

Collegiality in the Time of a Pandemic: A Moment for Transformation

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How can Columbia University's Action Collaborative support the development of a more collegial environment that helps to reduce the prevalence of harassment, discrimination and other damaging behaviors?

OVERVIEW

WHO: Faculty Liaison Network

- 16 schools in a highly decentralized institution, with its own strengths, norms and challenges
- 2 or more faculty representatives from every department or school:
 - ◊ Architecture, Planning and Preservation
 - ◊ Arts
 - ◊ Arts & Sciences
 - ◊ Business
 - ◊ Dental
 - ◊ Engineering
 - ◊ International and Public Affairs
 - ◊ Journalism
 - ◊ Law
 - ◊ Nursing
 - ◊ Physicians and Surgeons
 - ◊ Professional Studies
 - ◊ Public Health
 - ◊ Social Work

WHAT: Columbia Action Collaborative

- Engagement from the Faculty Liaison Network
- Guidance from a Faculty Expert Advisory Group
- Leadership from a Steering Committee

WHAT: Role of the Columbia Action Collaborative

- Assess and identify challenges and opportunities in the local environment
- Identify, implement and test strategies that support collegiality and sense of belonging within departments, divisions and schools
- Inform broader institutional learning

PROGRESS

HOW: Sample areas of work

- Increase collaboration and professionalism among faculty and staff at the Columbia University Irving Medical Center so that organizing for and supporting professionalism among medical staff are integral to the institution
- Focus on equity and diversity through the Arts & Sciences Committee on Equity and Diversity, and implementation within academic departments
- Ongoing training and support for faculty to address institutional racism and other damaging behaviors
- Continued commitment to hire under-represented faculty in times of budgetary constraints

WHAT: Key learnings

- Clearly define the institutional problem and articulate goals for faculty to organize around
- Engage in each step of the change process and enlist champions across the institution
- Leverage local successes to catalyze change across the institution
- Position and support faculty to identify and implement critical principles and understandings (e.g., values, standards of professionalism or workplace civility)

LOOKING AHEAD

WHAT: Upcoming areas of work

- Pilot focus on Inclusion, Diversity, Equity and Access Strategies within Arts & Sciences to better understand hiring and retention and broader departmental culture
- Integrate institution's work and focus on anti-racism
- Strengthen sharing of practices among Faculty Network and across departments, divisions and schools
- Amplify Faculty Network and Experts as resources for the university

RESOURCES: Columbia University's Office of the Provost

- [Guide to Best Practices for Departmental Climate](#)
- [Tool for Development a Climate Self-Assessment](#), companion resource to the Climate Guide
- [Best Practices for Inclusive Remote Work in the Academy](#)
- [Guide to Best Practices in Faculty Mentoring: A Roadmap for Departments, Schools, Mentors and Mentees](#)
- [Guide to Best Practices in Faculty Search and Hiring](#)

Questions or comments?

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