

Report and Recommendations of the VP&S Dean's Advisory Committee for Women Faculty

1. Continue and Expand Capacity in Successful Existing Programs

- Regular review of salary equity
- Virginia Kneeland Frantz Society programs and initiatives
- Kenneth A. Forde Diversity Alliance
- Peer mentoring groups, peer coaching, leadership skills workshops, promotion workshops
- Programs for diverse/ women faculty, sponsorship for external career development opportunities
- Leading parental leave policies
- Continue regular assessment of the impact of these programs/policies

Existing programs and initiatives have continued in 2019-2020 and will expand in scope.



Programs for Women Faculty

1. CUMC Leadership and Management Course for Women Faculty
2. Negotiation/Conflict Resolution Strategies
3. Sponsorship for external career development seminars (i.e. AAMC, ELAM)
4. VKFS Peer-Mentorship Groups
5. Columbia University Work/Life Office Program
6. VKFS Group Coaching Project
7. Annual VKFS Lecture/ Panel Discussion



2. Creation of an Office for Women and Diverse Faculty

- An Office for Women and Diverse Faculty. This office would work to directly provide more effective outreach and resources to faculty including mentorship, career guidance, and coaching for women and diverse faculty across various career paths. 4 Faculty Advisory Deans will be hired to extend reach.
- Key points:
 - 3-4 faculty rotating Advisory Deans (with 3-year terms)
 - Advisory Deans will work with the Director of Faculty Professional Development, Diversity & Inclusion, the Vice Dean of Academic Affairs and would be supported by a Program Coordinator
 - AD's Training around academic appointments and advancement, dealing with confidential issues, resources available to faculty, and leading peer mentorship groups
 - Advisory Deans would liaise with other key resources on campus (such as the Office of Work/Life and the EOAA) to represent VP&S women and diverse faculty and advocate for their needs

- A Program Coordinator has been hired.
- Four of five Advisory Deans for Women and Diverse Faculty have been selected.
- A training plan for the new Advisory Deans has been developed.

3. Creation of an Annual Departmental Diversity Update Report

- Establishment of an annual diversity update report that is incorporated into the evaluation of department chairs, tracks key parameters of equity by gender and diversity categories including:
 - New appointments, promotions, and tenure
 - Departmental and division leadership (current positions and vacancies)
 - Externally invited lectures and visiting professors, Grand Rounds speakers
 - Newly endowed professorships
 - Internal honors and awards (including junior faculty awards, grants, and other awards)
 - Membership and chairpersonship of key departmental advisory committees
 - Salary equity
 - Data on gender and diversity of trainees

A draft is prepared. Implementation after EPIC and LCME Faculty Review response is complete.

4. Further Increase Transparency, Ensure Balance and Communication of Key School Committees, Leadership and Procedures

- Membership of key decision-making committees should be made more accessible and transparent
- Increased opportunities for women and diverse faculty to serve
- Transparency/balance in appointment processes

Committee rosters have been created and are and are posted on our office website.

5. Continue to Upgrade Work/Life Services to Meet the Needs of Women Faculty

- **Explore extension of daycare hours to specifically meet the needs of healthcare faculty**
- Explore daycare options closer to where faculty live
- Continue to increase access to lactation rooms and consider the convenience of their location
- Continue to make housing tours available at the time of recruitment when applicable
- Provide more guidance to faculty regarding school choices for children
- **Consider flexible working arrangements for faculty needing to temporarily step back from or who are re-entering the full-time work force at VP&S**
- **Consider shared shifts for clinical practice**

- Conversations have begun with our office and the Office of Work/Life and HR to explore changes to daycare options for health care faculty.
- A working group of senior women faculty is in development (led by Mary D'Alton and Angela Mills). The group will provide a mentoring space for senior women faculty to understand strategies for advancing to leadership. Encourage sponsorship opportunities for mid-career women.
- Dean's Office and HR proposed flexible working arrangements for clinical faculty, currently under university evaluation.

6. Further Enhance Processes for Onboarding Women and Diverse Faculty

- Recruitment packages for newly recruited women and diverse faculty should be reviewed by to insure consistency with other recruitment packages
- Information specifically of interest to women and diverse new faculty should be included in the new faculty information folder including:
 - Early inclusion of women and diverse faculty in peer mentorship groups
 - VP&S data on women and diverse faculty
 - A showcase of the prestigious and notable achievements by women and diverse faculty at VP&S
 - A list of resources that are particularly relevant to the needs of women and diverse faculty

- In conjunction with the new VP&S Faculty Orientation provide women faculty with key resources and networking opportunities.
- Advisory Deans will also form peer-mentoring groups for new faculty.

7. Build Faculty Community Engagement on Issues Related to Gender and Diversity

- In response to the University Senate satisfaction survey that showed women and diverse faculty at Columbia, as at other institutions, are less satisfied with their jobs and the organizational climate, engage experts who can guide VP&S to be a leader on actions to promote organizational climate and culture change around issues of gender and diversity.

- Columbia University and CUIMC joined the National Academies of Sciences, Engineering and Medicine's Action Collaborative on Preventing Sexual Harassment. This program is a collaboration of 60 other higher education institutions who come together to improve workplace climate.
 - A launch event in conjunction with Morningside on December 9.
 - CUIMC NASEM representatives for every school, and a CUIMC partnership with NYP to collaboratively address environment.
 - Development of an Office of Faculty Professionalism and Wellness to support a more collegial supportive culture.

National Academy Of Sciences, Engineering and Medicine

ACTION COLLABORATIVE ON
Preventing Sexual Harassment
in Higher Education
2019 Public Summit

8. Enhance Communication about the Work and Services of The Office for Women and Diverse Faculty

- Develop a branding scheme whereby all communications by the office are easily recognizable
- Develop a strategy that promotes programs and initiatives of the office as well as showcases and celebrates the achievements of women and diverse faculty at VP&S
- Offer a welcoming reception and networking event for women and diverse faculty who are new to VP&S

- An announcement of our joining the NASEM Action Collaborative was sent to all of CUIMC in October.
- Working groups are being convened.
- A new newsletter on behalf of the office will be launched in the winter. This will include:
 - Announcement of the office
 - Announcement of advisory deans
 - Highlights of notable achievements by women faculty at VP&S
 - Important and relevant initiatives and programs taking place on campus

9. Increased Implicit Bias Training

- Require implicit bias training for all departments and all decision-making committees (i.e. COAPs, faculty searches, and honors and awards)
- Implicit bias training should be regularly evaluated and adjusted in collaboration with the Office for Faculty Development, Diversity & Inclusion
- Mentoring and coaching for women and diverse faculty to develop strategies to address unconscious bias in the workplace (via in person programs, online/media such as podcasts or online videos)

- Bystander trainings sessions are planned in collaboration with the Ombuds office.
- Coaching sessions for women faculty are offered throughout the year.

10. Fundraising Opportunities

- To endow a resource center that would support women and diverse faculty, as well as study the outcomes of interventions to improve the success and satisfaction of women and diverse faculty.

11. Increase Programming for Women and Diverse Faculty, Especially at the Early and Mid-Career Stage

- Continue and extend peer-mentorship groups for women and diverse faculty
- Develop additional programming, mentorship, and sponsorship opportunities for early career women and diverse faculty
- Augment existing faculty pipeline programs for diverse trainees (residents and fellows) interested in academic medicine
- Leadership opportunities for mid-career and senior women and diverse faculty
- Provide guidance and support for women in a career transition (i.e., re-entering the workplace, planning for retirement, transitions to leadership)
- What faculty need to know – programs to help women and diverse faculty strategize on activities and skill-sets they need to develop to create the portfolio for leadership positions

- Peer-mentoring groups will be launched by Advisory Deans in 2021.
- The senior women working group will develop strategies for programming and mentorship for senior and mid-career women faculty.