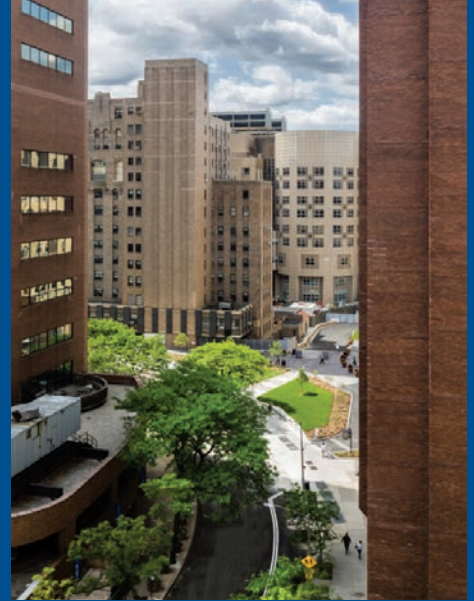


Annual Report

Columbia University Irving Medical Center
Human Resources

2023-2024



COLUMBIA UNIVERSITY
IRVING MEDICAL CENTER
HUMAN RESOURCES

Table of Contents

Letter from Neil McClure, Chief HR Officer	3
What We Accomplished	4
HR Communities of Practice at CUIMC	6
CUIMC HR by the Numbers	7
Where are We Going	8
CUIMC HR Team	10

CUIMC HR Mission

The Columbia University Irving Medical Center Human Resources team is committed to delivering the highest quality services, strategic partnerships and collaborative solutions that focus on our valued clients' business initiatives while working to energize our campus community every day.

CUIMC HR Core Values



TEAMWORK: Increase collaboration with administrative leadership, departmental HR and partners to deliver the full spectrum of HR services to CUIMC



CHAMPION EMPLOYEE DEVELOPMENT: Create and support programs to identify, develop, and grow future leaders



PROMOTE INTEGRITY AND SECURITY: Provide the tools, information and counsel required to keep CUIMC in compliance with applicable employment, privacy, security, tax and labor laws



STRIVE FOR EXCELLENCE: Continuous improvement of existing CUIMC HR services and operations by implementing best practices and providing continuous support



Letter from Neil McClure, Chief HR Officer



Welcome to the second annual report from the human resources team at Columbia University Irving Medical Center. We are excited to share with you our accomplishments over the past year, as well as the ongoing work we are leading to continue to make our campus a place where employees thrive.

The past year has been a challenging one for our university and for institutions across the country as we grappled with difficult conversations and geopolitical events that have impacted many. In this uncertain environment, CUIMC HR has been at the frontlines providing resources and programming to support and enrich our community.

This year we hosted the first-ever [CUIMC Well-Being Fair](#), a collaborative effort among many offices that introduced hundreds of employees to available resources on campus and offered the chance for employees to find balance and connection with a variety of well-being activities. Additionally, as employees seek meaningful connection and support from their colleagues, our thriving employee resource groups have only continued to grow with the launch of two new ERGs.

Our focus on building culture also involves empowering our managers with the tools to make data-driven decisions to retain their brightest talent, grow their departments in new directions, and foster equity across the medical center.

Every day, our team is focused on a single overarching goal: making CUIMC a better place to work, grow, and thrive. This report demonstrates our commitment to that goal, now and in years to come. We look forward to hearing your feedback and welcome new suggestions and ideas. Tell us your goals, and we'll help you get there.

Sincerely,

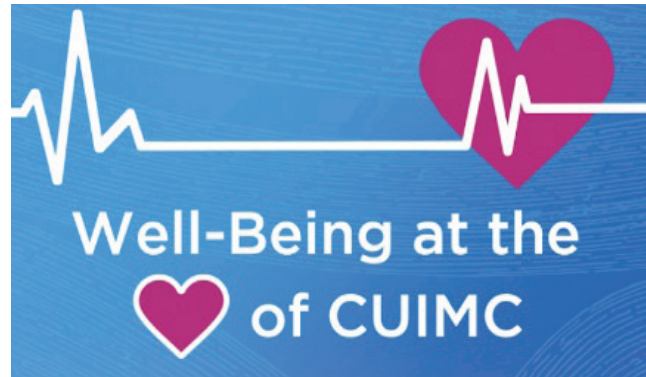
A handwritten signature in blue ink that reads "Neil McClure". The signature is fluid and cursive.

Neil McClure
Chief Human Resources Officer
Columbia University Irving Medical Center

What We Accomplished

Well-Being Initiatives

In FY24, CUIMC HR has implemented well-being initiatives aimed at improving productivity, job satisfaction, morale, and fostering a culture of health and well-being. These initiatives included a Well-Being Fair focused on heart health and hosting Yoga Fall Flow sessions on the Plaza. In collaboration with our CUIMC colleagues, we spearheaded the creation of an Engagement Toolkit for managers and developed a program to train well-being coaches at CUIMC through a joint effort.



Operations

CUIMC HR implemented a Time and Labor Absence Management (TLAM) which aligns with the University's payroll system. This eliminated the necessity for manual tracking of time off and paper timesheets. We finalized the Health Care Worker Bonus process with New York State paying out all remaining funds received through the program. We recently published Columbia University's policy on remote work and have established a committee to help support those units in managing a hybrid workforce. The team has also developed and conducted training to assist departments in their recruitment and provided best practices and policy overview for Columbia University's recruitment process.

more knowledgeable, compliant, and capable workforce. This program continues to play a critical role in advancing HR expertise across the institution, ensuring that employees are well-prepared to navigate complex HR challenges.

SHRM Certification Program

Since its inception in 2019, the SHRM Certification Program equips participants with a deeper understanding of key HR principles, fostering better adherence to fundamental HR requirements and improving overall workplace practices. In Spring 2024, we successfully completed our seventh instructor-led training sessions, with 17 students participating in the most recent cohort. In addition to these in-person sessions, we offer independent study programs in the fall to provide flexible learning options. To date, a total of 97 Columbia employees have successfully completed the SHRM Certification Program, contributing to a

Compensation

In collaboration with internal stakeholders, we conducted a comprehensive market assessment of our Registered Nurse (RN) workforce. As a result, we developed an entry-level RN track to enhance recruitment efforts for Grades 103 and 104, enabling CUIMC to hire recent RN graduates, including those from Columbia's School of Nursing. As part of our goal to create career ladders for Nurse Practitioners (NPs) and establish a recruitment pipeline from the School of Nursing, we conducted a comprehensive review of NP salaries across CUIMC. This led to the creation of new salary bands for three NP levels: Grade 105, Grade 106(a), and Grade 106(b). In collaboration with the School of Nursing, we developed a clinical career ladder for NPs. Additionally, we completed market analyses that were also conducted for the creating a career ladder and a thorough market analysis for our Embryologist in Obstetrics & Gynecology. Ob/Gyn, specifically targeting NP salary evaluations.

Labor Relations: The Labor Relations team settled the contract with the Columbia Postdoc Workers Union—UAW Local 4100, avoiding a



strike and achieving labor peace through innovative contract features, including a \$500,000 Hardship Support Fund to assist Postdocs and Associate Research Scientists facing temporary hardships due to unexpected medical emergencies or other unforeseen expenses. Additionally, the team settled and implemented the 1199 contract, managed union grievances, mediated settlements, and executed departmental staffing changes. We also guided managers across all campus departments on contract interpretation and increased campus-wide training on managing within a union environment.

Diversity, Equity, Inclusion, and Belonging

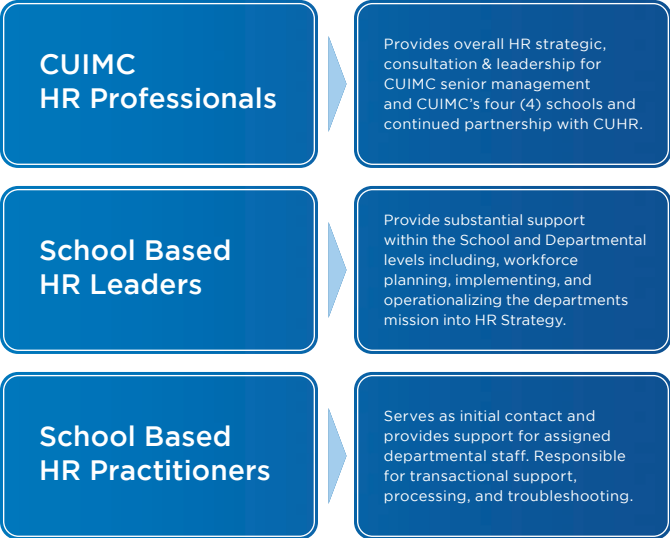
In our efforts to enhance diversity, equity, inclusion, and belonging, we created two new Employee Resource Groups (ERGs), hosted an ERG open house, and supported many events throughout the year. We organized our annual DEIB Summit, delivered a number of educational and cultural programs, developed a framework for ERGs and leadership development, and established a CUIMC Senior Leaders Working Group to further these initiatives.

Employee Resource Groups (ERGs)

- African, Black and Caribbean (ABC) Employee Resource Group
- Asian Pacific Islander (API) Employee Resource Group
- CUIMC Women Employee Resource Group
- CUIMC Women In Technology (WIT) Employee Resource Group
- Disability Employee Resource Group
- NEW Islamic Cultural Employee Resource Group
- Jewish Cultural Employee Resource Group
- LatinX Employee Resource Group
- Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ+) Employee Resource Group
- NEW South West Asian and North African (SWANA) Employee Resource Group
- Veterans Employee Resource Group
- Working Parents Employee Resource Group

HR Communities of Practice at CUIMC

Within the HR community at CUIMC, it is essential to partner innovatively to solve critical HR issues and navigate the path ahead. By working together, the HR community can effectively serve the staff and faculty of CUIMC. These partnerships, grounded in trust, expand the breadth and depth of HR expertise, fostering an environment where idea generation focuses on enhancing the effectiveness of all HR groups within CUIMC. Furthermore, business processes are developed based on best practices and greater standardization, ensuring efficient and effective operations. We are not a separate organization. We are fully immersed and integrated in the CUIMC community. Customer needs are our needs, and your goals are our goals.



Let's Continue to Partner to Enhance the CUIMC Community



CUIMC by the Numbers



Job Descriptions Approved
2,501



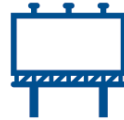
Offers Approved
1,683



Visitors Approved
777



Applications Received
180,786



Number of Job Postings
1,947



Welcome Program Participants
1,720 over 25 sessions

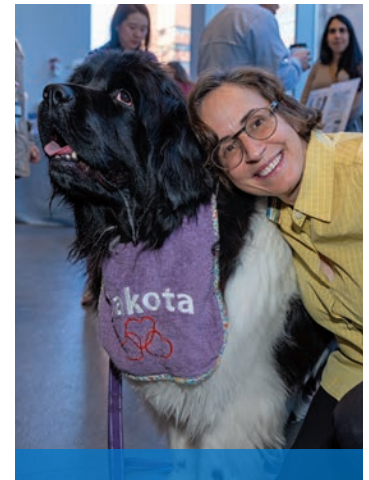
CUIMC EMPLOYEE POPULATION

EMPLOYEE CLASS	FEMALE	MALE	UNKNOWN	TOTAL
Graduate Research Assistant	304	177	1	482
Officer of Administration (Jr.)	2,941	870	1	3,812
Officer of Administration (Sr.)	974	511		1,485
Officer of Instruction/Department Chair	8	15		23
Officer of Instruction	2,555	2,443	8	5,006
Officer of Library	4	4		8
Officer of Research	1,557	1,268		2,825
Support Staff (Non-Union)	228	133		361
Union Support Staff	721	602	2	1,325
TOTAL	9,292	6,023	12	15,327

RACE/ETHNICITY *

	TOTAL	PERCENTAGE
White	6,731	43.92%
Asian	3,423	22.33%
Hispanic	1,586	10.34%
Two or More Races/Ethnicities	1,554	10.13%
Black or African American	1,452	9.47%
Not Disclosed	532	3.47%
American Indian / Alaskan Native	28	0.18%
Native Hawaiian / Other Pacific Islander	21	0.13%

*Reflects employee self-identification data as of June 30, 2024



Where Are We Going

CUIMC HR Strategic Plan

We have completed our first draft of our 5-year strategic plan that will be published in early FY26. As we continue to develop our plan, our focus will be on fostering an equitable workforce that drives innovation and excellence. We aim to attract, retain, and develop top talent through comprehensive learning and development programs, career development opportunities, and a commitment to employee well-being. By aligning our HR strategies with the overall organizational vision, we will enhance employee engagement, build a strong leadership pipeline, and ensure our team is equipped to meet future challenges and opportunities. Additionally, we will prioritize the integration of advanced HR technologies to streamline processes, improve data-driven decision-making, and support a culture of continuous improvement.

Operational Excellence

We aim to enhance HR processes and services to improve the overall employee experience, while establishing frameworks for continuous improvement that align with our strategic goals. A key focus will be on onboarding new HR staff, expanding our analytics and reporting capabilities, and automating processes where possible. Additionally, we will create a comprehensive training library and provide regular refresher courses for HR professionals. By strengthening our metrics, we will ensure that we continue to operate with excellence.

Fostering Community and Collaboration

We will expand our Mission, Vision, and Values while establishing a unified and efficient HR management approach. Collaboration across departments is key, as CUIMC HR works closely with local HR, business units, and CUHR to align strategies with organizational goals. Our focus remains on an employee-centric approach, prioritizing the needs of staff to cultivate a positive work environment, with CUIMC serving as a

strategic business partner. Continuous improvement will be fostered, enabling HR practices to evolve and adapt to meet the organization's changing needs.

- Innovation that focuses on raising the effectiveness of HR.
- Business processes based upon best practices and greater standardization.
- Partnerships that are based on integrity and expand the breadth and depth of HR expertise.

Career Pathing and Compensation

We will establish a comprehensive compensation strategy aimed at attracting and retaining top talent while ensuring both internal equity and external competitiveness. This includes conducting market assessments, developing a market-based salary structure, and reviewing job classifications to promote internal equity and clearer career development paths. Additionally, we will focus on standardizing job titles and descriptions and creating career ladders, particularly for VP&S positions, in collaboration with Simple is Better.

Recruitment and Candidate Experience

We will leverage our current applicant tracking system to develop recruitment metrics and train local HR practitioners in best practices and bias minimization. Our onboarding resources will include a dedicated CUIMC Welcome Center webpage and activation of the CUIMC Onboarding portal through TalentLink. Enhancements to the Employee Welcome Program will ensure that new hires feel valued and integrated into the CUIMC community, regardless of their location. To make the New Hire Experience more inspiring and engaging, we will incorporate networking activities, live campus tours, and benefits presentations. Additionally, the New Hire

Workbook will be updated to include CUI-MC-specific information, and we will explore collaboration opportunities with CUHR to establish a joint program.

Development and Engagement of Talent

Create and deliver managerial skills training using different platforms to cater to diverse learning styles, establish a leadership coaching program, and provide assessment and feedback tools for individual and organizational development. Additionally, there's a focus on leveraging learning content and functionality to efficiently promote, assign, and track professional development at individual and organizational levels. A broad-based suite of leadership and management programming is also planned to develop new and existing supervisors and leaders within the organization.

Talent Performance Lifecycle

We are moving toward a performance engagement model, adjusting the performance evaluation timeline to better align with merit increases. Our goal is to enhance performance management and succession planning at CUI-MC by delivering a performance review program that promotes meaningful goal setting and fosters ongoing feedback conversations between managers and employees. Additionally, we aim to strengthen managerial and leadership development through our existing Learning and Development resources while continuing to expand and refine our management and leadership training offerings.

CUI-MC HR Communication initiatives

Our focus is on identifying and implementing a robust communication model that supports recognition, change management, and community-building within the organization. This will be achieved through targeted campaigns, team-building initiatives, and developing a training series utilizing the Engagement Toolkit for managers. Engagement Toolkit for managers, all aimed at fostering stronger relationships and enhancing collaboration across teams.

Campus Culture, Engagement, and Well-Being

CUI-MC HR will leverage internal medical center resources to promote holistic health and foster a supportive community through engagement initiatives and mental health wellness events. These initiatives aim to raise awareness of mental health, implement wellness programs, and provide resources to enhance overall well-being.

Diversity, Equity, Inclusion, and Belonging

Foster a sense of community and belonging at CUI-MC through various initiatives. This includes enhancing professional development for Employee Resource Group (ERG) leaders by refining charters, missions, and visions and implementing a strategic plan to support ERGs with low engagement. Focus on prioritizing support for diversity, equity, and inclusion (DEI) projects across schools, collaborating with the learning and development team to provide DEIB training for staff and leadership, and incorporating best practices for professional development. Enhance ERG community engagement efforts by partnering and leveraging resources from our Office of Academic and Community Partnerships. Provide leadership and establish partnerships throughout CUI-MC to embed diversity, equity, inclusion, and belonging at all levels of the organization, creating a safe and inclusive environment for all staff.

Labor Relations

Establish regular Joint Labor meetings and improve relationships between union leadership and Departmental HR Managers to enhance communication and collaboration between labor and management. Focus on providing leadership and support in administering union contracts across CUI-MC, including training and education on contract implementation and grievance handling.

Meet the CUIMC HR Team

- **Neil McClure**
Chief Human Resources Officer

- **Shanaz Pershad**
Executive Assistant

Client Services

- **Sony Jean Michel Thornton**
Senior Human Resources Business Partner
- **Jennifer Gass**
Senior Human Resources Business Partner
- **Sherley Desulme Willis**
Senior Human Resources Business Partner

- **Mary Jo Lynch**
Senior Human Resources Business Partner
- **Brandi Bonaparte**
Director, CUIMC Facilities Management
- **Kim Lopez**
Business Manager, CUIMC IT

Operations

- **Thomas De Leon**
Director, HR Systems and Operations
- **Brenda Arthur**
Assistant Director, HR Operations
- **Daniela Isakov**
Senior Human Resources Generalist
- **Hannah Mason**
Human Resources Generalist

- **Allison Garcia**
Human Resources Representative
- **Naomi Velazquez**
Human Resources Representative
- **Nyoka Foster**
Human Resources Assistant

Diversity Equity, Inclusion, & Belonging (DEIB)

- **Ashley Boyce**
Manager, DEIB Staff Engagement
- **Liza Ovinova**
Diversity, Equity, and Inclusion Specialist

- **Daniel Dobrin**
Senior DEI Coordinator
- **Cynthia Fuentes**
Senior DEI Coordinator

Talent Acquisition and Sourcing

- **ShaQuanna Williams**
Talent Acquisition & Sourcing Manager

Labor Relations

- **Mary Ann Carlese**
Executive Director, Labor Relations



Columbia University Irving Medical Center
Human Resources

617 West 168th Street | New York, NY 10032

212-305-4357

cumchr@cumc.columbia.edu

cuimc.columbia.edu/hr
