The final course grade will be compiled from the factors above, using a weighted index of numeric grades that combine the grades for papers, powerpoints, midterm exam, attendance and participation.

Course Schedule and Assigned Readings

This course meets 2 hours each week for 14 weeks, with a mid-term exam.

Week 1. Topic: Introduction to Investor Roles in Corporate Sustainability Management

- Introductions
Overview of objectives and course

Criteria for required reading, skimming, and optional or further reading.

**Lecture:**

- Definition of “sustainability”. Integration of economic, environmental, social and governance (ESG) issues into all business decision-making processes
- Internalizing externalities of corporate operations
- Significance of institutional investors as long-term investors in corporate sustainability management in U.S. and internationally
- History and evolution of investors engaging with corporations
- Different investor paths for social and environmental issues v. corporate governance issues
- Why and how institutional investors interact with corporations, corporate lenders, regulators, stock exchanges, pension funds, endowments, and non-profit organizations addressing corporate behavior: financial materiality or concern over corporate policy as drivers.
- Institutional investors taking the lead in corporate governance, and in redefining climate change as an investment risk
- 2-way channel, allowing investors to access corporations and companies to respond to ESG issues

**Key Referential Context for these fields:**

- Periodicals
- Websites
- Conferences
- Definitions and Terms: corporate governance, asset class, public equity, private equity, fixed income, corporate bonds, commercial paper, infrastructure, real estate, materiality, investment risk.

**Suggested Reading prior to the first class meeting:** ~65pp.

These readings will give prospective students a view of the course and the importance of the topics covered. They will also be assumed to have been read for the midterm.

- “What is ESG,” ESG Manager Portfolio, 2011, 1pp, (ESG definitions)
  [http://www.esgmanagers.com/Sustainable_Investing/What_is_ESG](http://www.esgmanagers.com/Sustainable_Investing/What_is_ESG)

- “Why Environmental Externalities Matter to Institutional Investors”, PRI & UNEP, 2011, 50pp, (“A great deal of this environmental damage is caused by the way we do business..”)


- “Shareholders press Boards on Social Environmental Risks”, Ernst & Young, 2011, 8pp, (Social-Environmental Shareholders proposals)

Optional Background and Further Reading:

- J. Bavaria, “looks ahead”, 2007, (Social Responsible Investing in the next 15 years?)

- K. Gladman, “The 10 Myths about Sustainability Reporting”, The Corporate Library, 2010, 4pp,
  [http://info.thecorporatelibary.com/Portals/30022/docs/unpri_p3_sustainabilityreporting.pdf](http://info.thecorporatelibary.com/Portals/30022/docs/unpri_p3_sustainabilityreporting.pdf)

Week 2. Topic: Essential Background: Corporate Governance

Course assignments and assessment method

Lecture:
- Corporate governance
- Roles of directors and management
- Shareholders vote for Corporate Directors to represent them
- Corporate Governance Issues: Board diversity, Independent directors, Executive compensation.
  ‘Golden parachutes’, ‘Poison pills’
- Board committees
- Interlocking boards

Key Referential Context for this topic:
- The Corporate Library
- Yale Corporate Governance Forum
- Global Proxy Watch

Reading Assignments: ~80pp

- Bebchuk, Weisbach, “The state of Corporate Governance”, 2009, 35pp, (reviews and comments on the state of corporate governance research)

- C. Moscow, “Corporate Governance, the Representative Director Problem”, 2003, 8pp, (a more realistic and nuanced legal approach to the position of a representative director)
  [http://www.honigman.com/files/Publication/373290f2-2ff2-498f-a2be-fcb786f6d380/Presentation/PublicationAttachment/7688914d-81d2-4e38-9720-d809182852b7/imagimgMoscow.pdf](http://www.honigman.com/files/Publication/373290f2-2ff2-498f-a2be-fcb786f6d380/Presentation/PublicationAttachment/7688914d-81d2-4e38-9720-d809182852b7/imagimgMoscow.pdf)

- McNamara, “Typical Types of Board Committees,”
  [http://managementhelp.org/boards/committees.htm](http://managementhelp.org/boards/committees.htm)

- R. Ferlauto, “Protecting Shareholders and Enhancing Public Confidence by Improving Corporate Governance”, 2009, 6pp, (Ferlauto’s testimony)
  [http://banking.senate.gov/public/index.cfm?FuseAction=Files.View&FileStore_id=5fe2d48f-1bb7-4dcb-bd1a-a7fab34efb0f](http://banking.senate.gov/public/index.cfm?FuseAction=Files.View&FileStore_id=5fe2d48f-1bb7-4dcb-bd1a-a7fab34efb0f)

- La Porta, De Silanes, Shleifer, “Investor protection and corporate governance”, 30pp, (investor protection, corporate governance, law)
Optional Background and Further Reading:

- R.J. Jackson, “Will the SEC facilitate shareholder access to the ballot under rule 14a-8”, Columbia Law School, 2012, (EC should make clear that it will apply Rule 14a-8 in a way that will give investors a meaningful opportunity to adopt the proxy access rules that shareholders prefer.)
  http://blogs.law.harvard.edu/corpgov/2012/04/29/will-the-sec-facilitate-shareholder-access-to-the-ballot-under-rule-14a-8/#more-27612

- The corporate library/GMI, “ESG rating”, 2012, 12pp, (evaluate the sustainable investment value of public corporations)

- “Principle for Responsible Investing”, PRI & UNEP, 2011, 6pp, (There is a growing view among institutional investors that environmental, social and corporate governance (ESG) issues can affect the performance of investment portfolios. The Principles for Responsible Investment provide a framework to assist investors in considering these issues)


Week 3. Topic: Investor Rights and Fiduciary Responsibility

Possible Guest Speaker (from among those listed among the panel choices for Week 14).

Lecture:
- Legal rights of investors in the U.S. and internationally
- Securities and Exchange Act (1934) and regulation
- Public equity shareholders or shareowners
- Shareholder proposals SEA Rule 14a-8
- Proxy-voting and guidelines
- Fiduciary responsibility: Duty of care, Duty of prudence
- Key attorneys: Paul Neuhauser, Con Hitchcock, Association of Corporate Secretaries

Reading Assignments: ~70pp

- Stephen Davis, Shareholder Rights Abroad
  http://www.sec.gov/about/laws/sea34.pdf

- Rule 14a-8, SEC, 2001, (Avenues of communication between shareholders and companies through shareholder’s proposals)

- Rule 14a-8, University of Cincinnati, 2009, (More informations about Rule 14a-8)
  http://taft.law.uc.edu/CCL/34ActRls/rule14a-8.html

- Proxy voting, US SIF, 2010, (A tool for shareholders to promote and vote resolutions)
  http://ussif.org/projects/advocacy/proxyvoting.cfm

- “Oversight of Fund Proxy-Voting”, IDC&ICI, 2008, 12pp, (Funds’ responsibilities related to voting proxies)


Optional Background and Further Reading:


**Week 4. Topic: Shareowner Methods of Engagement**

- Assignment of first paper, due Week 6.
- The first paper (500 words max.) will consist of writing a shareholder resolution on a choice of possible issues. Students will work in pairs, one as the sustainability expert, and one as the investor.

**Lecture:**

- Purposes of shareholder resolutions
- Mechanics of how shareowners engage with corporations
  - Shareholder resolutions
  - Prerequisites: $2000 of stock held for over 1 year
  - Filing deadlines 120 days prior to corporate annual meeting of stockholders
  - Strict limitations: 500-word maximum, Resolved clause
- Filer, co-filers
- Annual meeting requirements: Moved by proponent representative, with max 3-min speech
- Seconded by a co-filer representative
- Meeting attendees must be stockholders or carry stockholder proxies
- Key Institutional investor perspective and organizations ICCR, CII, ICGN
- Results of shareowner engagement.
**Reading Assignments: ~50pp**

- “Shareholder Engagements, A promising SRI practice”, Novethic Research, February, 2011, 30pp, skim, *(The concept of engagement, primarily in Europe)*  

- A. Fontinelle, “Ethical investing: Investor Activism and Shareholder advocacy”, *(methods activist investors commonly use)*  

- Goodman, Kron & Little, “The Environmental Fiduciary”, Rose Foundation, 2010, Ch. 4, ~12pp, skim first part, *(Recommendations to Unlock Environmental Value)*  

- GS Sustain, Goldman Sachs, 2007, skim, *(analysis of the sustainability of corporate performance)*  

**Optional Background and Further Reading:**


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**Week 5. Topic: Corporate Response**

**Lecture:**

- SEC challenges
- Grounds for corporate rejection of shareholder proposals: SEA Rule 14(a)8
- ‘Mootness’ and ‘Ordinary Business’
- Simultaneous fighting and negotiating
- Role of lawyers, for corporations, for shareowners
- Role of sustainability experts
- IRRC, ISS, RiskMetrics
- Key Corporate organizations and perspective, Association of Corporate Secretaries, infiltrating CII, ICGN, Association of Corporate Secretaries

**Reading Assignments: ~60pp**


- “Governance Risk Indicators: a New Measure of Governance-Related Risk”, RiskMetrics, 2010, 8pp, *(tool to help investors better assess the level of governance-related risk at portfolio companies)*  

“Corporate response: How sustainability expanded the role of CFO?,” Ernst & Young, 2011, ~7pp, (CFOs are getting involved in the management, measurement and reporting of the companies’ sustainability activities),

http://info.thecorporatelibrary.com/Portals/30022/docs/unpri_tclcalvert_esoversight.pdf

Optional Background and Further Reading:

A. Cramer, “Boards and Sustainability: a Look”, 2012, (how board engagement is likely to evolve)

Examples of current shareholder engagement with corporation,
http://www.triplepundit.com/topic/shareholder-activism/


Week 6. Topic: Sustainability Issues for Shareowners

First paper due.
Possible Guest Speaker: Leslie Lowe, Ex-Director, Energy and Environment Programs, Interfaith Center on Corporate Responsibility

Lecture:
Historical sequence of shareowner sustainability concerns: ICCR, Ceres, South Africa, Diversity, Equal Employment, Indigenous issues
Disclosure
Sustainability reporting
Environmental issues:
  - Climate risk sectors: oil & gas, electric utilities, banking, autos, real estate, big box stores
  - Global warming lobbying
  - Genetically modified food
  - Environmental racism
  - Endorsing Ceres Principles
  - Mountain-top removal
Human rights, Labor rights

Reading Assignments: “60pp

J. Wintergreen, “Climate Change Shareholders Resolutions”, First Environment, 1pp
http://www.firstenvironment.com/html/climate_change_faq_3-sharehold.html

D.Cogan, “Corporate Governance and Climate Change”, CERES, 2008, 40pp, (63 companies examined in this report all face climate- and energy-related challenges through their operations, products and
supply chains)
http://nbis.org/nbisresources/corporate_governance_design/corporate_governance%20climate_change.pdf


- “The Sustainability Roadmap”, CERES, 2010, 75pp, skim,

Disclosure definition from CERES website: http://www.ceres.org/company-network/how-we-work-with-companies/disclosure


Optional Background and Further Reading:

- “SEC Commission Guidance Regarding Disclosure Related to Climate Change”, SEC, Federal Register Vol. 75, 2010, 5pp, (interpretive release to provide guidance to public companies regarding the Commission’s existing disclosure requirements as they apply to climate change matters)


- “Corporate Governance & Climate Change: Making the Connection”, CERES, 2006, ~300pp, skim, (This report is the first comprehensive measurement of how 100 leading global companies are preparing and positioning themselves to face climate change) http://www.naider.com/upload/Ceres.pdf

- Sustainability report example: Seventh Generation

**Week 7.** Mid-Term Examination in Class

**Week 8.** Topic: **Negotiation and Dialogue between Shareowners and Corporations**

- Possible Guest Speaker: Bob Massie/Dan Bakal (see panel choices for Week 14).
- Assignment of second paper (5 pp), due Week 12. Evaluate the effectiveness of shareholder engagement in a real world case. Procedure: Students will be paired, one writing from an investor and one from a corporate standpoint. Once this paper is submitted, students will each prepare a PowerPoint presentation the following week. Best papers will be selected to present to a panel of critics from the fields covered in the course.

**Lecture:**

- Moving from adversarial negotiation to non-adversarial collaboration
- Identifying an internal advocate on each side
- How shareholder resolutions strengthen the hand of sustainability staff inside the corporations
- Ceres Dialogue Orientation

Possible Guest Speaker: Bob Massie, New Economy Institute or Dan Bakal, Ceres Electric Utility Program
Reading Assignments: ~85pp

- Ceres dialogue orientation manual and case studies

Optional and further reading:


Week 9. Topic: Effectiveness of Shareowner Engagement

- Possible Guest Speaker (from among those listed among the panel choices for Week 14).

Lecture:
- Investor perspective
- Corporate perspective
- Most successful shareowner engagements

Possible Guest Speaker: Doug Cogan, RiskMetrics, or Laura Berry, ICCR

Based on previous week’s lecture and reading, the first half the class will role play a shareholder dialogue with a corporation in teams of 4: shareholder, sustainability expert, corporate secretary, director of sustainability.

Reading Assignments: ~80pp

- J. Gifford, “Effective Shareholder Engagement”, University of Sidney, 2011, ~25pp, [This article seeks to determine which factors contribute to shareholder salience in improving the environmental, social and corporate governance (ESG)] http://www.unpri.org/files/articleb.pdf


Optional Background and Further Reading:

**Week 10.  Topic: Nature of Research; or Possible Case Study (TBD)**

**Lecture:**
- Understanding what makes a researchable question.
- Expectations for Masters-level research.  
  (Guest lecture by Peter Marcotullio, Hunter College)
- Case Study on effectiveness of Global Climate Coalition
- What to do in their papers, questions
Second half the class role plays in teams of 4: shareholder, sustainability expert, corporate secretary, director of sustainability.

**Reading Assignments: ~50pp**
- Global Climate Coalition shareholder resolution, and attending IRRC Proxy Report and SEC challenges
- **Optional Background and Further Reading:**
  - Others to be selected from wide array of climate change resolutions
  - Ameren resolution, Electric Utility, GHG and Air emission reduction, 4pp, (Resolution example)
  - AvalonBay communities, Shareholder resolution, Sustainability report request, 2012, 8pp, (Resolution example)
  - Chevron resolution memo, independent board member with environmental expertise, 2012, 6pp, (Resolution example)
Week 11. Topic: Investment Asset Classes

- Possible Guest Speaker Vonda Brunstig, Capital Stewardship Program, SEIU (see panel choices for Week 14).

Lecture:
- Investor engagement in asset classes other than public equity
- Private equity
- Fixed income
- Infrastructure
- Property real estate

Reading Assignments: ~100pp
- “The Responsible Investor’s Guide to Commodities”, PRI & OnValues, 2011, ~26pp, (goal of this work was to improve the understanding of environmental, social and governance (ESG) issues in commodity investments with a view to identifying and promoting best practice in this area) http://www.unpri.org/publications/commodities_2011.pdf

Week 12. Topic: Spectrum of Other Investor Roles

- Second paper due.
- Possible Guest Speaker: Donna Katzin, Shared Interest, formerly directed ICCR’s South Africa divestment campaign (see panel for Week 14).

Lecture:
- Selective investment, ethical investing, responsible investing
- Rating corporations ESG performance
- Return on socially responsible investments
- Divestment:
- Community Investment

Reading Assignments: ~55pp


“A climate for a change”, Mercer Consulting & Carbon Trust, 2005, ~35pp

Ethical Investing: chapter 13, shareholder activism? (a little old)

Optional Background and Further Reading:


Almanac: Evaluating the cost of Socially Responsible Investing. Chapter 28

Almanac: Fiduciary duty and institutional shareholder activism chapter 6 and 7.

Week 13. Topic: Social Business and Ventures

Possible Guest Speaker: Jan Morgan, CSR Wire (see panel choices for Week 14).

Lecture:

Reading Assignments:


Week 14. Topic: Selected Student Presentations to a Panel of Critics
Opportunity for students to exhibit their work to practicing professionals, as sources of ideas, and avenues to future internships or employment. The class would be extendable, if needed, and include refreshments. Presenting: 4 teams of 2 people, each for 5 mins, with 5 mins Q&A.

Panel of Guest Critics selected from among:

- Beth Young, The Corporate Library and Visiting Lecturer, Harvard Law School
- Vonda Brunstig, Capital Stewardship Program, SEIU
- Mike Garland, Director, Corporate Governance, NYC Comptroller’s Office
- Laura Berry, Executive Director, Interfaith Center on Corporate Responsibility (ICCR)
- Leslie Lowe, formerly Director of Energy & Environment Programs, ICCR
- Ken Sylvester, Ex-Assistant NYC Comptroller for Policy
- John Wilson, Director of Corporate Governance, TIAA-CREF
- Julie Tanner, Director of Sustainability, Christian Brothers Investment Service
- Tim Smith, Senior VP, Walden Asset Management
- Ingrid Dyott, Director of Socially Responsible Investment, Neuberger Berman
- Laura Campos, Nathan Cummings Foundation
- Steve Lydenberg, Domini Social Investments, and Director, Responsible Investment Institute, Harvard Kennedy School
- Donna Katzin, Executive Director, Shared Interest
- Doug Cogan, RiskMetrics, originally IRRC
- Bob Massie, President, New Economy Institute
- Dan Bakal, Director, Electric Utility Programs, Ceres
- Jan Morgan, COO, CSRWire
APPENDIX A

Student Information Page

SUMA K-TBD INVESTORS IN CORPORATE SUSTAINABILITY MANAGEMENT

Please complete this information page and return it to me at the next class meeting. I will use this information to plan the semester, to get to know you, and to contact you by email or phone if the need arises. I will not share this information with anyone without your consent.

Name_______________________________ Student ID# __________________

Contact me by phone at: Home:___________________
Work:___________________
Other:___________________

My UNI email address: _________________________
Backup email address: __________________________

Indicate the semester and year in which you completed these course prerequisites:
[Insert course name and number]: ________________
[Insert course name and number]: ________________

Identify the degree program or certificate program you are in:

Explain why you are you taking this course and how it fits into your degree or certificate program.

What are your expectations for the course?

Briefly describe related experiences or courses that are relevant to this course:

If you require special accommodations, please indicate that below and be sure to discuss them with me soon.
APPENDIX B

Accessibility Statement

Columbia is committed to providing equal access to qualified students with documented disabilities. A student’s disability status and reasonable accommodations are individually determined based upon disability documentation and related information gathered through the intake process.

For more information regarding this service, please visit the University's Health Services website: http://health.columbia.edu/services/ods/support