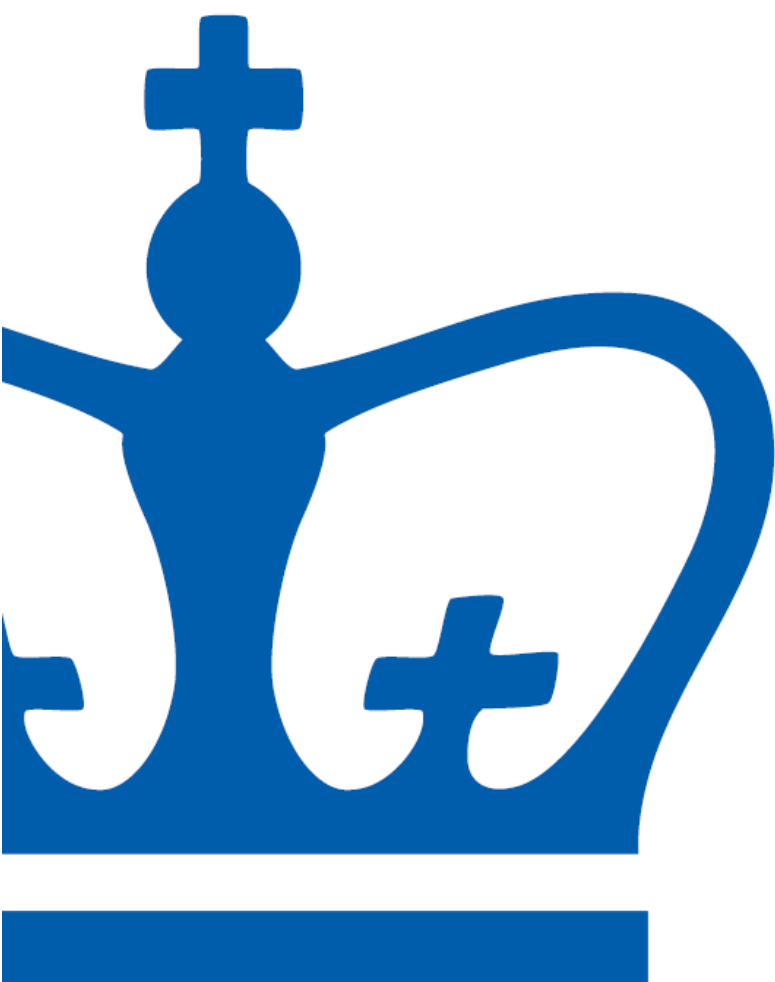


# University Senate Plenary

May 3, 2019



University Senate

Proposed: May 3, 2019

Adopted: May 3, 2019

University Senate Plenary  
Friday, May 3, 2019 at 1:15 p.m.

104 Jerome Greene Hall

AGENDA

1. Adoption of the agenda
2. Adoption of the minutes of April 5, 2019
3. President's report
4. Executive Committee chair's report:
5. Resolutions:
  - a. Resolution to Honor John H. Coatsworth for His Service as Provost
  - b. Resolution Concerning Summer Powers
6. Committee reports:
  - a. Report on the Advancement of Women Faculty at the School of Law:  
Commission on the Status of Women
  - b. Annual Report of the Education Committee
  - c. Annual Report of the External Relations and Research Policy Committee
  - d. Annual Report of the Commission on Diversity
  - e. Annual Report of the Student Affairs Committee
7. Other reports:
  - a. Report on NROTC at Columbia: Professor Jeffrey Kysar, Faculty Advisor to  
NROTC

### MEETING OF APRIL 5, 2019

In the absence of President Lee Bollinger, Executive Committee chair Sharyn O'Halloran (Ten., SIPA) called the Senate to order shortly after 1:15 p.m. in the 7<sup>th</sup> floor conference room of the Nursing School, 560 West 168<sup>th</sup> Street, at CUIMC. Fifty-four of 104 senators were present during the meeting.

**Minutes and agenda.** The agenda was adopted with one abstention. The minutes of March 8 were adopted as proposed.

**President's remarks.** In the absence of the president, as well as the provost, Sen. O'Halloran made brief remarks. She said everything was going extremely well for the Senate. She said faculty and student quality-of-life surveys would be repeated in the coming year.

Sen. Andrew Hsu (Stu., GSAS/Pure Sciences) noted that Provost John Coatsworth is stepping down. Sen. Hsu asked who is on the search committee for the next provost, and whether he could serve on it.

Sen. O'Halloran advised Sen. Hsu to contact the president's office about the search committee. She said the Senate Executive Committee is consulted by the president on provostial appointments.

#### **New business.**

[Resolution to Create or Revise By-laws for All Academic Units \(Faculty Affairs\)](#). After remarks by Sen. O'Halloran, Faculty Affairs Committee co-chair Letty Moss-Salentijn (Ten., CDM) introduced the resolution. She said FAC finds that many of the grievances it encounters have something to do with deficiencies in by-laws.

She said a FAC subcommittee started to collect by-laws from around the University but struggled to make headway. She had asked the subcommittee to present the resolution.

Subcommittee member Nicole Wallack (NT, A&S/Humanities) said people assume that their units all have by-laws. Often by-laws do exist but no one has read them, or people have read them but not updated them, or they're completely out of sync with unit customs, or all of the unit's procedures are based on lore or custom, without codified rules. She said the purpose of the present resolution is to increase the amount of transparency within the units, across the units, and with other Columbia constituencies, including students.

Sen. Wallack said the committee considers this a matter of some urgency. The time is right because a similar effort is under way in the Arts and Sciences, which is requiring all schools, departments, centers, and institutes to have by-laws on the books by the end of the present

academic year. She said that in another role, she was co-chair of an A&S lecturers' committee, which strove to understand the status of non-tenure-eligible faculty on renewable contracts in various departments. When that group asked about by-laws, the answers were often unclear.

Sen. Wallack concluded that everyone seemed to agree that by-laws are a good thing to have, so FAC was asking to put this resolution to a swift vote to get this process underway and develop a quick timeline for delivery, because if this turns into another years-long effort, units will likely revert to custom, which could lead to institutional and governmental stagnation.

Sen. Hsu asked how the resolution would be enforced. Would units be compelled to produce by-laws?

Sen. Wallack doubted that anyone could be compelled to do anything in particular. She said part of the point of this effort is just to make by-laws visible. She did not have a shaming protocol in mind, but also thought it was important to make it known which units have decided not to produce public by-laws.

Sen. O'Halloran said the provost has collected by-laws from a number of units, and in a short time all A&S units will have them. If some unit failed to update by-laws, she would be prepared to mention that the unit had not complied, though she would prefer not to. But her sense was that notice of that sort would come from Faculty Affairs. She thought there were better ways than shaming to secure compliance, but she thought units would be enforcing these guidelines, which are required by the Provost.

Sen. David Bickers (Ten., P&S) called for developing a shared template that could serve as a blueprint, particularly because of the heterogeneity of the University's organizations. Without such a template, he said, the project could be chaotic. He suggested that leaders of this effort should assemble a small group of people well versed in organizational structures to think about this challenge, and make it possible to have worthwhile, consistent results.

Sen. Moss-Salentjin said both of these first two comments raised important questions for FAC to address. In fact, FAC planned to follow up on the present resolution with just what Sen. Bickers was requesting—some idea of what by-laws should include.

To the earlier question, she replied that FAC was not willing to shame units, but it could profusely thank those who have submitted by-laws, and look forward to receiving the rest. She said she would be happy to do that at every plenary.

Sen. Richard Smiley (Ten., P&S) said he had been shocked by the lack of by-laws in some grievance investigations he had participated in for Faculty Affairs. He wholeheartedly supported the resolution, and also understood why it was presented in general, preliminary terms—to enable people to start the search for by-laws early, perhaps over the summer. He had two questions:

- 1) Who takes responsibility for collecting these by-laws? Is it Faculty Affairs or some other committee?

2) Who will take charge of creating a template for by-laws? Will this require a second resolution? He said someone should take on this assignment.

Sen. Moss-Salentjin said FAC planned at first to provide a second resolution with the very elements that senators were asking for. But the committee found that the A&S template included most of the key ingredients. So FAC would be asking for something like a parallel document. She said by-laws are generally understood to be supplied to the Provost's Office. FAC would ask to receive this information, to post on a Senate web site that everyone could consult.

Sen. Mike Ford (Stu., GSAS/Humanities) asked what the resolution meant by calling for by-laws revisions "at regular intervals." That could mean enormous regular intervals. Could it call for *frequent* regular intervals?

Sen. Moss-Salentjin took the point, but added that FAC did not want to put too much pressure on units. Sometimes an inspection may show that by-laws working, and changes are not needed.

She said the committee at first thought of an interval of five or ten years between by-laws reviews. If by-laws seem adequate after five years, perhaps that interval could be extended to 10 years. Another useful provision would be to date any set of by-laws posted on the web site.

Sen. Wallack explained that the committee at first sought a resolution that directly addressed the content of by-laws. But it realized that it needed a more fundamental agreement—that such documents should exist. So a list of the types of procedures to be included in a set of by-laws will be part of a second resolution, to be presented in the fall. In the meantime she would be content with a quick Senate vote.

Sen. Susan Bernofsky (Ten., Arts) said there is now debate in her School about whether the process of revising by-laws should include deans or be entirely driven by faculty. She asked if FAC had any recommendations for resolving this disagreement.

Sen. Wallack said FAC could imagine offering advice on that kind of issue *after* there was agreement to have by-laws. She said that if the Senate were prepared to agree in that way, then the committee would take up queries like Sen. Bernofsky's as it worked on a template document. She anticipated many variances based on particular governance structures and types of leaders, and said FAC would be open to helping any unit in establish its by-laws.

Sen. O'Halloran said the School of the Arts now has a set of by-laws, including a provision for ratification by faculty. The procedural part is how their particular ratification process works.

Senate vote. Sen. Moss-Salentjin asked for a vote on the resolution. Sen. O'Halloran asked for and received a motion and a second to call the question. The Senate then voted in favor of the resolution, without dissent, but with one abstention.

[Resolution to Approve an Advanced Certificate Program for Pediatric Acute Care Nurse Practitioners \(Education\).](#) Sen. O'Halloran said the Senate doesn't usually consider certificates,

but Nursing School certificate programs require New York State approval, so Senate approval is necessary.

Sen. James Applegate (Ten., A&S/Pure Sciences, and co-chair of Education), said he and Sen. Michael Sutton (Stu., SEAS/Grad), a Ph.D. candidate in biomedical engineering, evaluated the proposal. The proposed certificate program requires 20-24 points, about two-thirds of the requirement for a master's degree, and it is a requirement for one of the pediatric specialties in the Doctor of Nursing Practice program.

Sen. Sutton said more children in the U.S. are now living longer with complex, chronic illnesses that in the past, and this means an increased need for practitioners who can take care of these children in both acute and primary care settings. This specialty was developed largely by Acting Dean of Nursing Judy Honig.

The original plan was to develop a track for this specialty in the Nursing School. But New York State does not allow tracks in nursing programs, so the decision was made to pursue an advanced certificate instead. It requires ten courses totaling 25 points, which exceeds both Columbia and New York State requirements. Six of the ten courses in the proposed program are new and there are faculty ready to teach them. The program includes 500 hours of clinical work, which is a requirement of the state certification board. Sen. Sutton said the program would require only four to six additional courses during the last couple of semesters.

Sen. Mary Munding (Ten., Nursing) said the proposed program does three things for Nursing faculty and students. It reestablishes an acute care curriculum in pediatric care. With the support courses already in place, the 25 clinical credits in the certificate program would enable a student to become an acute care nurse practitioner in pediatrics. A second benefit is that the program would allow existing nurse practitioners to meet the market demand and add the acute care credential to the primary care credential they may already have. Acute care is probably the largest market now in pediatric nursing. The third benefit of the new certificate is that it enables the Doctor of Nursing Practice program to fulfill another portion of its founding mission to train nurses to care for patients across settings.

Senate vote. Sen. O'Halloran asked for and received a motion and a second to move to a vote. The Senate then voted unanimously to approve the resolution.

### **Committee reports.**

*Campus Planning and Physical Development.* Committee chair John Donaldson (Ten., Bus.) introduced the report. He said the committee became aware in the spring of 2018 of dissatisfaction among researchers with the facilities in some of the main buildings at the Medical Center. The committee began an investigation and asked for a report from the Columbia University Postdoctoral Society (CUPS), a synopsis of which Associate Research Scientist Regina Martuscello, one of the authors, would present in a moment.

Sen. Donaldson said CPPD members, after seeing the report, began holding fruitful meetings with Medical Center leaders. These discussions convinced the committee that the problems resulted mainly from organizational, governance and ownership issues involving space on the

Medical School campus, especially those associated with the New York Brain Bank. Sen. Donaldson said Sen. Julie Yoshimachi (Stu., Nursing) would explain those organizational issues and current attempts to address them. Sen. Donaldson said he was pleased to report that facilities leadership at CUIMC has already begun to implement solutions. He acknowledged the difficulty of maintaining old Medical Center buildings. He said the important issue is how these problems are addressed, and the committee was encouraged by the cooperation it had received from facilities leaders at CUIMC. He said the committee's project was ending on a positive note, and the committee hoped to be involved in subsequent efforts on the medical campus.

Dr. Martuscello then summarized five main problems identified in a [report](#) that she had presented last fall to the Senate Campus Planning Committee: water leaks and flooding; temperature inconsistencies, specifically ambient or room temperature; electrical disruptions, surges and shutoffs; noise levels and their effects on animal cohorts; and complications in determining who is ultimately responsible for spaces shared by New York Presbyterian Hospital and CUIMC.

In the course of Dr. Martuscello's account of a freezer that malfunctioned in a lab in the fall of 2017, Sen. Andrew Marks (Ten., P&S) asked if the freezer had an alarm.

Dr. Martuscello said it did not have a back-up alarm. The freezer now has an alarm. In any case, she said, the compressor exploded and the machine just turned off. So even a backup alarm system would not have been activated in this case.

Sen. Marks and Dr. Martuscello continued their conversation, but it was mainly inaudible on the recording.

Sen. Yoshimachi focused on the last issue that Dr. Martuscello had raised—divided responsibility for facilities between Columbia and NYP. Each institution owns some of the buildings, and each has its own facilities operations. And in some buildings, each institution owns some of the floors. In some cases, Columbia owns the space and provides the staff, but NYP supplies the heating.

Sen. Yoshimachi said the Senate group is trying to understand these complexities better. Is the maintenance staff unclear about who is in charge of what? Are there communication issues the committee should look into?

Sen. Yoshimachi said Campus Planning wants to understand how much this complicated situation has affected clinical work and research. What changes can be made to mitigate this situation going forward? One crucial question, raised by Dr. Martuscello, is how many major contracts and grants funding these research projects will be lost. And more generally, how much productive time must be lost?

Sen. Yoshimachi said Facilities at the Medical Center had been extremely helpful, answering many questions and meeting with committee members. She was excited to hear that many changes were in progress, both long-term and short-term. In the past staff were not assigned

responsibility for particular buildings and sections of the Medical Center, but now they are. Sen. Yoshimachi hoped that this change would make a difference.

Finally, Sen. Yoshimachi said, the committee hoped to learn more about the New York Presbyterian side of the divide, and to continue to work closely with CUIMC Facilities people.

Sen. O'Halloran welcomed Donna Lynne, Chief Operating Officer of CUIMC.

Ms. Lynne introduced herself to the Senate. She identified herself as a graduate of the School of Public Health, where she had also served as an adjunct faculty member for the last 14 years. But she had been COO for only two and a half months. She said Senior Vice President for Facilities Management Amador Centeno, standing beside her, had been at CUIMC much longer. So had Patrick Thompsen, Assistant Vice President for Facilities Engineering, who also stood at the front of the room. Ms. Lynne affirmed her commitment to addressing the facilities issues raised in the committee's report.

She said Dean Lee Goldman was out of town, but otherwise would have attended this meeting. She stressed that patient care and research issues have a high priority in CUIMC facilities operations. She said overlapping jurisdictions with NYP can complicate operations, but CUIMC also has a strong working relationship with NYP.

She said the Brain Bank itself is funded by the National Institutes of Health, but CUIMC also subsidizes it significantly through the departments. It has a number of research functions, supporting Alzheimer's research and many other kinds. She said CUIMC Facilities was willing to consider having a stronger relationship with the committee, and she had met with Sen. Donaldson and Vice Chair Patrice Derrington (NT, GSAPP) in February. She submitted a formal response to them, and also committed to provide better notice of when construction would be occurring. She was willing to include NYP in discussions and to make sure they are aware of the sensitivity of some of the research activities. She agreed that some of the buildings are old, and problems arise, but said her people try to respond as well as they can.

Mr. Centeno added that when his team designs spaces, it works with the departments to supply what the space requires. But over time things change, and as more equipment comes in, the infrastructure in the room at some point is no longer able to support additional freezers and other equipment. So there has to be a collaboration between the departments and Facilities, because there are some four million square feet of space at CUIMC. If there is insufficient communication with Facilities about additional electrical power, the systems will not support it.

Mr. Centeno said he does not have direct oversight of hospital space, which is more complicated. He does have a good relationship with his counterpart at the hospital, and they do communicate, but unless a problem gets escalated to him personally, he may not know what is going on. He said Columbia leases about 800,000 square feet of space from the hospital. So when something escalates, Mr. Centeno may hear from a departmental administrator that the hospital is not being responsive, and then he takes up that issue with his counterpart to try to resolve it. Because it's complicated and the lines are blurred as to who owns what, he tries to provide as much

communication as possible, posting relevant information on the website, and providing advance notice of upcoming projects.

Sen. Marks said the issue with the freezers is critically important. He asked if there could be a policy that any new freezer must have a battery-operated back-up alarm that is independent of the circuit. He also recommended having a survey of all the existing freezers to make sure that they're not overloading the electrical system and that all the freezers have backups, because this kind of loss can be devastating. He said these actions seemed to him like easy fixes.

Mr. Centeno replied that there isn't a policy, but there are about 800 freezers on the medical campus. He had considered various monitoring systems, and there are some emergency freezers on board now. He had recommended having a policy, but departments haven't been mandated to carry it out. When new recruits come in and his team starts designing their spaces, and they announce that there are freezers, he urges them to put in monitoring systems, and they normally do. But there is no mandate to monitor existing freezers on campus.

Sen. Marks said he had been through this process many times, and he thought at the end of the day that monitoring should be a requirement, despite the additional cost.

He and Mr. Centeno did not recall what the additional cost was.

Dr. Martuscello said she did not know what it would cost to protect all freezers at CUIMC, but an individual alarm system would cost about \$1,800.

Sen. O'Halloran suggested that insurance policies for each lab should bring the costs down. Mr. Centeno said there are insurance policies across the University, and Risk Management has taken part in this discussion as well.

Sen. O'Halloran suggested that there might be a way to incentivize instead of mandate.

Ms. Lynne said her experience in the insurance business—not liability but health insurance—taught her there is an actuarial assessment of the likelihood that a freezer will fail. She suggested raising this question with Risk Management.

Sen. Greg Freyer (NT, Public Health) said he had been on the Medical Campus more than 30 years. He had had labs in Vanderbilt Clinic, Hammer, and Black. He said most of that space is pretty bad, except for Hammer. He thought the greatest source of frustration for faculty and departments is the millions of dollars that they pay for their space. His department, Environmental Sciences, pays around \$1.3 million a year. He explained to senators from Morningside that people at CUIMC actually pay for their space. That space doesn't have to be beautiful, but in fact it's often not even functional. He said it is also extraordinary to him that each lab has to provide its own alarm system. He said he was just expressing the acute frustration that many of his colleagues feel over having to pay for space, which never made sense to him. Departments didn't pay for space in the past, as when he arrived at Columbia. Paying for space was something implemented by Dean Goldman since his arrival in 2007.

Sen. Jacqueline de Vegvar (Stu., P&S), following up on Sen. Freyer's remarks, asked Mr. Centeno to say a little more about how space is treated at the Medical Center, and why the arrangement was changed to require departments to pay for their own space. What is the utility of that arrangement compared to the old one?

Mr. Centeno outlined the genesis of the rent model for space. He said that when Dr. Goldman was hired as dean, the Medical Center had an annual deficit approaching \$50 million. Dean Goldman changed the funding model to socialize the cost of running the central units—IT, Facilities, Human Resources—by establishing a space rate, and requiring departments to pay for their space. The intent was to make academic units more aware of the space, so that they would only take space they could support by generating the necessary clinical or research revenue. This approach would incentivize departments to give back space that they could not use efficiently. This system has now been in place for 12 years.

Ms. Lynne added that as Columbia grows as a medical center and as a university, it has to pay for new space through rent to NYP, with the ancillary costs that Mr. Centeno had mentioned, or it goes out to get new space. So if space is not being used efficiently, it behooves a department not to spend the additional money and increase its costs, whether it's tuition or something else, and to make more efficient use of the space it already has. With all due respect, she added that someone running a business knows that space is not free.

Sen. de Vegvar asked how, under those conditions, students can get common space. She said students are trying to work together to build a university, to get to know each other, to share ideas. How to balance those priorities on the medical campus?

Mr. Centeno said each school on the medical campus has assigned, socialized space as part of its portfolio. The schools pay for the space, but it's free to students.

Sen. de Vegvar said there is no common space on the medical campus aside from the 11th floor of Bard Hall.

Mr. Centeno said half of the space in the new Vagelos education building is common space, socialized space.

Sen. de Vegvar said she was talking about common space for *all* uptown students, not just for those in a particular school. She said she was asking about the pros and cons of a creating a different model of space. And if people are paying for space, are they getting what they pay for? She said Sen. Freyer was pointing out that the facilities are not up to par.

Mr. Centeno said deans of students are charged with outlining the space requirements for their student populations. He said there seemed to be a misconception about access to different buildings. Some people say that only P&S students have access to the Vagelos building. The classrooms are reserved for P&S, but the social spaces are open to anybody with a CUID.

Sen. de Vegvar said those spaces are not open to all students, and they're not non-reservable, so at any point the space can be reserved by faculty or some other priority group. But then it's no longer a student space.

Mr. Centeno said he was pleased that Sen. de Vegvar and other Medical Center senators would be meeting with deans of students at the end of the month to discuss this subject. He said the deans of students really own the dissemination of student space, and they're the people to talk to.

Sen. O'Halloran suggested continuing this conversation offline. She said similar issues came up on the Morningside campus in 2010 when the Senate discussed a space in Philosophy Hall where graduate students could interact. The results were highly successful and might provide a useful model now.

*Student Affairs.*

[Report on food insecurity](#). Sen. Jonathan Criswell (Stu., GS) characterized food insecurity as a significant problem on American college campuses, including Columbia's. He said that a growing student volunteer and fund-raising effort to address the problem in recent years has established a food pantry (the only one of its kind in the Ivy League), but that it is time to institutionalize the enterprise with consistent and sufficient funding (perhaps in the form of supplementary financial aid) and regular publicity and administrative oversight. He said there has been progress toward an agreement on a satellite food pantry at CUIMC.

Sen. Shelley Saltzman (NT, SPS) said she teaches many GS students in the American Language Program. Many are immigrants and don't know about the Food Pantry, which she praised as a wonderful service. She suggested that in addition to the once-a-semester email blast that Sen. Criswell had called for in his report, there could be a daily notice about the food pantry on the monitors in the Lewisohn lobby that publicize psychological and other services.

Sen. Criswell said he thought this was a fantastic idea that would be very helpful to GS students. But he also wanted to expand awareness of the food pantry to all Columbia schools, graduate and undergraduate. Students from every school (with one exception) have used the food pantry at some point, because they're low-income or because they are from abroad with scant resources in this country, or for another reason. Sen. Criswell said the food pantry is truly a resource for all of Columbia, not just GS.

Sen. Nicole Wallack (NT, A&S/Humanities) said she directs the Undergraduate Writing Program, where the Writing Center is located. She wondered if committees on instruction could put a line on syllabi about the food pantry, along with notices of other student services. She said this seems like a crucial priority, and the notice would appear in a guaranteed place on every student syllabus.

Sen. Criswell said this also sounded like a great idea. He welcomed a chance to talk more about it offline. He said expanding the ideas and efforts of a few senators and student volunteers to include administrators and faculty and staff would be a vital gain.

Sen. Susan Bernofsky (Ten., Arts) said she was a bit shocked to hear that the food pantry and related efforts were not yet receiving financial support from the University administration. She asked what financial support the group was receiving.

Sen. Criswell said he works closely with the board of the food pantry, but is not a member. His understanding was that the fundraising is conducted entirely by students. They are trying to work with deans and other administrators to get them involved in addressing food insecurity, which is basically a financial aid issue. He said everyone should come together to address these issues.

Sen. Eric Tang (Stu., Law) said he was struck, as a current student and one who had also gotten his undergraduate degree here, by the amount of food wasted on the Columbia campus. He offered food for thought (pun intended), inviting people to think about ways to reduce food waste. For example, at school events where there's too much food, students could send out an email or a Twitter message alerting other students.

Sen. Criswell said some undergraduate schools have a Facebook page where students can announce extra food in this way. And there are efforts to arrange for students who have extra meal swipes at the dining hall to pass them on to other students. Some progress has certainly been made over the past two or three years. But again, students need partners in these efforts.

Sen. Mike Ford (Stu., GSAS/Humanities) said there's a liability issue with prepared food, and the food pantry needs certification to handle prepared food, as opposed to preserved food. So the food pantry cannot collect and distribute leftover food. He also asked whether students are also seeking outside funding, perhaps in the form of an endowment. He estimated that an endowment of \$150,000 could provide \$10,000 in annual support in perpetuity.

Sen. Criswell said that a partnership with the New York Food Bank expanding students' capacity to stock the food pantry came about through such an effort. And students are continuing to look for other partners inside and outside the University to help institutionalize their work.

Sen. Michael Sutton (Stu., SEAS/Grad) said most if not all schools hold an orientation at the start of each school year. He was confident that Engineering grad students, for example, would support a five-to-ten-minute presentation on the food pantry during that event.

Sen. Criswell welcomed the suggestion.

Sen. Joel Krejmas (Stu., CDM) asked for an update on plans for a satellite food pantry at the Medical Center.

Sen. Criswell understood that plans for such a food pantry are nearly set. He was not ready to make a formal announcement, but he did expect one to be made soon through the food pantry. He said this was a student initiative in the Senate.

Sen. Julie Yoshimachi (Stu., Nursing) said the student group quickly reached an agreement about the satellite pantry with Facilities people at the Medical Center.

[Report of the SAC Subcommittee on Students with Disabilities](#), Sen. Criswell also presented the second SAC report. He said the disabilities subcommittee was formed three years ago after the SAC quality-of-life survey found that disabled students were the least satisfied group on campus. He said the subcommittee has helped in the push for more staff in the Office of Disability Services, and has worked on coordinating testing accommodations, an effort that helped to add 93 new testing spaces, and raised hopes for an online portal in the near future.

Sen. Criswell said that at a recent town hall meeting organized by SAC and other groups, disabled students expressed a conviction—analogue to those of some other minority groups—that their experience is not reflected in Columbia curricula, and called for an advocacy effort to educate the broader community about their status. They also requested access to more American Sign Language classes.

Sen. O'Halloran said there is growing research on both mental health disabilities as well as learning disabilities. How are these more subtle disabilities being addressed?

Sen. Criswell said there are many issues to address. At the town hall perhaps 30 issues came up. A triage effort is required to sort these out. He said the subcommittee has not looked into learning and mental health disabilities yet.

There being no further questions, Sen. O'Halloran thanked Sen. Criswell for both presentations.

She adjourned the meeting at around 2:45 p.m.

Respectfully submitted,

Tom Mathewson, Senate staff

University Senate

Proposed: May 3, 2019  
Adopted: May 3, 2019  
by acclamation

**RESOLUTION TO HONOR JOHN H. COATSWORTH**  
**FOR HIS SERVICE AS PROVOST**

**WHEREAS** John Coatsworth, after nearly four decades as a distinguished professor of Latin-American history at the University of Chicago and Harvard, came to Columbia in 2007, serving as SIPA dean and, through his elevation to the provostship in 2011, achieving the ultimate prize—membership in the University Senate; and

**WHEREAS** this provost’s University-wide initiatives to diversify the faculty, to establish the Center for Teaching and Learning, and provide grants to spur pedagogical innovation have animated the work of several Senate committees and the practice of Columbia teachers; and

**WHEREAS** this provost’s office has developed innovative interactive ways to present demographic and other faculty data on the web, and has collaborated diligently and openly with data-gathering efforts of Senate committees, most notably the Commission on the Status of Women’s project to count female faculty at the Medical Center; and

**WHEREAS** this provost has taken faculty grievances seriously, always considering their policy implications, responding directly and fairly to Faculty Affairs Committee recommendations, usually with reasoned rejections but also occasional vindications; and

**WHEREAS** on the many occasions when this provost had to explain something to a Senate audience, in a plenary, a committee, or just a conversation, he deployed a special synoptic gift, conveying complex imbroglios or policy nuances quickly in short words, with humor;

**THEREFORE BE IT RESOLVED** that the Senate honor Provost Coatsworth for his transparent and forthright engagement with the Senate over the past eight years, and

**BE IT FURTHER RESOLVED** that the Senate uphold this provostial legacy as a standard for his successors to maintain.

**Proponent:**  
**The University Senate**

University Senate

Proposed: May 3, 2019

Approved May 3, 2019 by  
voice vote with a few nays

### **RESOLUTION CONCERNING SUMMER POWERS**

BE IT RESOLVED that the Executive Committee be empowered to represent the University Senate in all matters within its jurisdiction from today until the first meeting of the full Senate in September 2019, and that the Executive Committee act, insofar as possible, on the basis of policies already established by the Senate, and

BE IT FURTHER RESOLVED that in matters pertaining to Senate constituencies with no representation on the Executive Committee, the Executive Committee will consult with the senators from these constituencies.

BE IT FURTHER RESOLVED that at the Senate's first meeting next fall, the Executive Committee report fully to the Senate on any actions taken under summer powers.

Proponent:

Executive Committee

## **Education Committee Annual Report 2018- 2019**

The committee met eight times this year, including its annual joint meeting with the Information and Communications Technology and the Libraries and Digital Resources committees. The meeting took place on March 29<sup>th</sup> with computer education at Columbia as the main topic of discussion.

### **New department**

The committee completed its review of the proposal for the establishment of a new Department of African American and African Diaspora Studies. The proposal had been received by the committee during the summer of 2018 and members of the committee had reviewed it and met with several individuals for further information during the summer recess.

- A Resolution to create a Department of African American and African Diaspora Studies was approved with the required supermajority of Senate votes (9/28/2018) and forwarded to the Trustees for action.

### **New programs**

Much of the work of the committee involves reviews of new program proposals. Once a proposal has passed its reviews by the Office of the Vice Provost for Academic Programs and by the Council of Deans, it is forwarded to the Education Committee, where it is assigned to a subcommittee. In the absence of unanswered questions or controversial issues, a subcommittee usually completes its work in time for the next monthly committee meeting, where the proposal is discussed and, if approved, forwarded to the Senate Executive Committee and Senate plenary for final approval. If a subcommittee requires more time to resolve questions, it submits its questions to the contact person for the program proposal or meets with other contacts to resolve remaining issues. In such instances a subcommittee review may take two or more months. An example of a program that has been under prolonged review was the program leading to a Certificate in Comparative Media (GSAS), which was carried over from the 2017-2018 year and was approved by the plenary on December 7, 2018.

The following programs were reviewed in the past year (Senate approval dates in parentheses):

- Certificate in Comparative Media (GSAS) (12/7/2018)
- Advanced Certificate for Pediatric Acute Care Nurse Practitioners (SON) (4/5/2019)

### **Program changes not requiring committee approval**

The committee is informed of changes in delivery of existing programs. No approval is required when there is no change in the program content that has been approved previously by the committee.

The following changes were reported:

- Barnard-Mailman 4+1 program (BA/MPH). Barnard students enroll in several MSPH courses during their undergraduate program and after earning the BA degree enroll as students in MSPH for one remaining post-college year.
- Doctor of Occupational Therapy (OTP) post-professional program will be offered online with clinical opportunities arranged locally.
- PhD program in Nursing (GSAS) to be offered part-time.

### **Five-year reviews**

The five-year reviews were conducted by a subcommittee consisting of Jim Applegate, Irving Herman, Candice Kail, Ian Lipkin, and Adara Rosenbaum.

- 25 statutory certificates (MSPH). Vice Provost Begg had advised the school to do one report covering all 25 certificates, which had been added six years ago as an additional specialization during a major revision of the MPH program. The subcommittee considered the programs successful and recommended their approval.
- Advanced Certificate in Psychoanalytic Studies (GSAS). The review of this program was extended and was finally brought before the full Education Committee (see below) before it was granted approval to continue.

### **Guests of the Education Committee**

- Farah Jasmine Griffin, William B. Ransford Professor of English and Comparative Literature and African-American Studies, to answer committee members' questions on the proposal to establish a new Department. After a full discussion the committee voted unanimously in favor of the proposal.
- Noam Elcott, Associate Professor of Art History and Archeology, and Chair, Art Humanities, and Stefan Andriopoulos, Professor of Germanic Languages, met with the committee to answer remaining questions on the proposal for a Certificate in Comparative Media (GSAS).
- Carlos Alonso, Dean, GSAS, to answer questions and discuss the proposed change of the PhD program in Nursing. GSAS had approved this unusual change to allow this program to be offered part-time before the proposal was forwarded to the Education Committee.
- Andrea Tucher, Professor of Journalism and director, PhD program, Graduate School of Journalism, to discuss previous objections by herself and her colleagues to the proposed Certificate in Comparative Media. She assured the committee that the disagreements between them and the proponents had been settled.
- Stathis Gourgouris, Professor of Classics and Comparative Literature, met with the whole committee to discuss outstanding issues that were raised during the five-year review of the Advanced Certificate in Psychoanalytic Studies (GSAS). He reinforced the goal of the program to provide insight in psychoanalysis, not to give clinical training. The committee suggested that the title of the program should be changed by adding "in Fiction" or "in Culture." The program is intended only for GSAS students who are candidates for the PhD degree.

## Acknowledgments

We thank Mr. Tao Tan, alumnus senator who attended many of the meetings of this committee by telephone from various corners of the world.

We also wish to recognize the efforts of Vice Provost for Academic Programs Melissa Begg and her colleague Associate Provost Jim Glover, who continue the tradition of a strong collaboration between the Provost's Office and the Senate Education Committee in the implementation of their respective tasks.

Finally, we thank Ms. Jessica Raimi, who staffed the committee superbly by writing minutes the same day a meeting took place. We wish her many happy years in her retirement. We shall miss her!

L. Moss-Salentijn and J. H. Applegate, Co-chairs

<b>Education Committee 2018-2019</b>				
Ten.	James Applegate	Co-Chair	A&S/NS	Sen.
Ten.	Nigel Bunnett		P&S	Sen.
Ten.	Irving Herman		SEAS	Sen.
Ten.	Michelle Knight-Manuel		TC	Sen.
Ten.	W. Ian Lipkin		SPH	Sen.
Ten.	Letty Moss-Salentijn	Co-Chair	CDM	Sen.
Ten.	Douglas Ready		TC	Sen.
Ten.	Stephanie Schmitt-Grohe		A&S/SS	Sen.
Nonten.	Ivana Nikolic Hughes		A&S/NS	Sen.
Nonten.	Shelley Saltzman		SPS	Sen.
Nonten.	Mary Zulack		LAW	Sen.
Stu.	Luna Koizumi (Fall 2018)		SPS	Sen.
Stu.	Adara Rosenbaum		BAR	Sen.
Stu.	Michael Sutton		SEAS	Sen.
Libraries	Candice Kail		Libraries	Nonsen.
Admin.	Melissa Begg		Adm.	Nonsen.
Admin.	Catherine E. Ross		Adm.	Nonsen.
Alum.	Tao Tan		Alum.	Nonsen.
Admin.	Jim W. Glover		Adm.	Observer
Ten.	Hope Leichter		TC	Observer
Nonten.	Joseph Ulichny		A&S/NS	Observer

**COMMITTEE ON EXTERNAL RELATIONS AND RESEARCH POLICY****ANNUAL REPORT 2018-2019**

The Senate Committee on External Relations and Research Policy had a busy year addressing issues relevant to its purview regarding the University's research strategies, including its relations with private and public sponsoring agencies, and its strategies for enhancing its local, national and international reputation.

As per its mandate, the Committee met with the University's Executive Vice President for Public Affairs, Shailagh Murray. This was Ms. Murray's first meeting with the Committee since joining Columbia in September 2018. Ms. Murray told the Committee that she had been a journalist for twenty years, in 2011 became U.S. Vice President Joseph Biden's communications director and in 2015 a senior advisor on communications to U.S. President Barack Obama. She told the Committee that there were about 300 people involved in communications across the University and that one of her goals was to create a single planning document to leverage visibility and access through a more centralized channel. She said Columbia needed different kinds of online content, with shorter stories and graphics and that the effort needs to be sustained

Loftin Flowers, Associate Vice President, Government Affairs, updated the Committee on the University's government relations effort. Mr. Flowers noted that there had been approximately five scientists in Congress for the past 50 years but that the 115th Congress has 16. He noted that U.S. Representative Nita Lowey will chair the House Appropriations Committee, that her district includes Lamont-Doherty Earth Observatory and that she is proud of the Columbia connection. She is an advocate for climate research and supports the National Institute of Health (NIH). Mr. Flowers further noted the NIH funding increase for FY19 but noted that in future years it is possible that entitlements will crowd out discretionary and non-defense spending, including research and student aid.

Sen. Suzanne Goldberg, Executive Vice President for University Life, met with the Committee to discuss the operations of the Office of University Life and Columbia policies regarding gender-based misconduct. Sen. Goldberg said that the idea of the office was to have a senior administrator overseeing issues such as inclusion and belonging, mental health, sexual respect and prevention of gender-based misconduct. Before the Office of University Life, the University's efforts to address these issues were not centralized. The Committee had numerous questions about due process and fairness in cases of alleged sexual misconduct, including the right of cross-examination for an accused student, and the role of alcohol intoxication in such cases. Sen. Goldberg explained the University's position on this matter. After meeting with Sen. Goldberg, some Committee members expressed concern that the University may one day lose a lawsuit brought by a falsely-accused student and that this could be harmful to its reputation.

In April, Rudi Odeh-Ramadan, Vice President for Research Administration, updated the Committee on Columbia's research funding. Total research awards to Columbia in FY18 were \$1,118,700, up approximately 3.5 percent from FY17. NIH provided almost half of this funding, \$521,200,000, with \$474,100,000 going to CUIMC and \$47,100,000 to Morningside. In FY18, year over year total funding to CUIMC increased approximately 2.3 percent and to Morningside approximately 6.6 percent.

The Committee devoted significant attention to two topics it has focused on in past years. One was freedom of expression on campus. The second was how the growth of degree programs in the School of Professional Studies may be impacting on Columbia's academic reputation.

At several meetings, the Committee discussed the Resolution on Freedom of Expression on Campus passed by the Senate in April 2018. The Resolution originated in the External Relations and Research Policy Committee and the Student Affairs Committee. Discussions focused on two main issues: 1) is the resolution now official university policy and, if not, how or should it become so, and 2) the organization and procedures for the Board on Town Hall meetings, in which students can discuss ideas and respond to controversial speakers. Regarding the first of these issues, the Committee felt this resolution should become some sort of University policy and that it should be more broadly known that Columbia supports freedom of expression based on First Amendment Principles. Some Committee members felt this to be especially important in light of U.S. President Donald Trump's executive order protecting freedom of speech on college campuses. It pondered how to obtain support of University Administration or Board of Trustees for this effort. Regarding the second, the Committee developed a framework for the Board on Town Halls (BOTH). Sen. Eli Noam, Sen. James Piacentini and Sen. Megan Mroczkowski presented this to the full Senate. As per this framework, the Committee elected members of BOTH, with Sen. Mroczkowski serving as its first chair.

Regarding the School of Professional Studies, the Committee heard from Sen. June Cross, who chairs a special subcommittee on this issue. The major questions concerning the Committee on External Relations and Research Policy are: 1) Is there adequate academic oversight at the School of Professional Studies? 2) Has the school been growing so fast as to sacrifice quality for quantity and in a manner that may be harmful to the reputation of Columbia University? Another issue is the granting of a Master of Science degree in instances where a Master of Professional Studies degree may be more appropriate. Sen. Cross noted that the University of Pennsylvania is the only other Ivy League institution that offers a Master of Science degree in its continuing education program whereas others offer a differentiated degree, including Master of Professional Studies by Cornell.

Other topics addressed by the Committee on External Relations and Research Policy in 2018-2019 included food insecurity and the Food Panty at Columbia, unionization of associate research scientists and postdoctoral research scientists and difficulties faculty and students face in seeking timely reimbursements for out-of-pocket expenditures on University business, including travel.

Finally, the Committee thanks Ms. Jessica Raimi for her incredible work for many years as its Senate staffer. It wishes Jessica the best of luck in her retirement from Columbia and in future endeavors.

Howard J. Worman  
Chair, Committee on External Relations and Research Policy

Megan M. Mroczkowski  
Vice Chair, Committee on External Relations and Research Policy

<b>External Relations and Research Policy Committee 2018-2019</b>				
Ten.	Jeanine D'Armiento		P&S	Sen.
Ten.	Mary Gamble		SPH	Sen.
Ten.	Eli M. Noam		BUS	Sen.
Ten.	Colin Nuckolls		A&S/NS	Sen.
Ten.	Brendan O'Flaherty		A&S/SS	Sen.
Ten.	Samuel Sia		SEAS	Nonsen.
Ten.	Howard Worman	Chair	P&S	Sen.
Nonten.	William Duggan		BUS	Sen.
Nonten.	Megan Mroczkowski	Vice Chair	P&S	Sen.
Stu.	Toqa Badran		CC	Sen.
Stu.	Jonathan Criswell		GS	Sen.
Stu.	Luna Koizumi (fall semester)		SPS	Sen.
Libraries	William Vanti		Libraries	Nonsen.
Research Officers	Manuela Buonanno		Research Officers - Professional	Sen.
Research Officers	Stefaan Van Liefferinge		Research Officers - Professional	Sen.
Admin.	Karen E. Jewett		Adm.	Nonsen.
Admin.	Naomi Schrag		Adm.	Nonsen.
Alum.	Michelle Estilo Kaiser		Alum.	Sen.

## Commission on the Status of Women

### School of Law Pipeline Study: Advancement of Women Faculty through the Academic Ranks



Presentation to Senate Plenary  
May 3, 2019



## School of Law Pipeline Study | Background

- In undertaking this study, the Commission sought to answer the following questions:
  - What has been the progress of female faculty through the academic pipeline and how does it compare with the progress of male faculty?
  - Are there leaks in the pipeline and, if yes, where are they?
  - What needs to be done to address leaks and promote equity at all levels?
- Brief history of pipeline studies
  - Arts and Sciences: 2001; 2015
  - Vagelos College of Physicians and Surgeons (P&S) 2018

## School of Law Pipeline Study | Background

- 2017 - 2018: Initiation of Study
- 2018 - present: Worked with the Office of the Provost and Dean Gillian Lester
- Data:
  - Drawn from PeopleSoft and reviewed by the Office of Academic Appointments
  - Snapshot data taken on November 1 each year from 2007-08 to 2017-18
  - Structure: Based on primary appointment
  - Analyzed by the Commission on the Status of Women

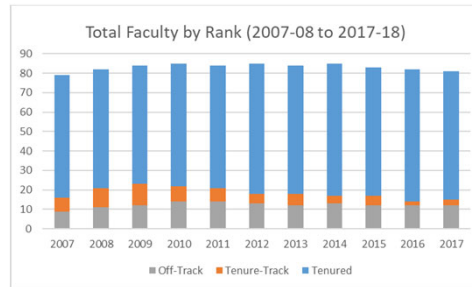
## School of Law Pipeline Study | Acknowledgements

We wish to thank Dean Gillian Lester and the Office of the Vice Provost for Faculty Affairs for their assistance and support:

- |                      |  |
|----------------------|--|
| • Gillian Lester     | Dean, School of Law                            |
| • Latha Venkataraman | Vice Provost for Faculty Affairs               |
| • Pearl Spiro        | Associate Provost for Academic Appointments    |
| • Carmen DeLeon      | Assistant Provost for Academic Appointments    |
| • Angel Flesher      | Assistant Provost for Faculty Affairs          |
| • Anna Makkar        | Associate Director of Operations and Analytics |
| • Zeid Sitnica       | Assistant Provost for Academic Appointments    |

## School of Law Pipeline Study | Total Faculty Population

- The structure of the Law School faculty is different from that of the schools studied previously.
- In 2017-18:
  - 81% of faculty were tenured
  - 4% were on tenure track
  - 15% were off-track

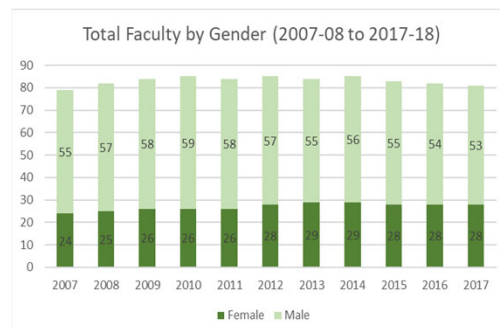


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## School of Law Pipeline Study | Total Faculty Population by Gender

From 2007-08 to 2017-18:

- Number of female faculty increased 17%
- Number of male faculty decreased 4%
- In 2017-18, female faculty accounted for 35% of total faculty, up from 30% in 2007-08



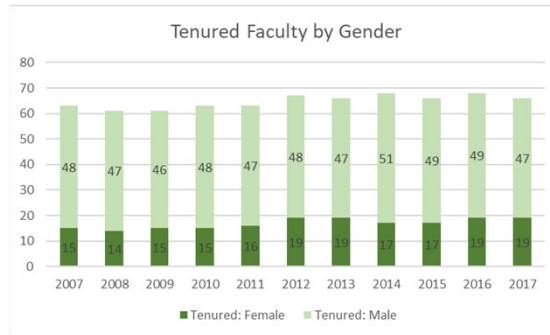
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## School of Law Pipeline Study | Tenure status: Tenured

- In 2017-18 the ratio of tenured men to tenured women was 2.5 to 1. This ratio was 3.2 to 1 in 2007-08.

Over the period studied:

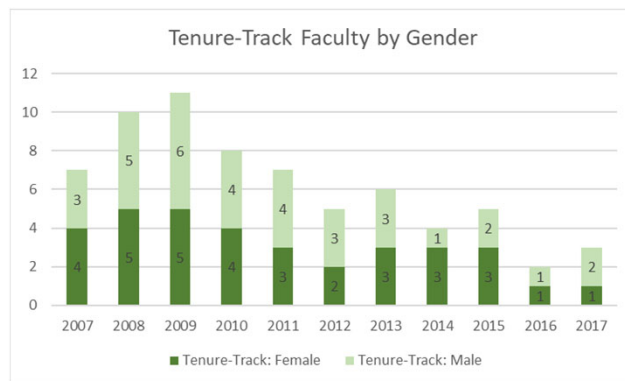
- Tenured men decreased by 1
- Tenured women increased by 4



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## School of Law Pipeline Study | Tenure Status: Tenure-Track

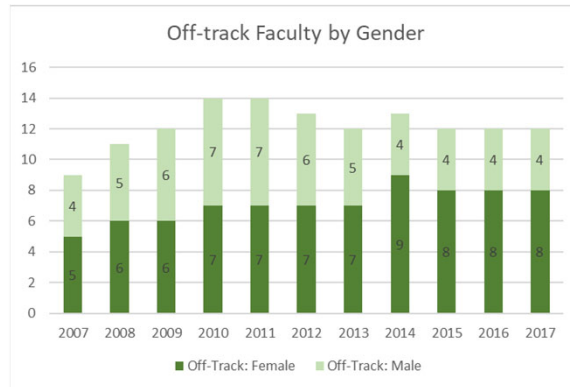
- Over this period, the total number of tenure-track faculty has declined



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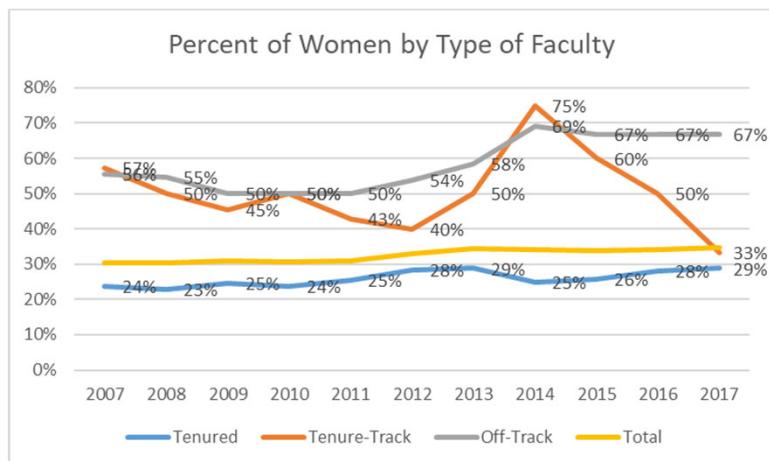
## School of Law Pipeline Study | Tenure Status: Off-track

- Over this period, the share of women in off-track faculty increased from 55% to 67%



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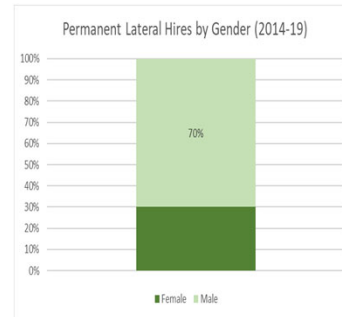
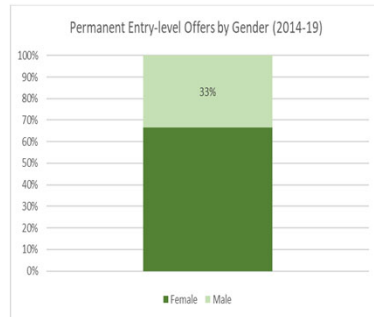
## School of Law Pipeline Study: Share of Women Faculty by Tenure Type



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## School of Law Pipeline Study | The pipeline

- To better understand the pipeline, the Commission considered data on entry-level and lateral hire offers extended. It found that:
  - 67% of all entry-level offers since 2014 were made to women
  - 70% of all lateral offers since 2014 were made to men (but 60% of lateral offers made between 2017 and 2019 were made to women)



## School of Law Pipeline Study: Peer Comparison

Law School	Women as a Percentage of Tenured Faculty
NYU	23%
Harvard	25%
Columbia	29%
Stanford	35%
University of Pennsylvania	35%
Yale	37%

Source: websites of each school, last updated April 30, 2019

## School of Law Pipeline Study

### Commission on the Status of Women: Members and Contributors

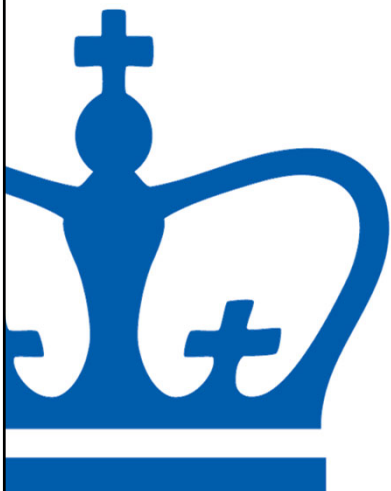
Ten.	Jessica Bulman-Pozen	LAW	jbulma@law.columbia.edu
Ten.	Jeanine D'Armiento	Chair P&S	jmd12@cumc.columbia.edu
Ten.	Andrew R. Marks	P&S	arm42@cumc.columbia.edu
Ten.	Susan Witte	SSW	ssw12@columbia.edu
Nonten.	Greg Freyer	SPH	gaf1@cumc.columbia.edu
Nonten.	Paola Valenti	SIPA	pv2194@columbia.edu
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Stu.	Zoha Qamar	SEAS	zoq2001@columbia.edu
Stu.	Danielle Resheff	CC	dr2886@columbia.edu
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Admin. Staff	Kuheli Dutt	Admin. Staff: Morningside-Lamont	kuheli.dutt@columbia.edu
Admin. Staff	Sonia Gugga	Admin. Staff: Morningside-Lamont	ssg34@columbia.edu
Admin. Staff	Deborah Hughes Ndao	Admin. Staff: Morningside-Lamont	dh493@columbia.edu
Admin. Staff	Janie Weiss	Admin. Staff: CUMC	janie@columbia.edu
Admin.	Katharine Conway	TC	kconway@columbia.edu

## School of Law Pipeline Study

End of Presentation

# Commission on Diversity

Annual Report 2018-2019



May 3, 2019



## Commission on Diversity Mission Statement

The Commission on Diversity is committed to fostering and promoting the equality and inclusion of all Columbia University students and affiliates regardless of race, ethnicity, nationality, socioeconomic status, sexual orientation, religion, gender, age, and all other characteristics of identity. The Commission shall continuously evaluate, enhance, and propose University policies and programs devoted to permanently embedding values of community respect, acceptance, equity, diversity, and inclusion in the fabric that unites us in the Columbia community. The Commission shall identify best practices and recommendations for fulfilling the University's Diversity Mission Statement that will have meaningful and sustained impact by using admissions data, retention rates, community input, and other means to evaluate inclusivity and diversity. The Commission's mandate is to (1) unite all levels of the Columbia community to engage in this critical conversation, (2) continuously affirm that promoting diversity and inclusion are priorities for the University, and (3) constantly assess and initiate policies pertaining to characteristics of identity on an administrative level.

April 29, 2016

## Commission Membership 2018-2019

Stu.	Maria Fernanda Avila Ruiz		SIPA	Sen.
Stu.	Toqa Badran		CC	Sen.
Stu.	Alfredo Dominguez		CC	Sen.
Stu.	Zoha Qamar	Co-Chair	SEAS	Sen.
Stu.	Claire Kao		BUS	Sen.
Faculty	James Applegate		A&S/PS	Sen.
Faculty	Jeanine D'Armiento		P&S	Sen.
Faculty	Shantanu Lal	Co-Chair	CDM	Nonsen.
Faculty	Yamile M. Marti		SSW	Sen.
Librarians / Admin. Staff / Research Officers	Danurys Sanchez		Research Officers - Staff	Nonsen.
Admin.	Dennis A. Mitchell		Adm.	Nonsen.
Admin.	Ixchel Rosal		Adm.	Nonsen.
Observer	Sarah Azaransky		UTS	Sen.
Observer	Shana Lassiter		Adm.	Nonsen.
Stu. Obs.	John W. Smerdon		GSAS-CUMC	Nonsen.

## Major Agenda Items 2018-19

1. Diversity trends at Columbia , by school, degree type, and identities, including race and gender
2. Racist incidents and hate crimes on campus and around the world; campus climate after such events in our community
3. Discussion of diversity in the Core Curriculum with Columbia College Dean of Academic Affairs & Core course directors
4. Review of Columbia graduate schools' efforts to promote diversity and inclusion, with a close look at successful work in the Business School

## Core Curriculum

- ◆ Met with Core chairs to discuss diversity concerns about the Core raised by the December Butler tirade; discussion identified two key features in need of improvement : *syllabi* and *pedagogy*
- ◆ Established that students indeed like the Core and want to use this discussion as a chance to improve the experience, not eradicate it
- ◆ Recognized that the Core has evolved over its 100-year history
- ◆ Affirmed the need to fortify the training process for Core instructors, especially with texts covering minority perspectives, in addition to bolstering the number of such texts in Core syllabi
- ◆ Stressed that texts are taught from a critical angle, that we read for the sake of analyzing their faults as much as their strengths

## Overview of CBS Reflects

For Presentation to the Columbia University Senate

## What is CBS Reflects?

CBS Reflects is a student-run board designed to build institutional capacity related to **diversity, equity and inclusion**.



 COLUMBIA UNIVERSITY  
IN THE CITY OF NEW YORK

## CBS Reflects: Background

Launched in 2014 and focused on the female experience at Columbia Business School (CBS)

Evolved each year to encompass additional aspects of institutional diversity

After receiving feedback from students regarding affordability, careers, diversity, coursework, and study spaces, CBS has most notably provided the following new resources:

- ◆ Free professional headshots for all students
- ◆ New course: Leading Diversity in Organizations
- ◆ Affordability initiatives: lower Fall Ball prices, Flex dollars for every student, free coffee in Lehman Lounge
- ◆ A CBS-dedicated student lounge (218 Uris)

 COLUMBIA UNIVERSITY  
IN THE CITY OF NEW YORK

## CBS Reflects – Why this analysis?

This survey and results session are designed to build institutional and personal capacity so that all CBS students can:

- A. Be better equipped to lead across lines of difference in the future, and
- B. Establish an institution that allows for an equitable experience regardless of personal identities now.

## CBS Reflects – a unique surveying effort

### Student-Owned

- ◆ Written, designed, and administered by students
- ◆ Analyzed by students
- ◆ Feedback to administration provided by students

### Participation Rate

- ◆ Overall: 72% participation
- ◆ 1<sup>st</sup>-year: 90% participation
- ◆ 2<sup>nd</sup>-year: 55% participation

## Recommendations & Next Steps

### Future Direction and Agenda Items

- ◆ Establish a custom of regular conversations with Core leaders on ways to strengthen the Core Curriculum
- ◆ Work with student groups and school taskforces in responding to student well-being impacted by national events and campus affairs
- ◆ Recommend a survey structure like CBS Reflects to other professional schools
- ◆ Pursue the creation of an interactive digital database for students on the model of the one now in use for faculty
- ◆ Follow up on next year's SAC & Office of University Life surveys on the campus climate for diversity.

## **Student Affairs Committee**

### **2018 – 2019 Annual Report**

The members of the Student Affairs Committee (SAC) have productively and proactively worked to address several issues impacting student life at Columbia University. SAC has diligently worked with other committees and the university administration to build a stronger sense of community university-wide.

As the only body in the university that includes elected student representatives from every school in the university and affiliates, SAC has looked to support student senators use their position to serve Columbia University students. SAC has been a strong advocate of student concerns and a resource for university administration in getting a pulse of the student body.

Some highlights accomplished by the Student Affairs Committee:

1. In October, SAC and the Office of University Life presented a “Let’s talk” conversation reflecting on the Supreme Court nomination process. Former Senator Kira Dennis presented and assisted in facilitating discussion.
2. The CUIMC SAC Senators continue working to address issues concerning the CUIMC campus. Senator Julie Yoshimachi presented at April plenary on laboratory research space at CUIMC. SAC is currently gathering data to advocate for:
  - a. Student common space and collaborative space for CUIMC students
  - b. Increased fitness center facility hours and benefits
  - c. Feminine products in CUIMC restrooms
  - d. Food Pantry expansion to CUIMC
3. Senator Jonathan Criswell presented a report on the current state of the food insecurity on Columbia University campus at the April plenary. The food pantry continues to help fill the gap for students experiencing food insecurity. SAC will continue to support this effort.
4. Additionally, at the April plenary, Senator Jonathan Criswell presented a on the ongoing efforts of SAC addressing the needs and concerns of students with disabilities.
5. SAC partnered with the General Studies Student Council to hold a town hall to discuss obstacles and concerns of students with disabilities and allies. This was the second town hall of its kind.
6. SAC continued its relationship with the Interschool Governing Board. In support of IGB SAC sent out several general interest emails, providing historical context of the purpose of IGB. SAC also assisted in the operational transition of IGB from Undergraduate Student Life in CC-SEAS to the Office of University Life. The IGB recognized six new student groups this school year.
7. SAC will continue looking into the best method for overseeing IGB and expanding ways to fund IGB.
8. Several members of SAC attended the Ivy+ Summit for Graduate and Professional Students from October 26- October 28, 2018 at Cornell University to learn from peer institutions on various issues including administrative governance, campus climate, and student engagement. SAC Senator Andrew Hsu presented the state of the campus at the summit.

9. Columbia College, School of General Studies, School of the Arts, Graduate School of Arts and Sciences, School of Professional Studies are all fall under “Arts and Sciences”. In order to better address academic and financial-based issues unique to Arts and Sciences, the councils and corresponding senators of these schools formed the consortium “Students of Arts and Sciences (SASC)”.
10. SAC presented the inaugural graduate and professional school fair. The fair, held on April 19, 2019 from 1-4pm, allowed students to meet with current students and admissions representatives from 17 of the University’s graduate and professional schools.
11. In April, SAC was proud to support the CU There! Multicultural Night, to celebrate the diverse communities at Columbia University.
12. SAC is ongoing with collaborating with senate on a campaign for #CUSenate50 to acknowledge the first convening of the Senate in 1969.
13. In the 2017-2018 school year, the Office of the President seeded \$10K to organize an event that focused on mental and physical wellness and interschool unity. In partnership with the Columbia Alumni Association, SAC has organized a community event on the Manhattanville campus titled, “One Columbia: Spring Street Fair”. This event is happening today May 3<sup>rd</sup> from 4-7pm and will be open to the public and will have free food, drinks, games, and other activities.

Finally, the SAC would like to thank everyone who has worked with us in helping us achieve our goals and we look forward to continuing strong relationships to better serve the Columbia University Student Body.

Maria Fernanda Avila Ruiz

Toqa Badran

Art Benoit -- Co-chair

David T. Cheng

Jonathan Criswell

Darold Cuba

Jacqueline de Vegvar

Kira Dennis -- Co-chair, Fall '18

Alfredo Dominguez

Mike Ford

Andrew Hsu

Claire Kao

Joel Krejmas

James Piacentini -- Co-chair

Zoha Qamar -- Co-Chair

Danielle Resheff

Adara Rosenbaum

Oren Ross

Gordon Slater

Michael Sutton

Eric D. Tang

Julie Yoshimachi

Izabella Zant

Alejandro Cortez

Report and Recommendations from the Vagelos College of Physicians and Surgeons Dean's Advisory Committee for Women Faculty

Columbia University Vagelos College of Physicians and Surgeons

Summary Report  
March 29, 2019

## Executive Summary

Over the last decade, the VP&S leadership and faculty have worked together to create an academic environment that strongly supports the diversity of our faculty. We have put in place a range of successful programs to support the success of women faculty in every career path.

In April 2018, a Dean's Advisory Committee for Women Faculty (and one for diverse faculty) was appointed to assess the current environment for women faculty, to identify gaps and opportunities, and to make recommendations to further support the success and satisfaction of women faculty

The group met over the ensuing 8 months to review faculty data sorted in varied ways, as well as comparative data from peer institutions. They also reviewed data from faculty focus groups and initiatives offered to women and diverse faculty over the last decade.

Based on this review, several general needs were identified and endorsed by the committees, including the following:

- Increased outreach to women faculty, particularly at early career stages, administered by a dedicated office to enhance mentorship/sponsorship and career development
- Early academic career development support to women and diverse trainees as pipelines for new faculty
- Increased transparency of school-wide processes for searches, promotions, honors and awards, salary equity, appointments to key leadership and decision-making committees
- Increased implicit bias training for all departments, for key decision-making committees and for all search committees
- Regular departmental diversity update reports including information on metrics measuring the inclusion of women faculty that would be posted on a website
- Additional programming to focus on mentoring/sponsorship opportunities, with attention to faculty who are re-entering the full time workforce after a period of family workload accommodation or who are interested in making a career transitions to leadership positions
- Enhancement of work/life services
- Enhanced processes for onboarding of women faculty
- Strategies for building "a community of engagement" across the school to further improve the organizational climate around diversity, gender and equity

The committee presented its recommendations to the dean at a meeting on February 28, 2019. The dean accepted the committees' recommendations in full and committed the funding required for immediate implementation.

## Introduction and Background:

The leadership and faculty at the Columbia University Vagelos College of Physicians and Surgeons strongly supports the diversity of our faculty, in its broadest terms. We believe that excellence and diversity are inextricably linked, and that different experiences, perspectives and values are essential elements that enrich every dimension of our work. A diverse faculty not only facilitates culturally competent medical education and clinical care, but it also brings important and different perspectives to the research agenda.

Between 2007 and 2017, the overall percentage of women in the Vagelos College of Physicians and Surgeons (VP&S) faculty grew from 39% to 47% (49% of clinical and 35% of basic science faculty). When benchmarked against nationally aggregated data, VP&S has greater than the national average percentage of women at all faculty ranks. The percentage of tenured women is on par or slightly greater than peer institutions with similar qualifications for award of tenure (depending on whether faculty holding interschool joint appointments are included); the percentage of tenure track women was the highest among our peers with analogous university tenure criteria. We have been University-wide leaders in recruiting women faculty since the initiation of the Columbia University Diversity Initiative several years ago, and Columbia University Irving Medical Center (CUIMC) has pledged \$50 million to sustain this ongoing program.

Over the last decade, the VP&S leadership has worked, with the advice and feedback from the faculty, to create an academic environment that supports the success and satisfaction of faculty in every career path. A consistent and critical process for creating this environment has been partnership with consultative, advisory, and focus groups representative of all of our faculty, tenured and non-tenured. We believe that world-class researchers, expert clinicians and innovative educators are all required to maintain our pre-eminence in medicine, and all should have a voice in helping us to shape the culture and climate of our work environment. Thus, professional development programs based on the needs articulated by faculty have included a wide variety of offerings designed to support all faculty career paths (<https://www.ps.columbia.edu/administration/academic-affairs/faculty-development/faculty-diversity>). In addition, programs have been organized to address the needs of specific demographic groups, including women and diverse faculty (<https://www.ps.columbia.edu/administration/academic-affairs/faculty-development/faculty-diversity/programs/VKFS>) (<https://www.ps.columbia.edu/administration/academic-affairs/faculty-development/faculty-diversity/diversity-resources>). We have revised our academic track system to support the advancement of all faculty and to appropriately recognize all work that contributes to the preeminence of VP&S. This new system minimizes arbitrary and potentially exclusionary promotion practices (<https://www.ps.columbia.edu/faculty-development/faculty-diversity/academic-appointments>); we have written a guide to best practices that has been widely used across Columbia University, VP&S and CUIMC in mentoring for faculty and trainees with special attention to strategies for mentorship across gender, race/ethnicity, and culture (<https://www.ps.columbia.edu/administration/academic-affairs/faculty-development/faculty-diversity/mentorship>). Further, this guide emphasizes the strategies faculty themselves may use to develop productive mentoring networks, particularly important for women faculty; we have worked with departmental leadership to support the implementation of faculty mentoring programs in each department suited to the particular needs of the department. VP&S developed and put into place a new “best in class” 13 week paid parental leave policy supporting work/life balance (<https://www.ps.columbia.edu/administration/academic-affairs/policies-tools-and-resources>). While available to both men and women, it has greater impact for women.

Consideration of the number of women faculty is an important parameter of diversity, but equally important is the inclusion of women faculty in leadership, scholarly advancement, and institutional honors and awards. We have been deliberately attentive to insure that women are represented on our decision making committees such as promotion and tenure evaluation committees (50% members and co-chairs), faculty with leadership roles within the dean's office (41%), honors and awards committees (50%) and as departmental division director/ vice chair roles (30%) and center/institute directors (21% women). As of mid-April, we are at the national average (19%) in terms of the percentage of women chairs. However, appointing women faculty to high level positions continues to be a top priority, not only at VP&S but across the profession and we are committed to ongoing progress in this domain of gender equity.

We also monitor the academic advancement of women faculty both tenure track/tenured and non-tenured, to assure equivalent promotion rates, and most importantly, equity in salary with consideration of total productivity including research grant support, clinical work load, educational work and leadership/administrative appointments. Annual reviews of faculty academic activity are now mandated to insure that career development advice and opportunities for advancement are available to all faculty. Additionally, we have several broadly representative faculty committees tasked with monitoring, evaluating, and providing recommendations for faculty policies, procedures and programs.

In 2015, focus group interviews were conducted involving roughly 5% of the faculty in groups formed to include all ranks, academic pathways and demographics. Groups homogenous with respect to race/ethnicity and gender were also included, and groups were facilitated by an outside consulting company to assure anonymity of participants. Importantly, no VP&S leadership was present during group discussions. Faculty were asked to comment on what they felt worked well at VP&S, and what could be improved. Responses were organized by themes and reported out by thematic content only, so no individual identities were tied to specific comments.

Notably, recommendations for improvements focused on the five areas below, and did not significantly differ by categories of faculty (including all women and all underrepresented minority groups):

1. Support to make patient care more efficient– implementation included replacing our old electronic medical record with the Epic System
2. Support for enhanced management of research grants - a new system (MyGrants) was implemented 1 year ago
3. Enhanced faculty development and choices to improve work/life balance – all women leadership/management and faculty coaching programs were developed. Our parental leave program put into place 15 months ago is “best in class” far exceeding the national average for paid parental leave
4. Enhancement of the campus environment to promote social well-being and community interactions – we completed the Alumni Auditorium Schaefer Gallery renovation and are in the process of creating Haven Plaza
5. Improved collaboration with the community – we implemented a new Office of Service Learning to augment our Washington Heights community programs

A second measure of faculty engagement and satisfaction emerged from the school specific data from the University Senate Faculty Quality of Life Survey of 2015-2016, provided by the Senate Commission on Women in February 2018. The University Senate asked questions specifically focused on how faculty

felt about their work environment and about collegial interactions. The survey identified differences between men and women in parameters of professional satisfaction and organizational climate, with women and underrepresented minority faculty on average, less satisfied than men and majority faculty. [http://senate.columbia.edu/archives/reports\\_archive/1718/csw\\_pipeline\\_study\\_appendices\\_20180205.pdf](http://senate.columbia.edu/archives/reports_archive/1718/csw_pipeline_study_appendices_20180205.pdf)

While gaps of this magnitude or greater have been widely reported in higher education, the particular drivers of these differences vary by institution, school, department, division and academic pathway. Most importantly, however, identification and remediation of the sources of satisfaction gaps requires active dialogue with a representative sample of the population. Leadership at VP&S have taken these data seriously, and in April 2018, appointed a Dean's Advisory Committee for Women Faculty to review findings from the Senate Survey and to provide recommendations for specific actions to reduce these gaps.

#### Methodology:

The group met over the ensuing 8 months, in combinations of subgroups, and large groups. The Office of Academic Affairs of the Vagelos College of Physicians and Surgeons provided faculty demographic data by rank, promotions, honors and awards. Additional data summarized demographics in leadership roles as well as comparative data from peer institutions. The Office of Faculty Professional Development, Diversity & Inclusion for CUIMC provided professional development program descriptions and a list of initiatives offered to faculty in the last decade. Data provided from the VP&S Focus Group project as well as the most recent Columbia University Faculty Senate Quality of Life survey were also presented for discussion. The committee then identified thematic areas they considered relevant to further improve the climate/culture, and to diminish gender based faculty satisfaction gaps at VP&S. The Dean of the Faculty of Medicine and the Vice Dean for Academic Affairs were available for questions.

#### Recommendations:

Based on this review the Committees endorsed the many successful, ongoing efforts at VP&S, CUIMC and Columbia University, but also identified a number of ways we should augment these efforts:

- Creation of a new office of women and diversity to implement recommendations of the committee
- Increased outreach to women faculty, particularly at early career stages, administered by a dedicated office to enhance mentorship/sponsorship and dissemination of career development information
- Early academic career development support to women and diverse trainees as pipelines for new faculty
- Increased transparency of school-wide processes for searches, promotions, honors and awards, continue regular salary equity reviews, appointments to key leadership and to decision-making committees
- Increased implicit bias training for all departments, for key decision-making committees and for all search committees
- Regular departmental diversity update reports including information on metrics measuring the inclusion of women faculty that would be posted on a website
- Additional programming to focus on mentoring/sponsorship opportunities, with attention to faculty who are re-entering the full time workforce after a period of family workload accommodation or who are interested in making a career transitions to leadership positions
- Enhancement of work/life services (e.g. expanded daycare hours and geographic availability)
- Enhanced processes for onboarding of women faculty

- Strategies for building “a community of engagement” across the school to further improve the organizational climate around diversity, gender and equity

Eleven final recommendations (attached) were made and presented to the Executive Vice President and Dean of the Health Sciences and Medicine. These were accepted in their entirety and a budget was provided to support implementation. The committees believe that implementation of the final recommendations will heighten attention to inclusivity, further promote leadership opportunities for women faculty, increase support for work life balance and enhance mentorship and sponsorship opportunities. Most importantly, the committees firmly believe that implementation of these recommendations will benefit not only women and diverse faculty, but all faculty, thus advancing our aspiration to make Columbia University Irving Medical Center the best academic medical center for faculty to achieve their career goals.

## Committee Membership:

### Dean’s Advisory Committee for Women Faculty

#### Members:

Marwah Abdalla, MD, MPH	Assistant Professor of Medicine at CUMC	Medicine
Lama Al-Aswad, MD, MPH	Associate Professor of Ophthalmology at CUMC	Ophthalmology
Linda Aponte-Patel, MD	Assistant Professor of Pediatrics at CUMC	Pediatrics
Rita Charon, MD, PhD	Professor of Medical Humanities and Ethics and of Medicine at CUMC; Chair, Department of Medical Humanities and Ethics	Medicine
Mary D'Alton, MD	Willard C. Rappleye Professor of Obstetrics and Gynecology; Chair, Department of Obstetrics and Gynecology	Obstetrics and Gynecology
Donna Farber, PhD	George H. Humphreys, II Professor of Surgical Sciences (in Surgery) and Professor of Microbiology and Immunology	Surgery
Stavroula Kousteni, PhD	Associate Professor of Physiology and Cellular Biophysics; Member, Senate Commission on the Advancement of Women 2018. Also a member of the Senate Commission on Women	Physiology and Cellular Biophysics
Laura Landweber, PhD	Professor of Biochemistry and Molecular Biophysics and of Biological Sciences	Biochemistry & Molecular Biophysics

Laura Lennihan, MD	Professor of Neurology at CUMC	Neurology
Danielle Ludwin, MD	Associate Professor of Anesthesiology at CUMC	Anesthesiology
Jennifer Manly, PhD	Professor of Neuropsychology (in Neurology, the Gertrude H. Sergievsky Center and the Taub Institute for Research on Alzheimer's Disease and the Aging Brain)	Neurology
Carol Mason, PhD	Professor of Pathology and Cell Biology, Neuroscience and Ophthalmic Science (in Ophthalmology); Chair of Interschool Planning in the Mortimer B. Zuckerman Mind Brain Behavior Institute	Pathology & Cell Biology
Angela Mills, MD	J.E. Beaumont Professor of Emergency Medicine at CUMC; Chair, Department of Emergency Medicine	Emergency Medicine
Roshni Rao, MD	Vivian L. Milstein Associate Professor of Surgery at CUMC	Surgery
Rini Ratan, MD	Associate Professor of Obstetrics and Gynecology at CUMC	Obstetrics and Gynecology
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Carrie Ruzal-Shapiro, MD	Professor of Radiology at CUMC	Radiology
Mimi Shirasu-Hiza, PhD	Associate Professor of Genetics and Development	Genetics & Development
Shonni Silverberg, MD	Professor of Medicine at CUMC	Medicine
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