

University Senate Plenary

December 12, 2019



University Senate

Proposed: December 12, 2019

Adopted: December 12, 2019

PROPOSED AGENDA

University Senate

Thursday, December 12, 2019 at 1:15 p.m.

501 Schermerhorn

1. Adoption of the agenda
2. Adoption of the minutes of November 22, 2019
3. President's report
4. Executive Committee chair's report
 - a. Update on CUIMC space initiatives (Student Affairs Committee)
5. Old business: Committee annual reports
 - a. Libraries and Digital Resources Annual Report 2018-2019
 - b. Alumni Relations Annual Report 2018-2019
6. New business: Other reports
 - a. [Report and Recommendations from the Vagelos College of Physicians and Surgeons Dean's Advisory Committees for Women Faculty and CUIMC Faculty Diversity & Inclusion](#), with introduction and statement from the Commission on the Status of Women.
 - b. Ombuds Office Annual Report 2018-2019

MEETING OF NOVEMBER 22, 2019

In the absence of President Lee Bollinger, Sen. Jeanine D’Armiento (Ten., P&S), called the plenary to order shortly after 1:15 pm in 104 Jerome Greene Hall. She had been elected Executive Committee chair by the full Senate in a special election whose results had been announced by the Senate Elections Commission on November 20. Sixty-seven of 108 senators were present during the meeting.

Adoption of the agenda. Sen. D’Armiento said the annual report of the Alumni Relations Committee would be postponed till the December plenary. With that change the Senate approved the agenda without dissent but with two abstentions. The abstainers did not state their reservations.

Adoption of the minutes. The minutes of October 25 were adopted as proposed.

President’s remarks. Sen. D’Armiento noted the president’s absence on travel.

In response to her invitation to senators at the previous plenary to send questions for the president, she had received one email about current contract negotiations with the Graduate Workers of Columbia, asking how the University would respond to union proposals on gender-based misconduct and health. Sen. D’Armiento said this question had been referred to the provost’s office, which had provided the following response: “The union proposal forms part of the ongoing negotiations and discussions between the University and UAW-GWC. Bargaining began in February, and there have been about two bargaining sessions per month since then. As long as bargaining is ongoing, discussions of these issues in the plenary would constitute public bargaining outside of a bargaining session, something that we’re not in a position to do. While negotiations are ongoing, for anyone who would like to understand more about the issues under negotiation as well as the status of the negotiations, I would refer you to the information provided by the Office of the Provost.” For further questions on this topic, Sen. D’Armiento referred senators to the provost’s website: unionization.provost.columbia.edu. She invited senators to send more questions, but added that she hoped to see the president at the next plenary.

Executive Committee chair’s remarks.

Results of the special election for Executive Committee chair. Sen. D’Armiento recognized Sen. James Applegate (Ten., A&S/Pure Sciences). He thanked Sen. Sharyn O’Halloran (Ten., SIPA), who had run against Sen. D’Armiento in the special election, for her service as Executive Committee chair from 2007 to 2019. He said he had had the pleasure, the privilege and the honor of working closely with Sen. O’Halloran on a number of issues over that time. The one that mattered most to him was the decision to invite Naval ROTC back to Columbia after a Senate vote in 2011. He said Sen. O’Halloran had left the Senate and Columbia

University better places than she had found them in more than a decade as Senate leader--a unique achievement. There was applause.

Sen. Applegate also thanked the Elections Commission for its hard work in running the special election over the previous month.

Sen. D'Armiento noted that henceforth the whole Senate would be voting in elections for the Executive Committee chair, in accordance with the By-laws. She said the actual procedures would be determined by the Elections Commission in the coming months. The next election would be for a term starting in the fall of 2021.

New business.

Resolution to Establish a Program Leading to a Dual Master of Arts in Islamic Studies (GSAS) and a Master of Arts in Muslim Cultures (Aga Khan University, London). Sen. D'Armiento noted that Prof. Brinkley Messick of Anthropology, director of the proposed program, was present to answer any questions.

Education Committee co-chair James Applegate said the program, a union of two successful Master's degrees, was five semesters long. The first two are devoted to Columbia's Islamic Studies program; semesters three and four are devoted to the Muslim Cultures program at Aga Khan University, and semester five is spent writing a master's thesis that encompasses the programs of both institutions. Students in semester five have access to faculty from both institutions, and can be physically present in New York City or London or in principle anywhere else.

Sen. Applegate said both master's programs were already up and running, and the new dual degree program would be small, with roughly five students per year, and would not impose new burdens on current resources. Students have to be admitted to both programs. The main dual feature is that after completing the five semesters, students are awarded both master's degrees.

Sen. Applegate said Columbia has run dual master's programs successfully in partnership with other institutions in the past. He said just about every potential pitfall in such programs had been anticipated and addressed in the present proposal, which the Education Committee enthusiastically supported.

In response to a question from Sen. Robert Pollack (Ten., A&S/Pure Sciences), Sen. Applegate confirmed that students produce one master's thesis, which is submitted to both institutions.

There being no further discussion, the Senate voted unanimously, without abstentions, to approve the proposed program.

Annual Committee Reports.

Housing Policy. Committee chair Andreas Hielscher (Ten., SEAS) and vice chair Regina Martuscello (Professional Research Officers) spoke for about 10 minutes to the committee's annual report for 2018-19, which had been distributed.

In response to a question, Sen. Hielscher said that about 15 percent of the medical faculty are in Columbia housing. For Arts and Sciences faculty the rate is about 50 percent. Sen. Hielscher said he thought the demand for housing is lower at the medical center.

Sen. D'Armiento said medical faculty are often told that housing is not available for them.

Sen. O'Halloran said the uptown schools have to pay about 50 percent of the cost of housing. They usually make it available only to tenured and tenure-track faculty. Those decisions are made school by school, sometimes department by department, and solutions vary.

In response to another question, Sen. Hielscher said that a committee of deans and the provost makes decisions about how to assign prime apartments. Such housing is a scarce resource, so this is a serious undertaking.

The next few questions and comments were inaudible on the recording.

Sen. Shelley Saltzman (NT, SPS) asked how many of the 50 percent of Arts and Sciences faculty who are in Columbia housing are not on the tenure track. She suspected that the percentage of lecturers and senior lecturers is very small, even for those with many years of service.

Sen. Hielscher said he didn't know the answer to that question, but Housing Policy could forward it to James Wang, a vice president for Facilities who works with the committee. .

Sen. Mike Ford (Stu., GSAS/Hum) asked whether professors found guilty of research misconduct or sexual misconduct are allowed to retain their lifetime right to University housing, or whether they are evicted.

Sen. Hielscher said he did not know the answer to that question.

Information Technology Committee. Co-chair Matthew Jones spoke for 10 minutes to a written annual report for 2018-19 report that had been distributed.

Sen. Julie Yoshimachi (Stu., Nursing) asked whether the IT Committee was following the transition at CUIMC to a new electronic medical records system run by Epic.

Sen. Jones said the committee was not closely involved in that process. It had been talking about the demanding requirements for data privacy and security in the medical environment. He expected the committee to be hearing more about Epic in the coming year.

Sen. Oren Ross (Stu., TC) said TC and Barnard students are considered out of network for people using the Columbia Google suite, which can become a significant problem for populations on either side of these divides. How can this problem be addressed?

Sen. Jones said the questions he had already heard were exactly the kind of communication from diverse constituencies that his committee likes to address. He did not know about this particular problem, but he identified himself as a skeptic about Google and some of the other cloud technologies. He said he would look into this issue right away and add it to the committee

agenda. He noted a sense of urgency about the need to adopt cloud solutions, but sometimes without sufficient consideration of the externalities involved.

Sen. Will Hunnicutt (Staff Research Officer) Professional Research Officers) said he encounters similar problems when he tries to share manuals and other instructional material through Google Drive with people from the Medical Center who want to use the Morningside lab that he manages. Often the uptown people simply can't get access to this material.

Sen. Jones said CUIMC has a set of particular concerns about the use of cloud computing because of the legal requirements of the medical environment. He said the next step is to invite the Google team to a meeting in the spring to discuss these issues. He recalled that after he raised a question at an open meeting about LionMail in its early days, a bunch of people came to talk to the committee.

Sen. Claire Kao (Stu., Bus.) added the Business School to the list of Columbia units with Google issues, even though the school has LionMail.

Sen. Nancy Loiacano (Professional Research Officers), an IT Committee member, said that one of CUIT VP Gaspare LoDuca's longstanding wishes is to achieve a Business Associate Agreement (BAA) with Google. She said such an agreement is essential for making progress on IT issues at CUIMC.

Sen. Jones said a BAA is the legal framework in which a medical school or other institution with particular restrictions is allowed to operate. He said Google Drive has good reason to resist the legal restrictions of that environment.

Sen. Janie Weiss (Admin Officer, CUIMC) said she had heard from a reliable source that there will be a BAA with Google Cloud within a few weeks.

Sen. D'Armiento asked for an update on the planning process for the new Travel and Business Expense Reimbursement System (TBERS).

Sen. Jones said the committee hoped to learn something about that in a meeting immediately after the present meeting.

Sen. D'Armiento thanked Sen. Jones for his report.

She adjourned the meeting at 1:50 pm.

Respectfully submitted,

Tom Mathewson, Senate staff



University Senate Libraries and Digital Resources Committee: Annual Report

Thursday, December 12, 2019

Overview of Libraries Activities

1. Foundations for Research Computing
2. Preservation and access of 10,000+ audiovisual items
3. Significant "unhiding" of rare books, archival and born-digital
4. Harvard joins ReCAP
5. Relaunch of library.columbia.edu
6. Inclusivity at the libraries: new portraits, and the "Butler Banner"

Foundations for Research Computing

- Collaboration with **Office of Research, CUIT, Libraries, Arts & Sciences, and the SEAS**
- Nearly **20 instructors trained, with 500+ participants** in 2-day bootcamps and workshops since 2018
- Foundations has committed to training an additional **500 graduate students** in R, Python, TensorFlow and other computational research tools

UPCOMING EVENTS			
WORKSHOPS	BOOTCAMPS	DISTINGUISHED LECTURES	PYTHON USER GROUP
About Workshops			
OCT 11 FRI	Plotting models using R ↗ International Affairs Building, 420 W. 118 St., New York, NY 10027 Research Data Services, Lehman Library, rm 215 Starts in 21 hours	OCT 15 TUE	Text Analysis I: Introduction to Computational Text Analysis. ↗ Butler Library, 535 W. 114 St., New York, NY 10027 203 Starts in 5 days
OCT 22 TUE	Text Analysis II: Statistical Approaches. ↗ Butler Library, 535 W. 114 St., New York, NY 10027 203 Starts in 12 days	OCT 29 TUE	Text Analysis III: Advanced Methods ↗ Butler Library, 535 W. 114 St., New York, NY 10027 208B Starts in 19 days
NOV 4 MON	HPC Open Lab ↗ Northwest Corner Building, 550 W. 120 St., New York, NY 10027 Science & Engineering Library Starts in 25 days	NOV 12 TUE	Python User Group: Probabilistic Programming with Pyro ↗ Butler Library, 535 W. 114 St., New York, NY 10027 203 Starts in a month
DEC 2 MON	HPC Open Lab ↗ Northwest Corner Building, 550 W. 120 St., New York, NY 10027 Science & Engineering Library Starts in 2 months	NOV 26 TUE	Python User Group: Implementing Historical Algorithms ↗ Butler Library, 535 W. 114 St., New York, NY 10027 203 Starts in 2 months
<small>Please subscribe ↗ to our ListServ to be notified of new events.</small>			

 COLUMBIA UNIVERSITY
Foundations for Research Computing

AudioVisual Preservation and Unique Materials Access

- Digitally preserved 4,000+ oral history recordings and 7,000+ uniquely-held item recordings, including Amiri Baraka, Tennessee Williams, Bob Dylan and others
- Additional funding secured from the Mellon Foundation to preserve 20,000+ additional items over two years
- "Unhiding" of collections continues, providing basic records in CLIO for rare books, archival collections, artworks, born-digital and delivered-digital archives



Harvard joins ReCAP

- Founded in 2000 as a collaboration among Columbia, NYPL and Princeton, now fulfills 250,000+ requests annually
- The project has added 7 million+ volumes to CLIO since 2016
- One-third of ReCAP requests are for volumes held by Princeton or NYPL
- Delivery of physical materials within 1-2 business days, scans available within hours
- Integration of Harvard's collection will make millions of additional volumes available to the Columbia community



New Libraries Website

- Library.columbia.edu redesigned and relaunched in 2019, with a focus on making the Libraries' most popular services even more accessible to students and faculty
- Site includes a home for the Collection Policies and Strategies developed by the Provost's Advisory Committee on the Libraries, to help the Columbia community understand how the Libraries acquires and manages different types of materials



Inclusivity and Representation

New portraits on the third-floor of Butler



Winifred Edgerton Merrill
first woman to receive a Columbia
degree



Hu Shih
first Chinese-born Columbia student

Inclusivity and Representation

October - December, 2019: "Butler Banner" displays the names of women writers selected by students: Toni Morrison, Diana Chang, Zora Neale Hurston, Ntozake Shange, Maya Angelou, Leslie Marmon Silko, Gloria E Anzaldua and A. Revathi



**UNIVERSITY SENATE ALUMNI RELATIONS COMMITTEE
2018-2019 ACADEMIC YEAR FINAL REPORT**

The Alumni Relations Committee of the University Senate focused on three major areas in 2018-2019:

- fine-tuning projects in partnership with the Columbia Alumni Association (CAA);
- exploring ways for alumni to support student-led campus initiatives;
- understanding communication strategies between the University and its alumni.

Background:

The Alumni Relations Committee consists of seven members. Although many Columbia alumni remain on the faculty, staff, and administration of the University, the majority of the approximately 355,000 alums are external to the University. The value of alumni lies in the support that they provide to the students, faculty, administration, and inner workings of the University (through monetary donations, volunteer activities, mentoring students, attendance at events, etc.). The mandate of the Alumni Relations Committee is to partner with and act as a liaison to the administration and alumni groups, encourage more effective communication with alumni, and stimulate alumni loyalty and support for the University.

The Columbia Alumni Association (CAA) is the committee's most valuable partner. Conceived approximately fifteen years ago with the overreaching ideal of forming "One Columbia", the CAA board has alumni representation from sixteen schools and two affiliates, national and international regional clubs, and special interest groups. Donna MacPhee, CAA President and Vice-President of Alumni Relations, is a longstanding member of the Alumni Relations Committee, members of her team are frequent committee guests, and alumni senators have a dual appointment to the University Senate and the CAA Board, with the intent that this will inform and better represent the interests of the large and diverse population of alumni.

In recent years, the Alumni Relations Committee has looked to furthering support and engagement with current students, in their roles as future alumni, by partnering with the Student Affairs Committee (SAC). This partnership resulted in the concept of *CU there!* in 2017. *CU there!* events take place both globally and locally, and students connect informally with alumni via the regional clubs and other alumni groups, at a variety of locations including global centers, international and national alumni clubs.

I. CAA Initiatives:

The Alumni Relations Committee continued to discuss building the *CU there!* brand in 2018-2019, by improving its communication and marketing to the student and alumni populations. The CAA hosted three *CU there!* events last year, including a partnership with special interest groups

(SIGs), culminating in a multicultural night at the Columbia Alumni Center. In addition, the CAA held three well-attended *CU there!* events this past summer. The events continue to broaden in scope, with students now registered from every school within the University. The first event of the 2019 academic year was held at the School of Nursing on the CUIMC campus, with very positive feedback.

Plans for 2019-2020: The CAA is planning to track *CU there!* to determine if it leads to earlier engagement among graduating alumni. Discussions include expanding branding to thematic *CU there!* events — for example speaker series aimed at life skills (how to find an apartment, personal finance etc.); special interest events to bring together the Columbia community including industry-specific gatherings (e.g., finance, entrepreneurship, law, medicine, real estate etc.); events targeting young alumni and student families; combining with sports events, arts and cultural events, or around Climate Change / sustainability interests et cetera.

Students as future alumni:

In September of this year, the CAA expanded its outreach to students by forming an additional group, the Student Leadership Advisory Council (SLAC). This student group mirrors the CAA board, with representation from all 18 schools, matching the diversity of the growing international student population. Eleven countries and fifteen states are represented, with undergraduates, graduate and professional students, doctoral and dual degree students, all of whom attend Columbia either full time, part time and one on-line. Twenty-five student groups including student government, activities councils, community outreach, peer mentoring/counseling and the Food Pantry at Columbia are represented.

Plans for 2019-2020: The focus of SLAC will be in three areas: to educate the students that the alumni community exists and they should be part of it, inform and encourage them to take advantage of *CU there!* both locally and internationally, and to ease the transition from student to alumni status. SLAC will be an additional student voice to the CAA with the goal of informing where the CAA can have the greatest impact.

II. Supporting Student Efforts

The Alumni Relations Committee also looked to student groups to identify potential topics that may be of broad interest to members of the alumni community.

Campus Sustainability:

The Campaign for Carbon Neutrality had been featured in the *Columbia Daily Spectator*, and captured the interest of committee members because of Columbia University's clear commitment to Climate Change research, the presence of the Earth Institute, the Lamont-Doherty campus, and

multiple educational programs and majors related to Climate Change and/or Sustainability throughout the University. The Alumni Relations Committee hosted a presentation by Meredith Harris BC'21 and Arianna Menzelos CC'21, representing the Energy and Environment Committee of the Columbia Roosevelt Institute. Their campaign gained widespread support across the Columbia community among students on both the undergraduate and graduate level, and faculty members at the Earth Institute, with 85 percent of student councils supporting the idea that Columbia's campuses should strive to reach carbon neutral status by 2030.

The Alumni Relations Committee additionally hosted as a follow-up, representatives from the Office of Environmental Stewardship (Assistant Vice President Jessica Prata) and the Earth Institute (Professors Michael Gerrard and Jason Smerdon). AVP Prata summarized the progress that Columbia had already made to become more sustainable, and clarified the current University goals in the areas of greenhouse gas (GHG) emission reduction, energy, transportation, waste and behavior change. Two of the greatest barriers to campus sustainability, where the University Senate may be able to help, might involve programming to help change campus culture, and obtaining adequate funding to convert the heating and cooling systems present in the old infrastructure. Sixty percent of GHG emissions stem from the antiquated heating and cooling systems, and research is currently underway to determine what is needed to retrofit these systems. Pertinent to the Campaign for Carbon Neutrality, the Office of Environmental Stewardship is working on a feasible date for net-zero carbon emissions in its next report expected in 2020.

Plans for 2019-2020: The newly elected SAC senators have shown broad interest in tackling the issues surrounding campus sustainability in conjunction with campus planning and members of the Alumni Relations Committee and the committee will continue to support these efforts.

Encouraging community at Columbia University Irving Medical Center (CUIMC)

The Committee hosted two CUIMC students who spoke about the difficulty building community between the various schools at CUIMC. Sarah Joseph, Ph.D. candidate and CUIMC liaison to the Interschool Governing Board (IGB) and Columbia Graduate Council President, and Jacqueline de Vegvar (Senator, P&S) and SAC Co-Chair 2019-20) spoke to SARC about these issues. They acknowledged and appreciate the creation of Haven Plaza, but felt there was more that needed to be done.

Senator de Vegvar presented information detailing the need for dedicated student space on the Washington Heights campus. A dedicated place to congregate would be conducive to building community. Sarah Joseph (who also chaired the Festifall celebration on the Morningside campus in 2018) in partnership with SAC and the CAA, also planned a spring event in Manhattanville, to further the idea of "One Columbia" across campuses.

Plans for 2019-2020: Building morale and community at CUIMC are two issues that the Alumni Relations Committee hopes to tackle in the coming year. The first CUIMC CU there! brought students from the four CUIMC schools together socially (College of Dental Medicine, Mailman School of Public Health, School of Nursing, Vagelos College of Physicians and Surgeons) with the overwhelming feedback that they appreciated the CAA coming to Washington Heights. Recently, Senator Jonathan Susman raised the idea of a clinician cafeteria on the CUIMC campus to help build community and ease the rapidly escalating burnout (estimated at 51% nationally in 2017) among clinicians in the current medical climate. This idea is rapidly gaining traction in the medical literature as beneficial to patient care, allowing clinicians a “bump-ability” factor with their colleagues, to talk about clinical issues of shared concern in a more relaxed environment. At the national level, there is emphasis on patient volume as a marker of productivity, and clinicians are increasingly viewed as employees of a corporation. Ironically, the importance of well-designed working spaces that consider the needs of its employees takes its cues from successful companies such as Google and Goldman Sachs, since many clinician lounges have long disappeared.

III. Communication with University Alumni:

One of the challenges of alumni is in understanding and digesting the myriad of communications they receive from the University and elsewhere. Many hear from their school-based alumni organizations, or other institutes at Columbia in the form of newsletters; many read the Spectator or BWOOG, others the newsfeed posted on social media by their classmates, or a variety of Columbia publications.

To this purpose, the Alumni Relations Committee hosted a presentation by Shailagh Murray, Executive Vice President for Public Affairs. EVP Murray is a former political aide and journalist who served as Senior Advisor to President Obama and as Deputy Chief of Staff and Communications Director for Vice President Joe Biden. EVP Murray spoke about the need to overcome the “silo structures” present in Columbia’s decentralized organization, by streamlining communications to help the University deliver a cohesive message both internally and externally. This initiative will hopefully create unity amongst the different schools by encouraging a shared identity within the Columbia community, that is, “One Columbia”, the ultimate goal of the Alumni Relations Committee.

Respectfully submitted by:

Sen. Daniel D. Billings DNP, AGNP-BC
NRS '15 '17 '18

Sen. Michelle Estilo Kaiser MD MPH
CC '87 MSPH '92 VPS '97

Co-chairs, University Senate Alumni Relations Committee

Other Members and Contributors

Art Benoit, Student, Law

Hanbin (James) Dan, Research Officers

Jacqueline de Vegvar, Student, College of Physicians & Surgeons

Hartley du Pont, Alumni

Michael Garrett, Alumni

Izzet Kebudi, Student, Columbia College

Dorothea Lasky, Faculty, School of the Arts

Sharon Liebowitz, Alumni

Donna MacPhee, VP of Alumni Relations

Jessie Mygatt, Assoc. Director, Alumni Relations

Joshua Schenk, Student, Columbia College

University Senate
Commission on the Status of Women

December 12, 2019

The members of the University Senate Commission on the Status of Women have reviewed the *Report and Recommendations from the Vagelos College of Physicians and Surgeons Dean's Advisory Committees for Women Faculty and CUIMC Faculty Diversity & Inclusion*. We commend the Advisory Committees and their leadership for the time and attention taken to develop this set of critical recommendations responsive to a lack of women's employment parity and equity within the institution.

We would like to highlight two concerns related to the report and make a friendly amendment/request. First, we note that the composition of the Advisory Committees included very few tenured or tenure track women from the clinical departments - those who are in a position to, perhaps, better advise on issues related to promotion to leadership in the clinical departments where inequity in leadership has been identified. Second, the recommendations, surprisingly, did not reference the findings of the original Commission study - *The Advancement of Women Faculty through the Academic Ranks: Columbia University Vagelos College of Physicians and Surgeons Pipeline Study (2018)* - related to the lack of senior leadership roles and lack of advancement of women through the pipeline despite existing program support. Since the Commission's study preceded the work of the Advisory Committees, we were disappointed to see it excluded except as a reference to findings from the faculty quality of life survey (on pages 4-5). We do appreciate that there have been several women leadership appointments in the CUIMC clinical departments since the Commission's study. We would appreciate notation of the findings of the Commission's study in the Introduction and Background sections and brief mention of actions taken since the Commission reported its findings. If left out, this effectively silences the voices of women at the institution who took a leadership role in identifying these issues in the first place: an unfortunate paradox in direct contradiction to the recommendations offered. Finally, members would like to ask about operational timelines for the action items in the recommendations: when, for example, and how may we hear about concrete metrics on diversity update reports, transparency on promotions and search processes and appointments for women in leadership?

Respectfully submitted,

Paola Valenti and Susan Witte,

Co-Chairs, Commission on the Status of Women

Report and Recommendations from the Vagelos College of Physicians
and Surgeons Dean's Advisory Committees for Women Faculty and
CUIMC Faculty Diversity & Inclusion

Columbia University Vagelos College of Physicians and Surgeons

Summary Report
April 1, 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 and diverse faculty in every career path.

In April 2018, two Dean's Advisory Committees (one for women faculty and one for diverse faculty) were assembled to assess the current environment for women and diverse faculty, to identify gaps and opportunities, and to make recommendations to further support faculty success and satisfaction.

The groups 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 by both committees including the following:

- Increased outreach to women and diverse faculty, particularly at early career stages, administered by a dedicated office to enhance mentorship/sponsorship and 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, salary equity, 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 and diverse 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 and diverse faculty
- Strategies for building "a community of engagement" across the school to further improve the organizational climate around diversity, gender and equity

The committees presented their 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 support 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), while the percentage of tenure track women is the highest among our peers with analogous university tenure criteria. Diverse faculty constitute 11% of the overall faculty, 11% of the tenure track faculty and 10% of the full professors. We have been University-wide leaders in recruiting women and diverse faculty since the initiation of the Columbia University Diversity Initiative several years ago, and Columbia University Irving Medical Center (CUIMC) has pledged \$50 million for 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 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 each type of 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 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 and diverse faculty. This has been used widely across Columbia University, VP&S and CUIMC; 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 to support work/life balance (<https://www.ps.columbia.edu/administration/academic-affairs/policies-tools-and-resources>).

Consideration of the number of women and diverse faculty is an important parameter of diversity, but equally important is the inclusion of women and diverse faculty in leadership, scholarly advancement, and institutional honors and awards. We have been deliberately attentive to be sure that women and diverse faculty are represented on our decision making committees and in roles such as promotion committee members and co-chairs (50% women and 5% diverse), admissions committee (50% women and 31% diverse), faculty with leadership roles within the dean's office (41% women and 25% diverse), honors and awards committees (50% women and 10% diverse), division director/vice chair roles (30% women and 5% diverse), and center/institute directors (21% women and 7% diverse). As of mid-April, we will be at the national average in terms of the percentage of women chairs. Appointing women and diverse faculty to high level positions continues to be a top priority, not only at our medical school but across the profession, and we are fully committed to even more progress on this front in the months and years ahead.

We also monitor the academic advancement of women and diverse 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 VP&S 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 - we are in the process of 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 - our parental leave program, put into place 15 months ago, has been "best in class" among our peer institutions
4. Enhancement of the campus environment to promote social well-being and community interactions – we completed Schaefer Gallery 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 and between majority and diverse faculty 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/17-18/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 two Dean's Advisory Committees (one for women faculty and one for diverse faculty), to review findings from the Senate Survey and to provide recommendations for actions to reduce these gaps.

Methodology:

The groups met over the ensuing 8 months, in 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. Both committees then identified thematic areas they considered important to be addressed to further improve the climate/culture, and to diminish 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 an office for women and diversity to implement the recommendations of the committees
- Increased outreach to women and diverse faculty, particularly at early career stages, administered by a dedicated office to enhance mentorship/sponsorship and 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, appointments to key leadership and to decision-making committees; continue regular salary equity reviews
- 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 and diverse 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 and diverse 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 ([view PDF](#)) 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 and diverse 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	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	Pathology & Cell Biology

Behavior Institute

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
Christine Rohde, MD, MPH	Associate Professor of Surgery at CUMC	Surgery
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
H. Blair Simpson, MD, PhD	Irving Philips Professor of Child Psychiatry at CUMC	Psychiatry
Magdalena Sobieszczyk, MD, MPH	Associate Professor of Medicine at CUMC	Medicine
Melissa Stockwell, MD, MPH	Associate Professor of Pediatrics and Population and Family Health	Pediatrics
Lorraine Symington, PhD	Harold S. Ginsberg Professor of Molecular Pathogenesis in the Department of Microbiology and Immunology	Microbiology & Immunology
Patricia Tiscornia-Wasserman, MD	Professor of Pathology and Cell Biology at CUMC	Pathology & Cell Biology
Wakenda Tyler, MD	Associate Professor of Orthopedic Surgery at CUMC	Orthopedic Surgery
Lori Zeltser, PhD	Associate Professor of Pathology and Cell Biology	Pathology & Cell Biology

Ex-Officio:

Anne L. Taylor, MD	John Lindenbaum Professor of Medicine at CUMC; Vice Dean, Academic Affairs, Vagelos College of Physicians and Surgeons, Senior Vice President for Faculty Affairs and Career Development at CUIMC	Medicine
Clara Lapiner, MPH	Director of Faculty Development, Diversity & Inclusion	

Committee Membership:**CUIMC Advisory Committee for Faculty Diversity & Inclusion****Chair:**

Robert Whittington, MD	Professor of Anesthesiology at CUMC; Assistant Dean for Academic Development, Diversity & Inclusion	Anesthesiology
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Members:

Marwah Abdalla, MD, MPH	Assistant Professor of Medicine at CUMC	Medicine
Linda Aponte-Patel, MD	Assistant Professor of Pediatrics at CUMC	Pediatrics
Lourival Baptista Neto, MD	Associate Professor of Psychiatry at CUMC	Psychiatry
Akinpelumi Beckley, MD, MBA	Assistant Professor in Rehabilitation and Regenerative Medicine at CUMC	Rehab Medicine
Kenrick Cato, PhD	Assistant Professor of Nursing	Nursing
Hetty Cunningham, MD	Assistant Professor of Pediatrics at CUMC	Pediatrics
Lorna Dove, MD, MPH	Professor of Medicine (in Surgery) at CUMC	Medicine
Alyson Fox, MD	Assistant Professor of Medicine at CUMC	Medicine
Richard Francis, MD, MPH	Assistant Professor of Pathology and Cell Biology	Pathology
Raymond Givens, MD, MPH	Assistant Professor of Medicine at CUMC	Medicine
Sidney Hankerson, MD	Assistant Professor of Psychiatry at CUMC	Psychiatry
Hilda Hutcherson, MD	Professor of Obstetrics and Gynecology at CUMC; Senior Associate Dean for Diversity and	Obstetrics and Gynecology

	Multicultural Affairs, Vagelos College of Physicians and Surgeons	
Rafael Antonio Lantigua, MD	Professor of Medicine at CUMC; Dean's Special Advisor for Community Health Affairs	Medicine
Steven Lee-Kong, MD	Assistant Professor of Surgery at CUMC	Surgery
Roger Lefort, PhD	Assistant Professor of Pathology and Cell Biology	Pathology
Stephanie Lovinsky-Desir, MD	Assistant Professor of Pediatrics	Pediatrics
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Mara Minguez, MD, MSc	Assistant Professor of Pediatrics and Population and Family Health at CUMC	Pediatrics
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Gabrielle Page Wilson, MD	Assistant Professor of Medicine	Medicine
Diane Thompson, MD	Assistant Professor of Rehabilitation and Regenerative Medicine at CUMC	Rehab Medicine
William Turner, MD	Associate Professor of Medicine at CUMC; Assistant Dean for Student Affairs, Vagelos College of Physicians and Surgeons	Medicine
Wakenda Tyler, MD	Associate Professor of Orthopedic Surgery at CUMC	Orthopedic Surgery
Nora Vanegas-Arroyave, MD	Assistant Professor of Neurology at CUMC	Neurology
Diana Vargas Chaves, MD	Assistant Professor of Pediatrics at CUMC	Pediatrics
Olajide Williams, MD	Associate Professor of Neurology	Neurology
Patrick Wilson, PhD	Associate Professor of Sociomedical Sciences	Sociomedical Sciences

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