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
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
- Gabriela Guzman
- Maria Rosario
- Christopher Watson

Administrative Coordinator
Gabriela Guzman

Information Systems Analyst
Azeez Karim

Asst. Director /Onboarding Specialist
Camille Boxhill

Director
April Armstrong-Studivant

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
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
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**

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<tr>
<th>OFA Staff</th>
<th>Key Responsibilities</th>
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| **Dionida Ryce**<br>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-Studivan**<br>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**<br>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**<br>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)<br>Christopher Watson<br>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**<br>Administrative Coordinator | • General information  
• RAPS Support  
• Short Term Visitor Registrations (Clinical and Research)  
• Performs academic personnel employment credentials verifications |
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<th>Departmental Assignments by OFA Representative</th>
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<td>Christopher Watson</td>
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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.
Questions