

Action #	Initiative	Start Date	Projected Completion Date	Actual Completion Date	Initiative Source	Goal	Action Plan	Action Taken	Responsible Parties	Status (Open, Pending Completed)
1	Open search for/hire Chief Diversity Officer (CDO)	1-Apr-15	1-Oct-15		Ad Hoc Task force on Gender Equity & SWIM	Establish reporting structure: Dean and Deputy Provost for Faculty Development and Diversity; Hire a CDO.	1. SWIM meetings with Dean Alpern to discuss SWIM recommendations regarding CDO; 2. SWIM writing job description; The search firm will write its own job discription-It must be a search firm that knows how to search for a CDO, not a medical school department chair.	Discussion has continued on reporting structure. SWIM and the Task Force favor direct reporting of CDO to Deputy Provost for Development and Diversity provost office, Dean Alpern favors the CDO report directly to the Dean (May through June, 2015); 2. 5/2015: SWIM submitted job description draft to Dean Alpern. 6/24/15: Dean Alpern shared CDO job description draft with SWIM; The Dean's office is in the process of forming a search committee; a search firm is involved with expertise in CDO recruitment.	SWIM, Dean Alpern	Pending
2	Increase representation of women on search committees.	1-Apr-15	1-Sep-15		SWIM	Increase the number of women on current search committees to 50%.	Include active searches and committee membership on the Dean's website. These committees are charged with goal to improve diversity. SWIM suggests the search firm's track records of the diversity in recruitment of search committees be placed on the website.	1) Formal request written to Dean Alpern and discussed in 2/2/15 meeting. 2/2/15 Dean Alpern agrees that token participation on committees is not sufficient;; 2) Search committees that now have 50% women include the Dean for the School Public health, Chair of Internal Medicine and Chair of Ophthalmology. 3) Keep faculty search site updated. 4) Other Searches: Smilow Cancer center and Chair of Pediatrics will have 50% representation by women/URM.	Dean Alpern, CDO	Ongoing
3	1. Increase female representation on YMG Executive Board and on At-large members so that governing committees have minimum of 40% women. 2) SWIM submitted 18 names of highly qualified Female faculty willing to serve	1-Mar-15	1-Sep-15	27-Jul-15	SWIM	1. Committee appointments to YMG decided by nominating committee rather than one person; 2.Diversify YMG and YMG/YNHH/NEMG boards, YMG governing committees, so proportional representation of women and URM. Recommend that this July, new At-large members be primarily women (7+1) in contrast to previous year (1:7)	Include in initial discussion with Dean Alpern (2/2/15).	Dean Alpern and Paul Taheri (CEO, YMG) met with SWIM as per request. Dr. Taheri agreed to discuss this issue with the board of YSM; Drs. Robert and Kavathas provided to Drs. Hines/Taheri materials for 18 faculty willing to serve as At-large members to be selected in July. On July 27th, eight new at large members were selected, six of whom are women, with one being a URM.	Dean Alpern, Paul Taheri, Roberta Hines, SWIM, Paula Kavathas	Completed
4	Salary Equality http://www.nytimes.com/2015/08/13/opinion/lets-expose-the-gender-pay-gap.html?emc=eta1&_r=0	1-Jun-15	1-Oct-15			Provide <u>intra</u> -departmental equality.	Dean's office presented an examination of methods used to determine salaries and to determine any gender gap in compensation for YSM overall. SWIM proposes that women who have been underpaid by >5% should receive a one-time lump sum representing the discrepant pay over the last 2 years. SWIM proposes: 1) transparency in gender pay, 2) publishing norms with 25 and 75 percentiles for each department, 3) salary corrections include 2 years back pay, 4) Method for scientists that does not require using grant to correct inequity.	Dean presented a Town Hall on salary; initiatives begun to reduce gender gap (@ 5%) at YSM; 1. Faculty presence on the Compensation Committee 1 basic scientist, 1 clinician, 1 informatician to begin 9/1/2015 http://www.nytimes.com/2015/08/13/opinion/lets-expose-the-gender-pay-gap.html?emc=eta1&_r=0 2. Draft a set of principles to govern compensation setting moving forward – provisional list as follows: 9/1/2015 a. Salary should be equal for men and women, those from well-represented groups and those from underrepresented groups b. Compensation guidelines and incentive plans should not have disproportionate impact on final salary by gender or ethnicity c. Guidelines and compensation data should be transparent--specifics on this. d. We request a firm timeline for addressing raising compensation for outliers	Dean Alpern	Open
5	Transparency in resource allocation	1-Jul-15	1-Oct-15		SWIM	develop a method	To be determined	None	Dean Alpern, CDO	Open
6	Recruit new Associate Dean for Faculty Affairs; Associate Dean for Scientific Affairs				SWIM	SWIM involved/represented in replacing these important positions	Include committee membership on the Dean's website	1) SWIM requests more clarity with regard to how the Dean for Faculty Development and the Faculty Affairs office will function. SWIM is concerned that key functions will fall through the cracks. 2) Ruth Montgomery appointed Associate Dean for Scientific Affairs.	Dean Alpern, CDO	50% Completed
7	Transparency in Process for Faculty Advancement	1-Jul-15	1-Oct-15		SWIM	Improve/develop mentoring system within departments	Develop clear mentoring system, with rewards/punishments for successful mentoring within departments.	Assign senior faculty members (at least 2) to each junior faculty to assist with promotion and advancement process and with grantsmanship. There should be oversight by Dean for Faculty Development.	Dean Alpern	Open
8	ALL A&P YSM committee membership should be transparent	1-Jul-15	1-Oct-15	1-Aug-15	SWIM	1. ALL A&P YSM committee membership should be transparent and available on faculty affairs/Provost website.	Propose Transparency in A&P committee membership	A&P committee membership published on Dean's website; this should also be available on faculty affairs/Provost website.	Dean Alpern	Completed
9	Recruit women/URM faculty				SWIM	1. Goal of six women/URM chairs 2.Evaluate current search firm's success in recruiting women/URM faculty/staff leadership; Emphasize to search firm the importance of recruiting URM and women to open Chair position as priority . 3 transparency in chair appointment process and other associated institutes with YSM. 4. add experts in URM and women recruitment to committees or to the process.	Develop ongoing list of all active chair, dean and senior leadership searches, beginning with: Public Health, Opthamology, Child Study, Pediatritrics, Internal Medicine, YCCC.	Deanhas stated he prefers not to have benchmarks for the hiring of women and URM into leadership positions. Opthamology, Pediatrics, Public Health, Child Study, Internal Medicine, YCCC. Follow up to verify progress has been made with regard to success of search firm in recruiting URM and women.	Dean Alpern, CDO, SWIM	Open
10	Faculty senate (Faculty Advisory Committee)	1-Jan-15	1-Jan-16		SWIM	Establish senate/FAC.	The Dean has proposed a Faculty Advisory Council (FAC) instead of a Senate. Senate/Council membership should be included on the Dean's website.	FAC formed. First meeting in September. Process: Committee to form FAC has been formed; 2. Nominations were submitted; 3. FAC to include members of SWIM and MORE. 4. Votes were tallied in September. 5) Barbara Burtness will be SWIM rep on FAC.	Dean Alpern, CDO, Faculty	Completed
11	Establish/ Publish a Mediation Process	1-Oct-15	1-Jan-16		SWIM	Clarify the current mediation processes for disputes. Review the processes	1. Include mediation process on the Dean's website. 2) send an email to the YSM faculty outlining the established mediation process.	Link to all separate types of mediation processes are now on the Dean's website	Dean Alpern, CDO	Pending
12	Improve Climate for promotion for women	10-Jul-15			Dean Alpern	Improve method to support women and maternity/paternity issues and during years when caring for young children.	SWIM to form subcommittee, possibly with additional faculty, to address issue and create specific suggestions.	none	Dean Alpern, CDO, SWIM	Pending