

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
Dara Matseoane-Peterssen, MD	Assistant Professor of Obstetrics and Gynecology at CUMC	Obstetrics and Gynecology
Mara Minguez, MD, MSc	Assistant Professor of Pediatrics and Population and Family Health at CUMC	Pediatrics
Dennis Mitchell, DDS, MPH	Vice Provost for Faculty Advancement; Professor of Dental Medicine (Community Health and Periodontics) at CUMC; Senior Associate Dean for Diversity, College of Dental Medicine	Provost Office and College of Dental Medicine
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
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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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