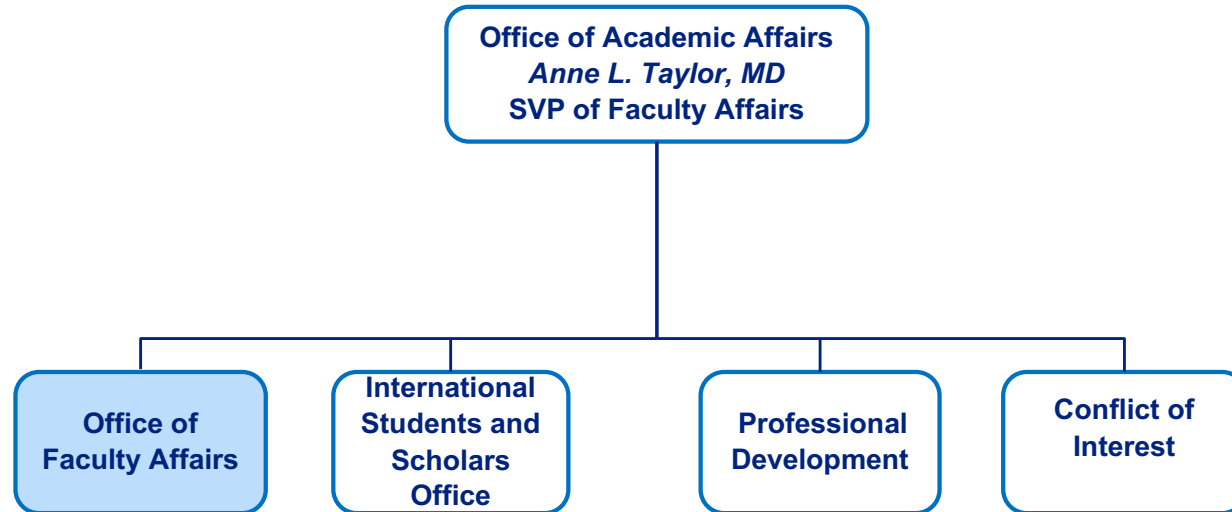# Welcome to
The Office of Faculty Affairs Forum

Agenda

➢ Organization Structure of the Office of Faculty Affairs

➢ Services Provided by OFA

➢ External Review and Recommendations

➢ Actions Implemented

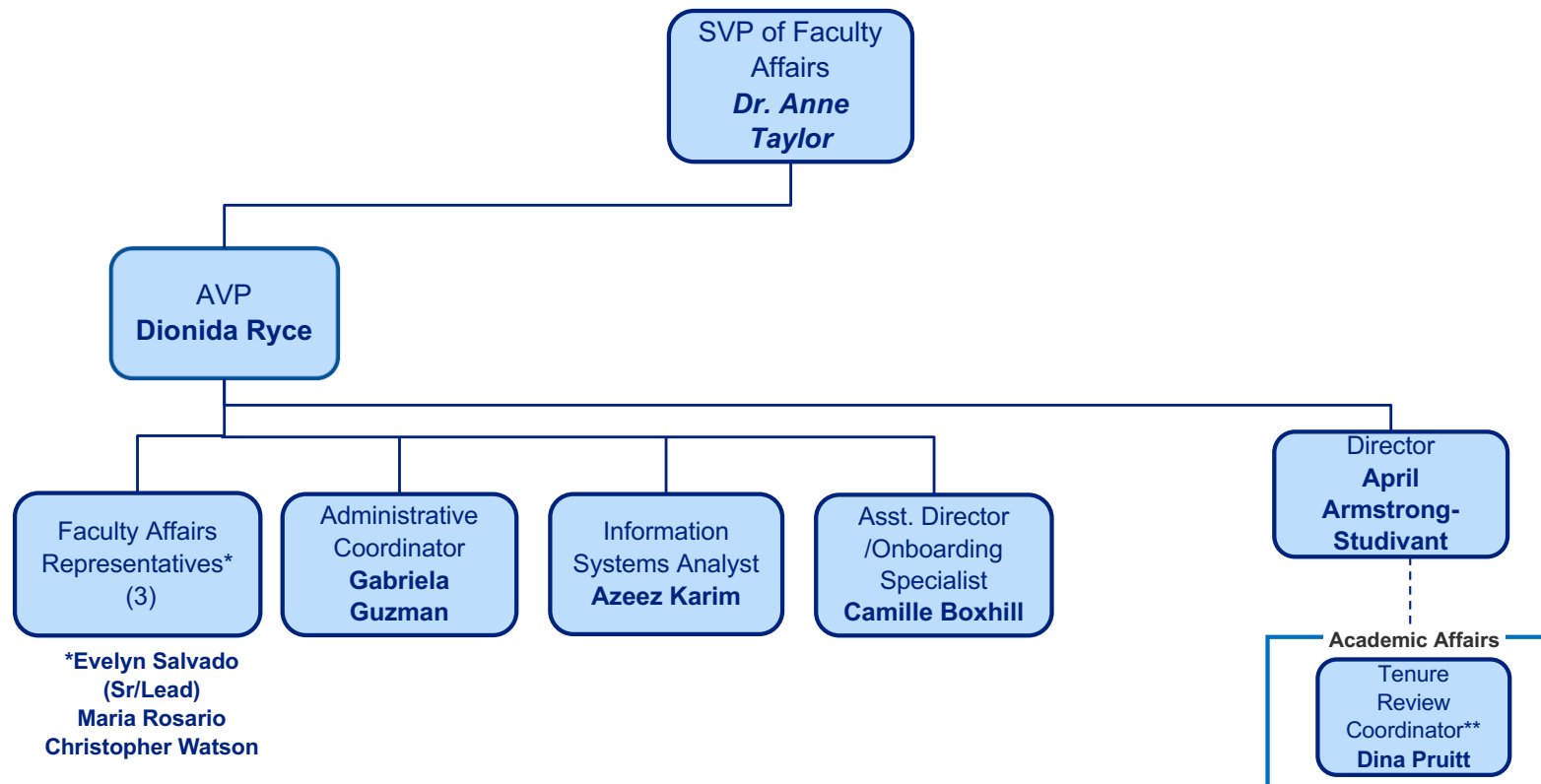➢ Coming Soon in OFA

➢ Important Reminders

Academic Affairs Organizational Structure

The **Office of Faculty Affairs** is the administrative arm of Academic Affairs.
It handles all process-oriented issues for the faculty, researchers, post-docs, and student officers and is responsible for ensuring compliance with university statutes and with state and federal law.

OFA Organizational Structure

SVP of Faculty Affairs
Dr. Anne Taylor

AVP
Dionida Ryce

Faculty Affairs Representatives*
(3)

*Evelyn Salvado (Sr/Lead)
Maria Rosario
Christopher Watson

Administrative Coordinator
Gabriela Guzman

Information Systems Analyst
Azeez Karim

Asst. Director /Onboarding Specialist
Camille Boxhill

Director
April Armstrong-Studivant

Academic Affairs

Tenure Review Coordinator**
Dina Pruitt

** Provides support to OFA, reports to the Office of Academic Affairs

OFA Services

Processing/General Inquiries on
- Academic Appointments
- Academic Promotions
- Leaves of Absence
- Exemption from Teaching
- Extension of Up-or-out Date
- Tenure Review
- Terminations/Retirements
- Postdoctoral Fellow 4th/5th year extensions
- Clinical/Research Short Term Visitor Registrations
- Employment Credentials Verifications

Faculty Relations/Problem Resolutions
- Letters of Non-renewal
- Difficult Separations/Grievances
- Performance Issues

Training/Guidance
- Tenure Process
- RAPS
- New DA/FA Representative Orientation
- Requested Topic

Data and Reporting
- Annual, monthly, and ad hoc reports to central offices and external agencies

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Changes Recommended by External Review

The focus is on driving improvement in OFA efficiency, quality and customer service

- Establishment of core values
- Improve Customer Service
- Increase in Staffing Levels
- Streamline Transactions Workflow *(in collaboration with Payroll)*
- Improve Approval Management
- Improve Responsiveness
- Build a Forum for Continuous Improvement
- Institute Staff Performance Management Plans
- Establish goals, metrics and targets *(SLA, KPI)*
- Accurate review of transactions to avoid multiple recycling

- Improve transaction processing time to 24hrs for salaried actions
- Timely completion of tenure review process
- Develop a Transactions Processing Manual to provide up-to-date documented guidelines and checklists and avoid confusion
- Develop OFA Communications Plan
- Enhance the TBH Functionality by eliminating unnecessary fields and adding data validation
- Automate Personnel Action Forms

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What we have Implemented

- ➢ Establishment of Core Values

- ➢ Increase in Staffing Levels

- ➢ Streamlined Transaction Processing *(in collaboration with Payroll)*

- ➢ Improved Approval Management

- ➢ Improved Responsiveness

- ➢ Built a Team Forum for Continuous Improvement

- ➢ Instituted Staff Performance Management Plans

- ➢ Developed OFA Communications Plan

Faculty Affairs Core Values

➢ Excellence

➢ Professionalism

➢ Collaboration/Teamwork/Diversity

➢ Respect

➢ Responsibility

➢ Integrity

OFA Staff and Key Responsibilities

Staffing Level was increased from six to eight members

OFA Staff	Key Responsibilities
Dionida Ryce **Asst. Vice President**	• Continuous improvement and change management initiatives • Support on complex transactions, exceptions, difficult separations • Communications management • Conflict resolutions • Compliance with policies, procedures and regulations of the University/affiliated organizations/external agencies
April Armstrong-Studivant **Director**	• Tenure nominations, non-tenure review processes and tenure clock issues • CUMC COAP point of contact • Trains CUMC employees on the appointment and promotions process and advising departments and their chairs as to promotion/tenure processes and possible review issues. • Assists in overseeing compliance with policies, procedures and regulations of the University/affiliated organizations/external agencies • Manages approvals of OFA transactions
Camille Boxhill **Assistant Director & Onboarding Specialist**	• Management of the faculty onboarding process • FOM COAP meetings • NYPH appointments/RFAs • Reciprocal Appointments with Weill Cornell • Trains CUMC employees on the RFA process and FOM appointment and promotion process. • Joint/interdisciplinary appointments
Azeez Karim **Information Systems Analyst**	• Data integrity and verification • Annual roster process • Performs data analyses and report generation • Postdoctoral Fellow Certificates of Training • RAPS Support
Faculty Affairs Representatives: **Evelyn Salvado** *(Senior/Lead)* **Christopher Watson** **Maria Rosario**	• Ensure faculty personnel transactions including new hires, title changes, pay adjustments, leaves of absence, and terminations are processed efficiently and accurately. • Advisors to department FA administrators on CUMC and University policies and processes related to faculty transactions
Gabriela Guzman **Administrative Coordinator**	• General information • RAPS Support • Short Term Visitor Registrations (Clinical and Research) • Performs academic personnel employment credentials verifications

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Departmental Assignments by OFA Representative

		Christopher Watson				Evelyn Salvado				Maria Rosario
7514	NBD	Naomi Berrie Diabetes Center		7002	CMC	Columbia Medical Center -		7508	ICM	Institute for Comparative Medicine
7525	NEU	Department of Neurology		7007	CMC	Columbia Medical Center - Student Health Services		7534	REH	Department of Rehabilitation and Regenerative Medicine
7527	OBG	Department of Obstetrics & Gynecology		7503	P&S	College of Physicians & Surgeons		7536	OTO	Department of Otolaryngology/Head and Neck Surgery
7528	OBG	Department of Obstetrics & Gynecology		7505	P&S	College of Physicians & Surgeons		7538	PAT	Department of Pathology
7528	OBG	Department of Obstetrics & Gynecology		7507	P&S	College of Physicians & Surgeons		7540	PED	Department of Pediatrics
7530	OPH	Department of Ophthalmology		7508	P&S	College of Physicians & Surgeons		7541	PED	Department of Pediatrics
7532	ORT	Department of Orthopedic Surgery		7510	ANE	Department of Anesthesiology		7542	PED	Department of Pediatrics
7543	PSY	Department of Psychiatry		7512	DRM	Department of Dermatology		7547	RNC	Department of Radiation Oncology
7544	PSY	Department of Psychiatry		7518	MED	Department of Medicine		7553	URO	Department of Urology
7545	PSY	Department of Psychiatry		7519	MED	Department of Medicine		7561	BMB	Department of Biochemistry & Molecular Biophysics
7571	HIC	Herbert Irving Comprehensive Cancer Center		7520	MED	Department of Medicine		7562	G&D	Department of Genetics & Development
7574	JSB	Systems Biology (C2B2)		7522	NSU	Department of Neurological Surgery		7563	MIC	Department of Microbiology & Immunology
7576	IHN	Institute of Human Nutrition		7549	RAD	Department of Radiology		7564	NSC	Department of Neuroscience
7577	ICR	Institute for Cancer Research		7551	SRG	Department of Surgery		7575	ICG	Institute for Cancer Genetics
7578	MAP	Center on Medicine as a Profession		7552	SRG	Department of Surgery		7579	CRR	Center for Radiological Research
7580	CSM	Center for the Study of Society and Medicine		7555	SRG	Department of Surgery		7583	IGM	Institute for Genomic Medicine
7581	TBI	Taub Institute for Research on Alzheimer's Disease		7565	PHA	Department of Pharmacology		8010	NUR	School of Nursing
7582	SGV	Gertrude H. Sergievsky Center		7566	PHY	Department of Physiology and Cellular Biophysics		8020	NUR	School of Nursing
7584	SCI	Stem Cell Initiative		7567	DBM	Department of Biomedical Informatics		8030	NUR	School of Nursing
8201	MDM	Mailman School of Public Health		7573	FCM	Center for Family and Community Medicine			HLM	Harlem Hospital Center
8210	BST	Department of Biostatistics		7902	CDM	College of Dental Medicine				
8211	EHS	Department of Environmental Health Sciences		7903	CDM	College of Dental Medicine				
8212	EPI	Department of Epidemiology		7920	CDM	College of Dental Medicine				
8213	HPM	Department of Health Policy and Management								
8214	PFH	The Heilbrunn Department of Population and Family Health								
8215	SMS	Department of Sociomedical Sciences								
8230	CCP	National Center for Children in Poverty								
8231	ICP	International Center for AIDS Care and Treatment Programs								
8232	CDP	National Center for Disaster Preparedness								
8233	CII	Center for Infection and Immunity								

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Streamlining of Transactions Workflow

Effective 9/1/17 transactions with no effect on academic appointments, titles or status will by-pass OFA and go directly to Payroll for processing

Position Salary Transactions

➢ Increase in salary

➢ Decrease in salary

➢ Re-distribution of wages across earn codes *(i.e., Base, RAD, A1, A2)*

➢ Change from PT-zero salary to PT-salaried *(with no change in appointment status)*

➢ Change from PT-salaried to PT-zero salary *(with no change in appointment status)*

Job Data Transactions

➢ SSN change

➢ Office Location/phone number change

➢ Visa change that does not impact appointment end date

➢ Change in marital status

➢ Change in "vanity" names

➢ Correction to job data – based on original submission

Improved Transaction Approval Management

OFA Reps are given the authority to review and sign-off on certain transactions

Currently

- ➢ Senior/Lead OFA Representative
  - ➢ Director (coverage by Associate Director)
    - ➢ SVP *(coverage by AVP)*

Effective 2018

- ➢ All OFA Representatives
  - ➢ Director (coverage by Associate Director)
    - ➢ SVP *(coverage by AVP)*

Improve Responsiveness

Common concerns raised by Departments and School HR/FA Administrators
- ➢ Needed guidance/checklist for transactions
- ➢ More communication/training from OFA
- ➢ Faster turnaround time and need for service level agreements
- ➢ Team guidance/training on consistently interpreting policies

Build a Team Continuous Improvement Forum

Via bi-weekly staff meetings:
- ➢ Drives regular conversations on how to improve operations and culture
- ➢ Communicate changes and laws that impact our operations to enable consistent articulation of policies/procedures
- ➢ Empower staff to address opportunities to improve efficiency
- ➢ Increase OFA staff knowledge base
- ➢ Provide feedback from departmental one-on-one meetings

Staff Performance Management Plan

Each OFA team member has:

- ➢ Expected performance goals and targets
- ➢ Mid-year reviews
- ➢ Year-end reviews

OFA Communications Plan

- ➢ One-on-one meetings with departments to elicit feedback
- ➢ Training departmental administrators in CU policies and statutes per request
- ➢ Request for presentations on specific topics *(i.e., tenure review)*
- ➢ Periodic forums *(Three per year)*

Coming Soon

Updated Website

- ➤ User friendly

- ➤ Intuitive navigation

- ➤ Available links to resources

Transactions Manual

- ➤ Provides up-to-date guidance on transactions processing

- ➤ Includes checklists of required documents/information

- ➤ Describes workflow for multi-step processes

- ➤ Provides templates, examples and resources

Service Level Agreements

- ➤ Provide clarity on what stakeholders can expect

- ➤ Provides expected turnaround time by transaction type

Faculty Onboarding

- ➤ Develop a streamlined faculty onboarding process

- ➤ Develop an onboarding brochure that serves as a resource to new faculty

Important Reminders….

➤ Offer letters should be reviewed by OFA before the offer is formally made *(for salaried faculty).*

➤ All letters of non renewal should be reviewed and approved by OFA prior to being issued.

➤ Postdoctoral Officers of Research *(like all other OORs)* are required to receive 90 days notice of non-renewal prior to the end of their appointment *(not 30 days).*

➤ Salaried faculty holding the rank of Professor should be offered the title of Emeritus at the time of retirement.

➤ E-mail access will no longer be extended for individuals who terminate/resign. Anyone requiring e-mail access must have a CU appointment *(which could be zero-salary).*

➤ The Office of Postdoctoral Affairs provides a variety of services to postdocs and can serve as a resource for postdoctoral related issues *(benefits guidance, EAP matters, etc.).* The office is directed by Ericka Peterson ep2806@cumc.columbia.edu 212-305-4073

➤ Effective 1/1/18 the four schools of CUMC plan to implement a Paid Parental Leave benefit for full-time Faculty. The communication will be disseminated early next week.

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