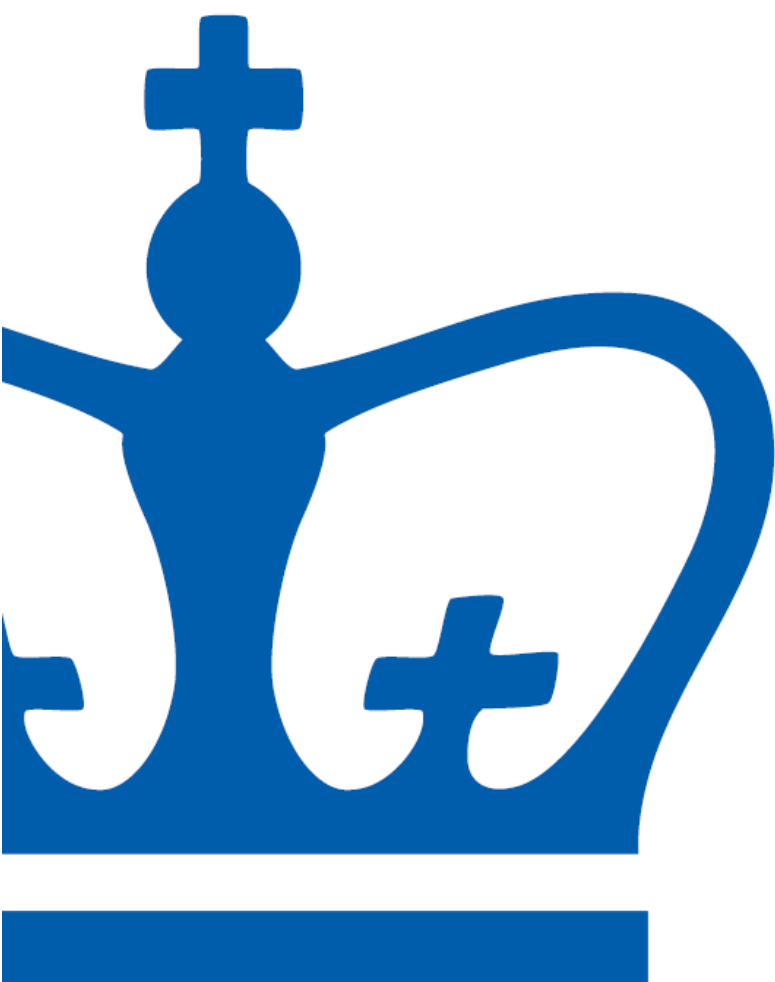


University Senate Plenary

March 8, 2019



University Senate

Proposed: March 8, 2019

Adopted: March 8, 2019

University Senate Plenary
Friday, March 8, 2019 at 1:15 p.m.

103 Jerome Greene Hall

AGENDA

1. Adoption of the agenda
2. Adoption of the minutes of February 8, 2019
3. President's report
4. Executive Committee chair's report
5. Committee reports:
 - a. Update on the Board on Town Halls (External Relations and Research Policy Committee)
 - b. Update on Achieving women's equity in academic medicine: challenging the standards (Commission on the Status of Women)
6. Other reports:
 - a. Annual Report of the Advisory Committee on Socially Responsible Investing (Professor Merritt B. Fox, Chair)

MEETING OF FEBRUARY 8, 2019

Standing in for President Lee Bollinger, Executive Committee Chair Sharyn O'Halloran (Ten., SIPA) called the Senate to order shortly after 1:15 p.m. in Davis Auditorium, in the Schapiro Engineering Building (CEPSR). Sixty-eight of 104 senators were present during the meeting.

Minutes and agenda. The agenda and the minutes of December 8, 2018 were adopted as proposed.

Executive Committee chair's remarks. Sen. O'Halloran said the president was traveling and had sent his regrets. Provost Coatsworth was prepared to answer questions.

Sen. David Cheng (Stu., Social Work), noting recent progress on the policy on sexual and romantic relationships between faculty (or staff) and undergraduate students, asked if there was a timeline for the Office of General Counsel to develop a related policy for graduate students.

Sen. O'Halloran noted that the OGC is drafting a policy, but that the timeline depends upon the new city and state legislation on sexual harassment that is now coming into effect. She said that would be the likely answer from OGC.

The provost said he was not in charge of the process of making sure that Columbia's rules conform to federal, state, and local laws. But he expected to have a draft policy sometime this semester.

Sen. O'Halloran referred inquiries to EVP for University Life Suzanne Goldberg, as well as OGC.

New business.

Report from Sen. Zoha Qamar (Stu., SEAS): Sanitary Items at Columbia: History and Proposal. Referring to [slides](#) that were projected on a screen, Sen. Qamar reviewed an ultimately successful three-year effort by undergraduate students to institute a policy to provide free pads and tampons in bathrooms on the Morningside campus. She was accompanied by two Columbia College students, Columbia College Student Council member Aja Johnson and Sen. Danielle Resheff, who had also worked on this project.

Sen. O'Halloran praised the work of Sen. Qamar and fellow students, and thanked EVP for Facilities David Greenberg and Vice President for Campus Services Scott Wright for their support of the project.

Sen. Andrew Marks (Ten., P&S) asked if the new policy would extend to the medical campus. Sen. Qamar said the goal was to roll out the new policy to as much of the University as possible.

Sen. Marks asked if the students had requested funds from the Medical School.

Sen. Qamar said she would be happy to work with Sen. Jacqueline de Vegvar (Stu., P&S) on this effort.

Sen. Suzanne Goldberg and Sen. de Vegvar congratulated the students on their work. There was applause.

Other business.

Nominations for honorary degrees. Sen. Debra Wolgemuth (Ten., P&S), chair of the Honors and Prizes Committee, appealed to the Senate to respond to a forthcoming annual request from University Secretary Jerome Davis for nominations for honorary degrees. She reminded senators that any member of the University community—including alumni—can make such nominations. She listed the categories of the honorary degrees: the Medal of Excellence, for a graduate under the age of 45; an award for an emeritus professor, and awards in the arts, public life and government, the humanities, and the natural and applied sciences. She said any member of the Senate staff would be happy to help with the nomination process. She said the 15-member Honors and Prizes Committee reviews these nominations, and makes recommendations to the president of the University.

There being no further business, Sen. O'Halloran adjourned the meeting shortly before 1:40 p.m.

Respectfully submitted,

Tom Mathewson, Senate staff

**A FRAMEWORK FOR TOWN HALL MEETINGS
AT COLUMBIA UNIVERSITY**

In compliance with the University Senate's resolution, adopted unanimously on March 30, 2018.

1. The purpose of the town halls is to provide a University forum for the discussion of controversial outside speakers' presentations, that have raised controversy in the Columbia community.
2. Such events would be called and directed by a Board on Town Halls (BoTH).
3. BoTH consists of seven members: three students (to include both graduate and undergraduate students), one tenured faculty member, one nontenured faculty member or research officer, one alumnus, and one administrator. There shall be two alternate members (one student and one faculty member) to take the seats of, respectively, a student or non-student member who cannot attend a meeting. Members are appointed by the External Relations Committee, or a subcommittee thereof, for two-year terms. They need not be University Senators. (See appended list of current members.)
4. BoTH will create its own procedures, subject to several principles:
 - a. Town halls are exceptional events and should be conducted only where an existing controversy warrants a University-wide meeting. Its purpose should not be to merely generate attention to issues or causes. BoTH anticipates no more than two or three town halls in the course of any given academic year.
 - b. Town halls should reflect the University's values of civility in discourse, balance in perspectives, diversity in participation, and respect for knowledge.
 - c. Any member of a recognized group on campus, or any individual member of the Columbia community who can collect at least 20 signatures for such a request, can petition BoTH to call a town hall.
 - d. Presumptively, only members of the Columbia community may attend. Peaceful expression shall be protected but not disruptions.
 - e. The program for town halls will be set by BoTH and conducted in a timely fashion.
5. BoTH will report to the University Senate and its functioning will be reviewed every two years by the External Relations Committee of the University Senate.
6. The logistics of town hall events will be organized with the active support of the Office of University Life. A modest budgetary support will be provided by the

University, as agreed by the University President. It is anticipated that each town hall will cost approximately \$3,500 to produce, similar to the cost of a single Senate plenary.

Here is the full list of members, including their affiliation and constituency:

MEMBER	AFFILIATION	CONSTITUENCY
Megan Mroczkowski, Chair	P&S	Nontenured faculty or research officer
Matthew L. Jones	A&S	Tenured faculty
Dennis Mitchell	Administration/School of Dental Medicine	Administration
James Piacentini	Architecture	Graduate student
Joshua Schenk	CC	Undergraduate student
Maria Fernanda Avila Ruiz	SIPA	Graduate student
Catherine Michaelson	Barnard, Business School, SIPA	Alumna
Musa al-Gharbi	GSAS	Student (Alternate)
Lori Damrosch	Law	Faculty (Alternate)

Member biographies:

Megan Mroczkowski

University Senator; Vice Chair, External Relations Committee

Megan Mroczkowski, M.D., is assistant professor of psychiatry at CUMC and program medical director of the Pediatric Psychiatry Emergency Service at the Morgan Stanley Children’s Hospital of New York-Presbyterian. She serves on the External Relations and Research Policy Committee. Her research includes studies of mental health in juvenile justice and emergency psychiatric care for suicidal adolescents. She received her B.S. from the University of Michigan and her M.D. from the Michigan State University College of Human Medicine.

Matthew L. Jones

University Senator; co-chair, IT Committee; member, Budget Review Committee and Benefits Subcommittee; member, SPS Subcommittee

Matthew Jones is a Professor of Contemporary Civilization and History. On the Senate, he serves on the Budget Review Committee, the Information and Communications Technology Committee, and the Benefits Subcommittee. Sen. Jones received his B.A. and Ph.D. from Harvard University. He was a Guggenheim Fellow for 2012-13, and a Mellon New Directions fellow for 2012-15. His publications include “Querying the Archive: Data Mining from Apriori to Page Rank,” in L. Daston, ed. *Archives of the Sciences* (Chicago, 2016); *Reckoning with Matter: Calculating Machines, Improvement, and Thinking about Thinking from Pascal to Babbage* (Chicago, 2016).

Dennis Mitchell

Vice Provost for Faculty Diversity and Inclusion; Professor of Dental Medicine (Community Health and Periodontics) at the Columbia University Medical Center; Senior Associate Dean for Diversity, College of Dental Medicine (non-senator).

Dr. Mitchell serves on the Senate Commission on Diversity. He previously served as director of the Harlem component of the Community DentCare Network for Columbia, and as director of research and community dentistry at the Harlem Hospital Center. He earned a B.S. at Cornell, a D.D.S. from Howard University, and an M.P.H. from Columbia.

James Piacentini

**University Senator; Vice Chair, Student Affairs Committee, University Senate
Former member, Senate External Relations Committee**

Currently pursuing dual master’s degrees in architecture (M.Arch.) and Urban Planning (Ms.UP) at Columbia University’s Graduate School of Architecture, Planning, and Preservation in New York City. He recently completed a Fulbright Scholarship funded research project at La Sapienza University in Rome, Italy, focused on urban planning and development. He also has professional experience in architectural design, real estate development, and as an online copywriter.

Joshua Schenk

Columbia College student

Recent co-chair, Student Affairs Committee of the University Senate

Josh Schenk was born and raised in Los Angeles. He is a senior majoring in political science and focusing on electoral politics. Throughout his three years at Columbia, Josh has been active in student government as president of his class, a University Senator for Columbia College, and co-chair of the Student Affairs Committee. Josh has interned for the United States Senate, Hillary Clinton’s presidential campaign and personal office, and Let America Vote. Last summer, he was an intern at the ACLU in Southern California.

Maria Fernanda Avila Ruiz
Student university senator for SIPA

Maria Fernanda Avila Ruiz is a public policy analyst focused on P-12 education and sustainable development policies. She has a B.A. in political science and a B.A. in economics, both from Universidad de los Andes, Colombia. She has worked in the Colombian public and private sector and has volunteered in several NGOs and political campaigns both in her home country and abroad.

Catherine Michaelson
Alumna
President, Michaelson Associates LLC

Catherine S. Michaelson holds three degrees from Columbia: a B.A from Barnard College in Oriental Studies, an M.I.A. in East Asian Studies from the School of International and Public Affairs, where she was an International Fellow and an editor of the Journal of International Affairs, and an M.B.A. from the Columbia Business School. She has been very active in alumni affairs for over thirty years, primarily for Columbia Business School. In 1995, Columbia University honored her with a Medal for Distinguished Service to Education. In her professional life, she has been president of Michaelson Associates LLC, a legal search firm doing primarily partner and senior placements since 1982. For the last sixteen years, she has also counselled the 2Ls at Harvard Law School.

Alternates:

Musa al-Gharbi, Graduate School of Arts and Sciences, Department of Sociology. Also a columnist on academic issues.

Lori Damrosch, Law School. Hamilton Fish Professor of International Law and Diplomacy.

**RESOLUTION IN SUPPORT OF FREEDOM OF EXPRESSION
ON CAMPUS**

WHEREAS, we, as representatives of the University community, are concerned about the strengthening forces outside and inside the University advocating restrictions on freedom of expression; we seek to protect and strengthen the University's reputation for addressing divisive issues in a principled way, in an environment that nurtures research and intellectual discourse; and we support the principles that enable the University to achieve its full purpose — the freedom to think, teach, listen, speak, speak out, learn, and prepare for global citizenship; and

WHEREAS, we respect and protect the need of all persons, including members of minority and historically marginalized groups, holders of unpopular viewpoints, and those subject to social injustice, to speak, hear, and be heard; and we recognize the importance of civility, diversity, sensitivity, and physical and psychological safety, as well as respectful listening; and

WHEREAS, rights of expression on campus extend to members of the University community and to their invited guest speakers; the occurrence of non-official communication on campus by any individual or group does not imply an endorsement by the University and its community; and the University may always set greater protections for free expression than those prevailing outside; and

WHEREAS, the historical trend of expanding rights of expression beyond governmental units to other societal realms has only partly reached private universities, and in consequence these rights are open to ad-hoc interpretations and applications; we therefore seek to establish principles based not on a particular divisive incident but on a wider consideration of the character of our institution; these principles must guide rules for University life as well as their application in specific cases, and they establish a reference standard for balancing conflicting rights with each other, and with other compelling countervailing concerns; and

WHEREAS, we affirm our commitment to the Affirmative Statement regarding expressive activity in the preamble to the Rules of University Conduct, Section 440, and to the February 2, 2018 Resolution Concerning the Principle of Academic Freedom, which the Senate adopted to govern venues of teaching and learning, and which we now augment by addressing issues of freedom of expression in other University activities and venues; and

WHEREAS, the mission of the University includes its role as a forum to debate questions of concern to the whole university, including the nature of freedom of expression itself; and it is therefore our responsibility to establish a mechanism to discuss such issues publicly,

NOW, THEREFORE, we affirm that the First Amendment principles protecting and interpreting (as well as limiting) the rights of speech, assembly, and protest that govern the public sphere and public universities also apply, presumptively, in this University to similar activities; and

BE IT FURTHER RESOLVED that, to foster vigorous discussions on issues of concern to the University community, including controversial topics, individuals, and events, the University Senate create and appoint a steering committee, composed of its major constituencies, with a substantial representation of students, and with the recommended administrative and financial support of the University, to organize town hall meetings to debate issues of special importance; and that such steering committee consider proposals for such meetings from campus groups, including those aggrieved by the inclusion or exclusion of a public speaker or event.

Proponents:

External Relations and Research Policy Committee
Student Affairs Committee

Achieving women's equity in academic medicine: challenging the standards

Despite extensive work for decades to improve gender equity in academic medicine, women continue to lag behind men in the number of tenure and leadership positions. This status quo hampers access of women faculty to the power and decision-making authority necessary to effect change.

By the 1990s, women accounted for 40% of US medical school enrolment. However, these enrolment increases did not address inequities in the recruitment and advancement of women into faculty ranks. As this *Lancet* theme issue attests, these inequities are well documented, and progress has been inadequate. In 2004, Columbia University Irving Medical Center (CUIMC) commissioned a taskforce to identify and study issues that women faculty face in its medical college, the Columbia University Vagelos College of Physicians and Surgeons (P&S), and to make recommendations to

the Dean of the Faculties of Medicine and Health Sciences to improve equity. This taskforce identified a need for transparency and prioritised monitoring progress of women faculty through the ranks. Several taskforce suggestions were implemented, including work-life and parental leave policies, provisions to stop the promotion clock and to improve and increase childcare resources, and on-site lactation rooms. Faculty career tracks were also modified to allow greater flexibility between research, teaching, and clinical care. A range of faculty professional development offerings was implemented, with targeted interventions at crucial career points.

The Columbia University Senate Commission on the Status of Women (a permanent commission of the Columbia University Senate Executive Committee) was charged with inquiring into the status, equity, and opportunities available to women at all levels at Columbia University. The Commission sought the assistance of the Office of the Vice Provost for Faculty Affairs, who provided aggregated data on the counts of faculty with full-time

salariated appointments within P&S. Data on gender and faculty appointment type were drawn from the centralised Human Resources database and reviewed line by line for accuracy. Additionally, the Commission collated data on leadership: department chairs, divisional chiefs, and centre directors (only centres recognised by the university trustees were included in these analyses). Once collated, these data were submitted to the Office of the Provost for review and confirmation of accuracy. The Commission analysed these annual cross-sectional data on faculty positions by gender for the period between 2007 and 2017, to examine the progress (detailed methodology and data analysis is provided in the appendix).

The findings are shown in the figure (full results are provided in the appendix). Women accounted for 46% of total P&S faculty in 2017, an increase from 40% in 2008. However, these strategies did not result in substantial increases in the number of women faculty in tenured or leadership positions, with women accounting for only 18% of tenured positions, a percentage essentially unchanged over the 10-year period. The overall increase in women faculty over this 10-year period was isolated to the hiring of women to non-tenure track positions. In fact, the percentage of men faculty who are tenured or in a tenure-track position remained stable at 28%, whereas, unfortunately, the comparable percentage of women faculty who are tenured or in a tenure-track position decreased from 16% to 12%. In summary, more than four in five women faculty do not have the job security of tenure or the institutional investment and support that comes with the tenure track.

Regarding CUIMC leadership, only three (11%) of 27 P&S departments and only two (13%) of 15 centres are led by women, which is less than the national average of 18%.¹ Leadership equity was present in two



For more on the #LancetWomen initiative see <https://www.thelancet.com/lancet-women>

See Online for appendix

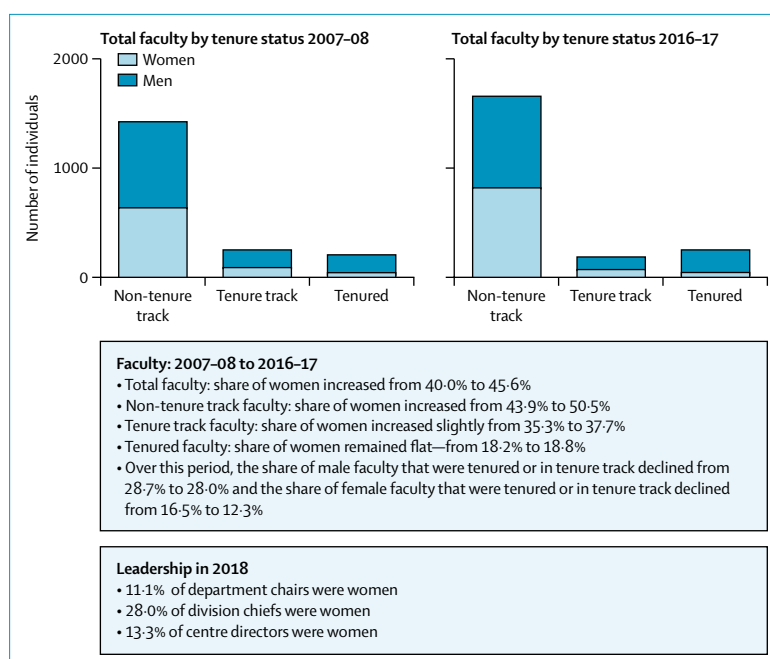


Figure: Total faculty by tenure status

Submissions should be made via our electronic submission system at <http://ees.elsevier.com/thelancet/>

departments: in paediatrics, with women in 47% of division chief roles, and in obstetrics and gynaecology, with women in 50% of division chief roles. By contrast, only 14% of division chiefs in the Department of Medicine, the largest department in CUIMC, are women. The national average for women divisional chiefs is 24% by institution.² Weighed against the starting proportion of 40% female residents, it is clear that women are not achieving equity in leadership. Association of American Medical Colleges peer institution data suggest that the problem of women's under-representation is widespread and not limited to CUIMC.² As a result of their status at CUIMC, the power of women faculty is less than that of their male counterparts, who continue to hold most leadership positions. This absence of women in leadership positions perpetuates inequity and is detrimental to trainees who continue to lack role models. Crucial interventions are required to increase the representation of women in leadership. Present interventions, aimed at individual professional development, are not sufficient to deliver the needed change. Faculty development programmes should actively engage and motivate leaders to ensure gender equity, and these initiatives should be further institutionalised and based on the evidence regarding what has and what has not worked towards this end.

A major factor contributing to these inequities is implicit bias, and managing its effects requires an institutional commitment to the development of specific strategies. It is essential to improve the professional development of women faculty and to implement institutional change that supports the environment for, and the advancement of, all historically underrepresented groups. All institutional leaders and search committees should complete implicit bias training to ensure a more inclusive leadership.

Transparent hiring processes should be adopted, institutionalising best practices in hiring for all leadership searches to proactively attract and hire diverse candidates. Furthermore, leadership term limits should be implemented to increase opportunities for others. Departmental progress should be measurable and transparent, with leadership held accountable in annual departmental and institutional reports. Transparency is fundamental to achieve equity for underrepresented groups. Recommendations to promote transparency include issuing an annual equity report card by department, publishable on their website, and requiring each department to list all committees and members, with terms of appointments. These, along with transparency in the selection process for positions of leadership, are strongly recommended to improve equity.

As evidenced by the broad range of efforts made in the past decade to increase the number of women trainees and faculty members, it is evident that CUIMC is committed to gender equity and diversity in academic medicine. However, regarding leadership, the institution has not yet reached its goal. Research has shown that diverse groups substantially outperform homogenous groups; CUIMC only stands to gain by diversifying its leadership. Furthermore, if the demographic composition of academic medicine does not keep pace with the demographic composition of the US population, we risk a reduced talent pool, which would hinder the long-term growth and progress of academic medicine. Achievement of equity for women and minorities in academic medicine requires a new wave of innovative interventions that challenge the current standard efforts, while also addressing implicit biases on a systemic level. To ensure that women achieve positions of leadership and ultimately shape policy will require institutions to take bold initiatives, with the intention of being the leaders in achieving equity for women.

We declare no competing interests.

**Jeanine D'Armiento, Susan S Witte, Kuheli Dutt, Melanie Wall, Geraldine McAllister, on behalf of the Columbia University Senate Commission on the Status of Women*
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- 1 Association of American Medical Colleges. Department chairs by department, sex, and race/ethnicity. Dec 31, 2017. <https://www.aamc.org/download/486590/data/supplementaltablec.pdf> (accessed Oct 12, 2018).
- 2 Association of American Medical Colleges. 2013 benchmarking—permanent division/section chiefs and department chairs. 2012. https://www.aamc.org/download/411802/data/2014_table9a.pdf (accessed Feb 1, 2018).