

**Reports of: VP&S Dean’s Advisory Committee for Women Faculty and VP&S Dean’s Advisory
Committee for Diverse Faculty
February 26, 2019**

| Recommendation | Description |
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| 1. Continue and expand capacity in very successful existing programs | <ul style="list-style-type: none"> • 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 faculty sponsorship for external opportunities • Leading parental leave policies; continue regular assessment of the impact of these policies |
| 2. Creation of an Office for Women and Diverse Faculty | <p>An Office for Women and Diverse Faculty would report to the Vice Dean for Academic Affairs/SVP for Faculty Affairs and Career Development. 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. They would also work to engage the larger VP&S community on gender and diversity related issues and policies.</p> <p><u>Key points:</u></p> <ul style="list-style-type: none"> • Would be led by 3-4 faculty rotating Advisory Deans (with 3-year terms that are staggered and with the possibility for one renewal) • Advisory Deans would work with the Director of Faculty Professional Development, Diversity & Inclusion, the Vice Dean of Academic Affairs and would be supported by a Program Coordinator for Faculty Diversity & Inclusion • Additional training around academic appointments and advancement, dealing with confidential issues, providing resources to faculty, and leading peer mentorship groups will be provided • 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 |
| 3. Creation of an annual diversity update report | <p>Establishment of an annual update report that is incorporated into the annual evaluation of department chairs, shared across departments, and tracks key elements of equity by gender and diversity categories to include:</p> <ul style="list-style-type: none"> • 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 of key departmental advisory committees (e.g., for lectureships, Grand Rounds speakers, honors and awards, departmental COAP, search committees, etc.) • Faculty make up by tenure track and “At CUMC” track • Adherence to the policy for annual faculty reviews |

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| | <ul style="list-style-type: none"> • Salary equity • Data on gender and diversity of trainees |
| 4. Further increase transparency, ensure balance and communication of key school committees, leadership and procedures | <ul style="list-style-type: none"> • Membership of key decision-making committees should be made more accessible and transparent, including advisory committees, honors and awards committees, and COAPs • Increased opportunities for women and diverse faculty to serve on these committees • Website listing key school committees |
| 5. Continue to upgrade Work/Life services to meet the needs of women faculty | <ul style="list-style-type: none"> • Explore extension of daycare hours so that women faculty whose work hours extend beyond traditional hours have the flexibility they need • 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 for schools for children • Provide guidance and support for women in a career transition (i.e., re-entering the workplace, planning for retirement) • 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 |
| 6. Further enhance processes for onboarding women and diverse faculty | <ul style="list-style-type: none"> • Recruitment packages for newly recruited women and diverse faculty should be reviewed by the Office of Academic Affairs 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 and could include: <ul style="list-style-type: none"> - 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 - Early inclusion of women and diverse faculty in peer mentorship groups |
| 7. Build faculty community engagement on issues related to gender and diversity | <p>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.</p> |
| 8. Enhance communication about work and services of the Office for Women and Diverse Faculty | <ul style="list-style-type: none"> • 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 around the time of the VP&S New Faculty Orientation |

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| <p>9. Increased implicit bias training</p> | <ul style="list-style-type: none"> • 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) |
| <p>10. Fundraising opportunities</p> | <p>To endow a resource center for women and diverse faculty 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.</p> |
| <p>11. Increase ongoing, successful programming for women and diverse faculty, especially at the early and mid-career</p> | <ul style="list-style-type: none"> • 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 • <i>Becoming a Department Chair - What faculty need to know</i> – program to help women and diverse faculty strategize on activities and skill-sets they need to develop to create the portfolio for leadership positions |