

Annual Report

Columbia University Irving Medical Center
Office of Human Resources

2024–2025



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CUIMC HR Mission and Values

The Columbia University Irving Medical Center Human Resources team is committed to delivering high quality services, building strategic partnerships, and offering collaborative solutions that help our employees succeed. We foster a positive employee experience by aligning our efforts with colleagues' needs, empowering them to thrive and working each day to energize and strengthen our campus community.

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 Experience: Create and support programs to identify, develop, and grow future leaders



Promote Integrity and Transparency: Provide the tools, information and counsel required to keep CUIMC in compliance with applicable employment, privacy, security, tax and labor laws



Strive for Excellence: Foster a culture of continuous improvement and innovation across CUIMC HR services and operations by applying best practices and delivering consistent, high-quality support



Introduction from Neil McClure, Chief HR Officer



Welcome to the third annual report from the human resources team at Columbia University Irving Medical Center. This report highlights the ways our office has adapted and grown to meet the challenges of the past year in order to best support our community.

The past year has brought unprecedented difficulties for the University and the medical center workforce. CUIMC HR has been an essential partner in navigating these challenges by providing hands-on support to employees impacted by federal funding cuts, delivering crisis management support, and equipping senior leaders with the tools to build resilience.

To provide the most streamlined and effective service to the medical center, CUIMC HR operates as a centralized unit. Recently, the College of Dental Medicine HR team was centralized into CUIMC HR, leveraging internal resources to improve efficiency and capacity. Our close partnership with HR professionals in individual business units helps ensure strategic alignment, strengthens communication, and fosters collaboration, enabling us to share resources and expertise while remaining responsive to the unique needs of each unit.

We have also grown our commitment to employee well-being, hosting our second well-being fair and our first ever Mental Health Awareness Event, focused on enhancing the mental well-being of our faculty, clinicians, and staff.

Every day, our team is focused on a single overarching goal: to make 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, with the first letters of the first and last names being capitalized and prominent.

Neil McClure

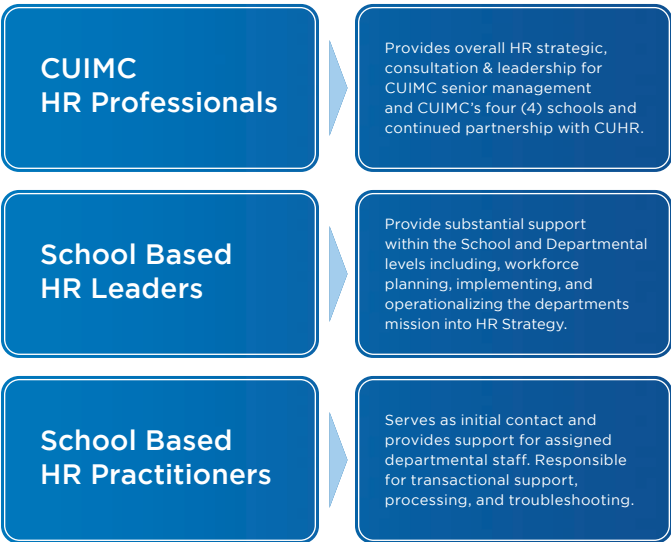
Chief Human Resources Officer

Columbia University Irving Medical Center

The Essential Role of CUIMC HR and 2025: Meeting the Challenge

What makes the CUIMC HR Team essential to our organization?

As a centralized HR team, we are proud to partner with HR professionals across individual units to provide consistent, reliable support. This collaborative structure helps ensure that our policies, procedures, and compliance efforts are aligned throughout the organization, minimizing risk, promoting fairness, and navigating challenges. It also strengthens communication and fosters collaboration, enabling us to share resources and expertise while remaining responsive to the unique needs of each unit and fostering collaboration across CUIMC. By combining strategic guidance with on the ground support, we are able to partner at the University level to ensure we meet both



the broader goals and its day-to-day challenges, building a more connected, agile, and resilient workforce together.



Navigating 2025: Rising to the Challenge

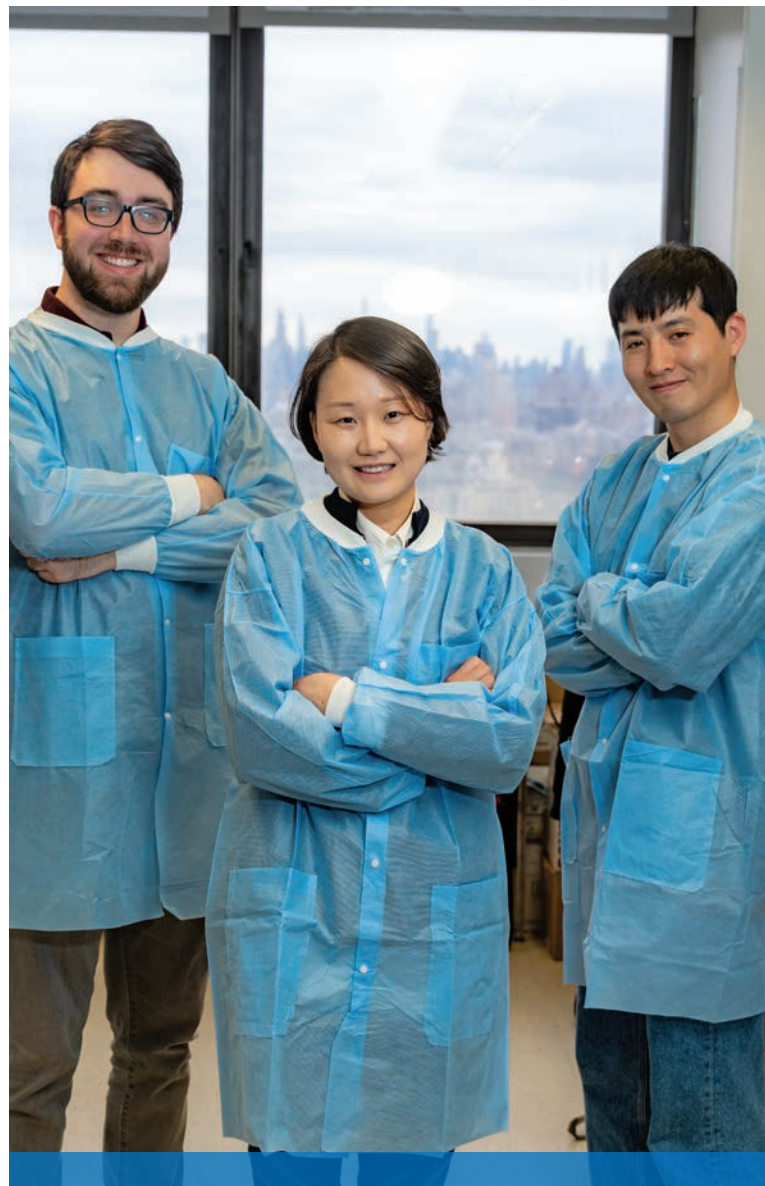
2025 has brought significant challenges to higher education, and Columbia University has not been immune. Yet, as it has for more than 270 years, the University continues to lead with purpose, resilience, and a steadfast commitment to the public good.

CUIMC Human Resources team stood shoulder to shoulder with our four schools and senior leadership, playing a critical role in navigating the complexities of grant terminations, federal funding losses, and necessary budget reductions.

We didn't just respond, we mobilized. With urgency and compassion, we delivered crisis management support and remained a steady presence for our faculty, staff, and departments. In partnership with senior leadership and the four schools, our team led the full lifecycle of response with clarity, collaboration, and care.

In the face of uncertainty, we leaned in. We provided hands-on support to impacted employees, including university resources, ensuring they had tools for success beyond their current roles.

CUIMC Human Resources has been and continues to be a trusted partner and problem-solver during times of disruption. Together, we're not just weathering the storm, we're helping to sustain and shape the future.



What We Accomplished

Labor Relations

One of our primary goals this year was to establish regular Joint Labor Meetings between Departmental HR Managers and union leadership to strengthen relationships and foster open, collaborative communication. These meetings have proven to be valuable for both parties, particularly as we approach and navigate upcoming contract negotiations.

This year, the University's contracts with several key unions: TWU, 1199, 2110, and our Graduate Student Workers Union are up for renewal. Maintaining consistent engagement with union leadership has positioned us to approach these negotiations with a spirit of partnership and mutual understanding.

In parallel, we've continued to offer targeted training for managers on effective contract implementation and best practices for handling grievances. We also remain actively engaged in working alongside departments and union representatives to resolve outstanding grievances in a timely and constructive manner. These efforts reflect our commitment to fostering a respectful and productive labor environment across the University.

Empowering through Employee Development

This year, we focused on providing training for staff, whether it was department-specific or campus-wide. Our training courses included department specific civility training, focused on our CUIMC Cares values, including partnership with the Office of Institutional Equity. We hosted performance management training for all HR practitioners within CUIMC and offered courses on labor relations.

As part of the engagement initiative, we hosted an Employee Engagement Series specifically designed to train managers on how to effectively use the Engagement Toolkit. Developed as a foundational resource for our leaders, the toolkit is filled with proven strategies and best

practices. To make this robust guide more accessible, we broke it down into focused sessions, each aimed at helping managers develop confidence and competence in mastering these core leadership areas:

- **Performance Management and Conflict Resolution**
- **Employee Engagement & Inclusion Mastery**
- **Career Development and Growth** (upcoming)
- **Effective Onboarding** (upcoming)

Consolidation Efforts

CUIMC Human Resources partnered with NYP Human Resources to ensure a smooth transition of employment for employees working in the joint venture with New York-Presbyterian Hospital, Columbia/New York-Presbyterian Advanced Imaging (CNYP AI), which brought state of the art radiology services and an improved patient experience to our multi-specialty locations.

The CUIMC Human Resources team was pleased to officially welcome our colleagues from the College of Dental Medicine (CDM) Human Resources team earlier this year. As part of a broader strategic initiative, CDM HR was centralized under CUIMC HR to better align HR services across the medical center. This integration allows us to leverage internal resources more effectively, streamline processes, and enhance our overall capacity to support faculty and staff. We look forward to continuing collaboration and shared success as a unified HR team.

CITG Integration

CUIMC HR played a critical leadership role in the development and launch of the Shared IT Support organization, a strategic initiative carried out in close partnership with CUIMC IT, NYP, and CUIT to deliver secure, efficient IT services that support our educational, administrative, research, and patient care missions. HR led efforts to engage departments in understanding the new model, provided strategic guidance



on organizational change, assessed the MOU's impact on personnel, and ensured a smooth and streamlined onboarding process for affected staff. Our proactive involvement was key to aligning people, processes, and policies to support this transformational initiative.

Supporting Clinical Operations

ColumbiaDoctors has expanded to new locations, adding 100 sites from Midtown Manhattan, Westchester, Rockland, New Jersey, and Connecticut. Notable openings include The Och Spine at the Spiral Building in Hudson Yards, which opened in January, and 1111 Westchester Avenue in White Plains, scheduled to open in September 2025. CUIMC Human Resources provided critical salary market analysis and benefit design components for these community provider groups. In partnership with Columbia University teams, we also created a new employment group to support this expansion.

Employee Well-Being Initiatives

CUIMC HR understands that a healthy and engaged workforce is essential for maintaining community connectedness and creating meaningful workplace experiences while sustaining a productive and vibrant academic community. On February 11, 2025, Columbia University Irving Medical Center hosted its second annual Well-Being Fair in Alumni Auditorium and the Schaefer Awards Gallery in the Black Building.

Designed to promote heart health, overall wellness, and a sense of community among faculty and staff, the event was a collaborative effort between CUIMC HR, CUIMC Events, the Well-Being Office, the Office of Work/Life, and CUIMC leadership, VP&S, Mailman School of Public Health, School of Nursing, and the College of Dental Medicine.

The fair featured a diverse range of activities aimed at supporting physical, emotional, and mental well-being. Attendees took part in Zumba, reiki, Awareness Through Movement, acupuncture, chair massages, aromatherapy, and pet therapy. Hands-only CPR training and NARCAN instruction were also available, alongside free health screenings and heart-healthy nutrition information. Guests received CUIMC-branded giveaway bags filled with healthy snacks and a gratitude note signed by university leadership, creating a memorable and meaningful experience.

In addition, CUIMC hosted its first **Mental Health Awareness Event** on October 22, 2024, focused on enhancing the mental well-being of our faculty, clinicians, and staff. The event featured support resources from CopeColumbia and ColumbiaDoctors and offered a variety of mental health-focused workshops and integrative health sessions. Topics included financial well-being, finding meaning at work, mindfulness and breathing techniques, tai chi, dance, and "Food for Mood." CopeColumbia led ses-

sions such as *When & How to Get Help*. Therapy dogs and light refreshments added to the welcoming and restorative atmosphere.

Together, these two events drew more than 1,500 attendees and reflect CUIMC's commitment to fostering a culture of care, connection, and holistic well-being across our campus community.

Employee Appreciation Month

At CUIMC, we host an annual Employee Appreciation Month, offering a range of activities to celebrate and uplift our staff. These events provide a fun and relaxing way for employees to unwind and connect with colleagues outside of their daily routines. By promoting wellness and team bonding, Employee Appreciation Month helps strengthen our sense of community. It enhances the overall well-being of our workforce, showing our gratitude for their hard work and dedication. This year, we hosted several events throughout the month, including karaoke, aromatherapy sessions, and sound baths.

Mental Health First Aid Training

CUIMC's Senior HR Business Partners became certified in Mental Health First Aid, equipping them with the skills to recognize and respond to

early signs of mental health challenges among our staff and faculty. This training enables them to provide initial support and guide employees to appropriate resources, creating a safer and more supportive workplace. By fostering awareness and reducing the stigma around mental health, this certification helps promote well-being and ensures that our team members feel valued and cared for.

Remote policy

In FY25, our HR team played a critical role in implementing and managing the University's remote work policy, which requires employees to reside in a state where Columbia is officially registered to conduct business. We led a coordinated effort to ensure compliance with both University policy and state tax regulations, working closely with remote staff to assess eligibility and support informed decision-making. Our team provided direct guidance to affected employees, many of whom faced significant personal and professional choices by facilitating transitions, coordinating with leadership, and ensuring timely communication. This work was essential in reducing institutional risk and reinforcing a compliant, sustainable remote work structure across CUIMC.



EAP Events

Our office hosts monthly employee assistance webinars for staff through our Employee Assistance Program. Topics range from professional topics such as goal setting, overcoming burn-out, the art of giving feedback, and leadership skills to personal topics such as parenting, caring for elderly parents, and reducing stress.

HR Network Meetings

Our office hosts monthly HR Network meetings to keep our CUIMC HR professionals informed of the latest policies, regulations, and best practices. These sessions serve as a platform to discuss important updates and ensure compliance across the organization. In addition to sharing knowledge, the meetings provide an opportunity to bring the CUIMC HR community together, fostering collaboration and strengthening connections among our team members. This network serves as a resource for ongoing professional development and support.

Compensation

In FY25, CUIMC Human Resources played a pivotal role in advancing compensation transparency and benchmarking by partnering with Columbia University's central compensation team to complete the Ivy Plus Matching Survey.

This survey is a key initiative that gathers and analyzes compensation data for professional, managerial, and director-level positions across the Ivy Plus network. The insights gained are instrumental in shaping competitive compensation strategies and ensuring alignment with peer institutions.

CUIMC Human Resources served as the central liaison between the University's compensation team and departments across the medical center. Our team led the coordination of this complex, data-driven process, with valuable support from select Senior HR Business Partners. Together, guiding departmental leaders through role matching, position analysis, and data validation to ensure accuracy and consistency across submissions.

Through close collaboration, strategic oversight, and a deep understanding of CUIMC's organizational structure, we ensured that the survey process not only reflected the distinctiveness of our workforce but also positioned CUIMC to make informed decisions around talent retention, recruitment, and compensation planning.

This work underscores our ongoing commitment to supporting data-informed HR practices and advancing institutional excellence in workforce management.

Laying the Foundation: HR Training Series for New Professionals

In partnership with Columbia University Human Resources (CUHR), CUIMC HR is developing a new training series designed to support HR professionals as they begin their journey at Columbia. The series, titled *Navigating Columbia University Human Resources*, aims to provide a strong foundation in key HR functions, tools, and resources across the University.

We've created the first three modules and are actively working on additional content. Each module is designed to help new HR team members build clarity, confidence, and a deeper understanding of the University's HR landscape, preparing them to succeed in their roles and contribute effectively from the start.

SHRM Certification Program

The SHRM Certification Program has continued to strengthen HR knowledge and practice across Columbia University. The program equips participants with a deeper understanding of essential HR principles, leading to improved compliance and more effective workplace practices. This year, we had the largest independent study cohort to date. This program remains a vital resource in advancing HR expertise across the institution, ensuring employees are well-prepared to meet the evolving challenges of the HR landscape.



Voluntary Retirement Program

CUIMC HR partnered with Columbia University's Benefits Department to successfully roll out the Voluntary Retirement Program (VRP) for eligible employees. This collaborative effort ensured that employees who are eligible for the voluntary retirement program were provided with clear information, personalized support, and access to key resources to help them make informed decisions about their future. The program offered eligible participants a structured and supportive pathway to retirement, aligned with university policies and retirement planning goals. CUIMC HR played a critical role in coordinating communications, responding to employee inquiries, and guiding departments through the implementation process, helping to ensure a smooth and thoughtful transition for both employees and the institution.

Performance Management

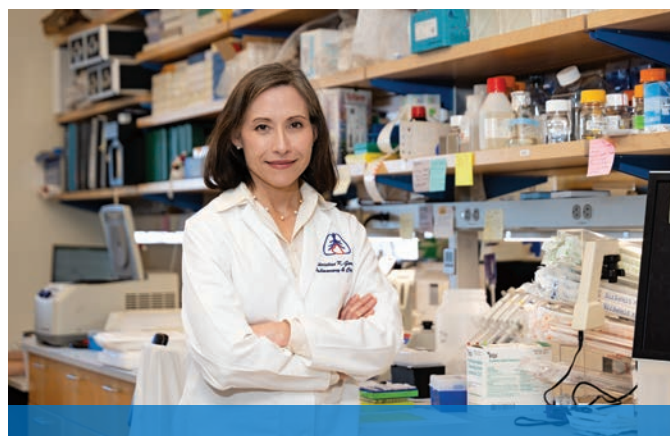
In FY25, CUIMC Human Resources took meaningful strides to modernize and strengthen our performance management process, creating a more consistent, transparent, and values-driven framework across the institution. At the heart of these efforts is the introduction of a shared language, one that ensures clarity, fairness, and alignment with our institutional goals and values. To support this transition, we also offered training to help HR managers and staff understand and apply the new framework effectively, fostering a culture of continuous feedback and development.

A key enhancement was the rollout of clearly defined performance rating categories, each accompanied by practical examples. This step aims to foster a deeper understanding of expectations and move the organization toward more accurate and consistent evaluations. Our objective is to establish a realistic baseline across the workforce and address the trend of rating inflation, which can dilute the value of the process and hinder individual and team development.

We also embedded core competencies, along with distinct management competencies, into the evaluation process. These additions recognize that effective leadership goes beyond individual performance and includes a manager's ability to guide, support, and develop their teams. This is central not only to the success of individual units but to the overall well-being and culture of our organization.

Moreover, we formally integrated the CUIMC CARES Values into performance assessments. By doing so, we affirm that excellence at CUIMC is measured not just by *what* our employees accomplish, but also *how* they go about their work. These values—Civility, Acceptance, Respect, Ethics, and Support—are foundational to our identity and embedding them into our review process reinforces our collective commitment to integrity, empathy, and high standards.

This evolved approach to performance management reflects our commitment to a culture of continuous growth, accountability, and alignment with CUIMC's mission. It empowers employees and managers alike to engage in more meaningful, constructive conversations that support development, recognize impact, and drive organizational excellence.



CUIMC CARES Values

CUIMC CARES is a code of values to guide all members of the CUIMC community in their interactions with each other. These values are important in creating a culture that encourages civility, acceptance of differences, respect for all, ethical behavior, and a supportive environment within our community. Through CUIMC CARES, we aspire to build a community where every individual feels welcome and accepted, and has opportunities for professional growth and success.



Civility

- Civility means promoting professionalism and a climate of growth, learning, and teamwork.
- Civility means being accountable for your own professional conduct.

Acceptance



- Acceptance of CUIMC policies and procedures shows your commitment to our core values.
- Acceptance of the importance of different perspectives and experiences fosters mutual respect for each member's contributions within the community and promotes an inclusive environment.
- Acceptance of the impact of biases on professional conduct will help you identify biases when they occur.



Respect

- Respect encourages us to treat each person with courtesy and civility.
- Respect in the confidentiality and privacy of all community members is essential for collegiality.
- Respect enables you to listen and respond to diverse thoughts, opinions, and constructive feedback and model this behavior for others.

Ethics



- Ethics is doing what's right, such as refraining from engaging in, supporting, or tolerating inappropriate, disruptive, or abusive behaviors.
- Ethics is reporting abuses of power in hierarchical relationships.
- Ethics is modeling professionalism by resolving conflicts in a spirit of cooperation and collaboration.



Support

- Support is shown by creating and maintaining a culture in which reporting is safe and free of retaliation.
- Support is demonstrated through interactions that use words and actions that are thoughtful, constructive, and tolerant.
- Support is shown through awareness of your own well-being and the well-being of others.

Contact us to learn more about CUIMC CARES and the work happening in the Office of Professionalism: professionalism@cumc.columbia.edu (212) 305-1510

Office of Engagement, Retention, and Growth

At Columbia University Irving Medical Center (CUIMC), we are committed to creating a positive, respectful, and welcoming environment where all members of our community can thrive. We recognize that our greatest achievements in education, research, patient care, and beyond—are made possible by the collective contributions of individuals from a wide range of backgrounds, experiences, and perspectives.

Our strength as a medical center lies not only in our academic and clinical excellence but in the people—our employees—who make up our vibrant and dynamic community. We recognize that fostering a culture where employees feel supported, heard, and valued is essential to enhancing employee engagement. When engagement is prioritized, individuals are better positioned to innovate, collaborate, and lead effectively. This commitment cultivates stronger teams, a healthier workplace, and strengthens more meaningful connections across the institution.

The Office of Engagement, Retention, and Growth within CUIMC HR plays a central role in supporting this vision. We partner with schools, departments, and leadership to ensure that every team member—regardless of their role or career stage—feels welcomed and valued. From recruitment and onboarding to professional development and employee engagement, we are focused on creating experiences that empower individuals to grow and contribute fully.

We are especially proud of the culture we continue to build—one rooted in mutual respect, open communication, and shared purpose. Our efforts extend beyond policies and programs; they are reflected in the everyday interactions, relationships, and moments of support that define our workplace.

As we move forward, we remain committed to listening, learning, and evolving to meet the needs of our community. We believe that by fostering a supportive and engaging environment, we enable everyone at CUIMC to do their best work—and to do it together.

The Employee Resource Groups we support continue to enrich our community through the incredible events and initiatives they lead. Some of this year's events and trainings included:

- **AUGUST:** Southwest Asian and North African (SWANA) ERG Kickoff
- **SEPTEMBER:** Hispanic Heritage Month on Haven Plaza, National Working Parent Day
- **OCTOBER:** Rosh Hashanah on Haven Plaza, DEIB Summit: CUIMC EnERGized: Stronger Together: Enrichment through Diversity, Marking October 7th Session, Supporting Neurodivergence in the Workplace
- **NOVEMBER:** Veterans Day, CUIMC Women ERG Quarterly Series: Crafting Your Personal Brand and Cross-Generational Networking
- **DECEMBER:** Islamophobia and Common Misconceptions about Islam
- **JANUARY:** International Holocaust Remembrance Day
- **FEBRUARY:** BHM: Untold Stories in Health Equity: Lessons from Cancer and Beyond, Lunar New Year Celebration & Lion Dance
- **MARCH:** Women's History Month, Ramadan Kareem: Iftar Dinner, Purim on Haven
- **APRIL:** Disability Etiquette & Awareness Workshop, Eid Al-Fitr & Nowruz Mubarak Celebration
- **MAY:** Asian Pacific American Heritage Month, Jewish American Heritage Month on Haven, 2025 Luminary Employees Recognition: A Panel & Networking Celebration
- **JUNE:** Rooted in Care: AAPI Journeys in Leadership and Community Panel, The Spirit of Juneteenth: Joy, Justice, and Jubilee, PRIDE Mixer: A Pride Month Celebration

CUIMC by the Numbers



Job Descriptions Approved
1,823



Offers Approved
1,284



Visitors Approved
819



Applications Received
166,352

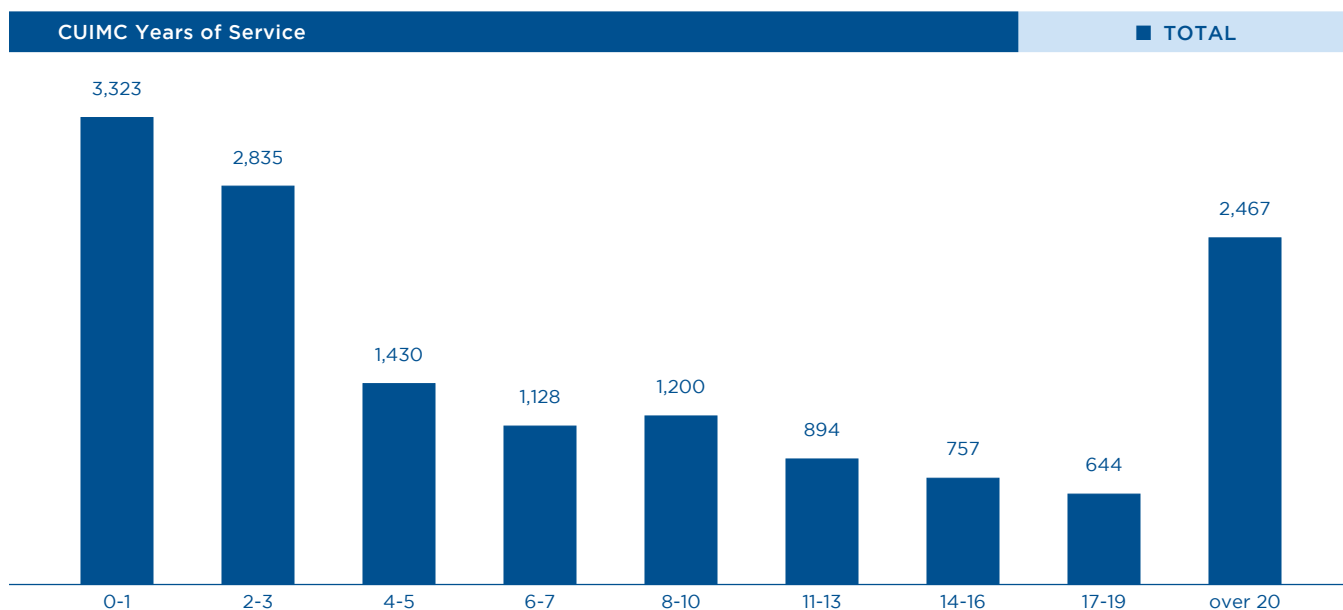


Number of Job Postings
1,517



Welcome Program Participants
1,133 over 25 sessions

| EMPLOYEE CATEGORIES | TOTAL |
|---------------------------------|---------------|
| Department Chair | 30 |
| Graduate Research Assistant | 482 |
| Officer of Administration (Jr.) | 3,465 |
| Officer of Administration (Sr.) | 831 |
| Officer of Instruction | 5,337 |
| Officer of Library | 9 |
| Officer of Research | 3,042 |
| Support Staff (NUSS) | 421 |
| Union Support Staff | 1,061 |
| TOTAL | 14,678 |



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
- **Kris Machado-Mirasola**
Senior HR Generalist
- **Allison Garcia**
Human Resources Coordinator

School of Dental Medicine

- **Jennifer Wallace**
Assistant Dean, HR & Faculty Affairs, Dental Medicine
- **Yolanda Harris-Ayo**
HR & Faculty Affairs Manager, Dental Medicine

- **Denise Chalen**
HR & Faculty Affairs Generalist, Dental Medicine

Operations

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

- **Hannah Mason**
Human Resources Generalist
- **Naomi Velazquez**
Human Resources Representative
- **Nyoka Foster**
Human Resources Assistant

Office of Engagement, Retention, and Growth

- **Ashley Boyce**
Manager, Staff Engagement

Talent Acquisition & Sourcing

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

Labor Relations

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





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Human Resources

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