

## **Minutes of Arts and Sciences Faculty Meeting, September 30th 2015**

12-1, Lerner Hall 555

1. Welcome and introduction from EVP David Madigan, with a brief overview of important agenda items, and progress on them, in the academic year 2014-15:
  - (i) Enhancing faculty governance;
  - (ii) Progress towards implementation of Junior Faculty Mentoring Policy;
  - (iii) Work towards implementation of Timely Replacement Policy;
  - (iv) Establishing new course evaluation structure;
  - (v) Establishing a regular time (12-1) for A&S faculty meetings;
  - (vi) Implementation of policy to top up outside grants and fellowships.
  
- Announcements:
  - (i) With the anticipated movement of the Business School to Manhattanville, Uris Hall was to be reallocated, A&S the anticipated beneficiaries.
  - (ii) A 'healthy number' of faculty hires was authorized in 2014-15, but a lack of faculty diversity remains a grave concern.
  - (iii) Planning exercises in the Social Sciences and Humanities had now been concluded, with implementation of fundraising initiatives the next action step.
  
- Brief report from James Valentini, Dean of the College, on the status of the Core to Commencement fundraising campaign. The campaign was well on track, \$159 million raised so far towards the goal of \$400 million. Ten newly endowed professorships were in place, six in negotiation.
  
- A new University fundraising campaign was imminent, but yet in its silent phase.
  
2. Report of Professor David Schiminovich, Chair of the Policy and Planning Committee for 2015-16, on the function, mandate and agenda of the committee:
  - (i) PPC members for 2015-16 were introduced; the under-representation of women on the committee was a cause for concern.
  - (ii) Brief remarks on how the committee works (weekly meeting times, setting agenda for faculty meetings, etc.).
  - (iii) Items on the PPC agenda for 2015-16 included 1. Uris Hall: how to plan for the Business School's departure from the space; 2. Scrutiny of the tenure/promotion process in A&S; 3. Scrutiny of the Timely Replacement Policy; 4. Assessment of the needs and weaknesses in faculty diversity; 5. Scrutiny of recourse to faculty instructors and of their salary.

3. Report of Professor Brent Stockwell, chair of the Educational Policy and Planning Committee for 2015-16.
  - (i) The function of the committee is to coordinate education policy across the schools with A&S. Six subcommittees of EPPC were in place, three of them continuing from 2014-15, three newly constituted.
  - (ii) The continuing committees:
    - a. The Task Force on Global Education in A&S;
    - b. The Working Group on Implementation of the Course Evaluation Guidelines;
    - c. The Working Group on Implementation of the Course Number Guidelines.

The new committees:

  - a. The Subcommittee on Best Practices in Teaching and Pedagogy;
  - b. The Subcommittee on Class Size and Education;
  - c. The Working Group on the HHMI Initiative to Improve Science Education for Undergraduate Students. (The group was preparing a grant application to the Howard Hughes Medical Institute in response to their request for applications to increase inclusive teaching in the sciences.)
4. Report of Professor Allison Busch, Chair of the Junior Faculty Advisory Board. Areas of recent concern for the Board included:
  - (i) helping to build community for junior faculty on the path to tenure;
  - (ii) the ‘topping off’ policy to supplement grants and fellowships;
  - (iii) the availability of junior faculty development funds that would facilitate (e.g.) travel to conferences preparation of book manuscripts, enhancement of visibility within one’s academic field.
5. Report of Professor Maya Tolstoy, author of the *Commission on the Status of Women: 2004-2013 Update*.
  - (i) The gender balance among students at both undergraduate and graduate level at Columbia was approximately 50% male/female. Among faculty, however, after promising developments earlier in the last ten years, the number of women (*in toto* across all divisions) reached plateau level before declining. Among tenured

faculty, the climb to gender parity was very slow: while parity in the Humanities appeared feasible in the next decade, progress had stalled to plateau level in the Social Sciences, but the biggest problems remained in the Natural Sciences, where there had been a significant downturn in the number of women (untenured as well as tenured).

- (ii) A serious concern was that women were likelier than men to leave pre-tenure positions, but there was a lack of data reliably to indicate why this was so.
- (iii) Different departments had different gender-balance complexions, and any solution to the larger imbalance would need to be calibrated according to the character/needs of individual departmental units.
- (iv) One perceived problem was difficulty of access to dedicated funds for the promotion of diversity hiring; clearer communication on the use of and accessibility to these funds was needed.
- (v) Recommendations: better data gathering via a more strongly resourced institutional research office; an MIT-style survey of female faculty to activate fact-gathering; the establishing, perhaps via initiative of the Senate, of a Quality of Life survey; to connect gender-balance with other aspects of diversity in faculty hiring.
- (vi) There was need for the appointment at A&S administration level of a person tasked with working with departments to explore hiring practices – not just in the Natural Sciences, but across all the A&S divisions. [EVP Madigan then announced that such an appointment had in fact been recently made.]
- (vii) A key emphasis was that diversity was best achieved in a climate of sustained and stable growth in faculty hiring.

In Q&A discussion:

- (i) Professor Sharyn O'Halloran (SIPA senator) stressed the Senate's engagement with work/life issues.
- (ii) Professor Jean Cohen: why did so many women leave before the tenure point? How big an issue was salary-parity, and what data were available to evaluate this question? The Provost responded by stating that by the end of the 2015-16 academic year current data on salary and gender (down to the end of 2013-14) would be collected, assessed and delivered. Professor Christopher Brown (Provost's office) added that his office was doing a study into why faculty left their positions: that study involved substantial data-collection.
- (iii) Professor Julie Crawford: in times of growth towards gender parity, what in addition to the excellent work of Jean Howard drove the growth? Exceptional funding? A large infusion of some \$16 million had been involved.

- (iv) Professor Page Fortna returned to the question of why a higher proportion of female as opposed to male faculty departed before the tenure point. More data were called for, especially to determine between the factors of (i) individuals being lured away by attractive offers elsewhere, (ii) individuals not being put up for tenure by their departments, and (iii) individuals seeing the writing on the wall and therefore departing before the tenure process begins.
- (v) Professor James Applegate pointed to the disparity between the number of women achieving the PhD and the number of faculty appointees – a major leakage-point in the career pipeline.
- (vi) Professor Allison Busch reaffirmed the need for careful junior faculty mentoring in light of the discussion of gender disparity. She also asked how the person newly appointed to oversee diversity hiring practices was to reach out to the individual departments.

The meeting was concluded by EVP Madigan at 1 p.m.