



HMS/HSDM Faculty Council

Faculty Council Minutes
October 6, 2021

Present: Abrams, Adelman, Becker, Blackwell, Caradonna, Chang, Chen, Da Silva, Daley, DAmico, De Girolami, del Carmen, DePace, Desrosiers, Gaufberg, Giannobile, Goldstein, Haigis, Hatfield, Ho, Ingelfinger, Irani, Klig, Lee, Molina, Mullen, Okereke, Park, Patel, Pian-Smith, Rodriguez, Silver, Solomon, Spring, Stone, Wagers, Weinstock

Guests: Drs. Bates, Hundert, Westlund

Staff: Ms. Hecht, Ryan, Williams;

This Faculty Council meeting was held virtually, via Zoom, due to the COVID-19 pandemic.

Faculty Council Chair, Dr. Marcela del Carmen, called the meeting to order at approximately 4:02pm. Dr. del Carmen welcomed the Faculty Council to its first meeting of the academic year. She then invited Dean Daley to speak.

Dean Daley also provided a warm welcome. He then introduced Grace Huang, the Dean for Faculty Affairs, who started on July 1, 2021.

Dean Daley noted the importance of Faculty Council to the governance of HMS and thanked all for their service. He welcomed the new members of Faculty Council and recognized this year's Chair, Marcela del Carmen as well as this year's Vice Chair, Dr. Rose Molina.

Dean Daley shared that he met with Dr. del Carmen in September to discuss a framework for this year. Last year the Faculty Council asked presenters to apply a diversity lens when reporting to the Council and this theme will continue to be applied this year. Acknowledging that even before the pandemic, there was rising concern of the stress and duress that many HMS faculty had been feeling, faculty burnout will be a second theme discussed throughout this year.

Dean Daley spent some time discussing how HMS has embraced promoting collaborative science during the pandemic. The Massachusetts Consortium on Pathogen Readiness (MassCPR), the Therapeutics initiative, and the new Center of Computational Biomedicine are all great examples of synergetic science that is setting the pace for scientific achievement at HMS and its affiliates. Keeping with the theme of collaborative science, the Dean added that this year HMS conducted its first cohort hire. Multiple basic science departments came together to collaborate on a single search for junior faculty. The cluster hire focused on hiring the best scientists, first, then find where they would be housed secondly. He reported that they received over 680 applications and colleagues at Boston Children's Hospital (BCH) joined the venture. HMS made 5 offers and BCH made 3 offers, hiring four excellent scientists on the quad and BCH hiring two more. The Dean mentioned the plan to resubmit for the NIH FIRST (Faculty Institutional Recruitment for Sustainable Transformation) Program this year so HMS can continue to use this method of recruitment in the future.

On the student side, the Dean highlighted the Program in Medical Education's (PME) task force to address racism which analyzed its programs and policies through an anti-racist lens. The task force asked hard questions like why the retention rate for Black medical graduates at Harvard affiliated residency training programs is lower than for white graduates. The task force concluded their

work in the late spring and is now working to implement many of their recommendations. The dean stated he looks forward to approaching this year of faculty council with a DEI lens.

The Dean discussed wanting to continue focusing on financial aid support. He indicated that the Dean's Scholarships are now available to master's program applicants. Thanking the generosity of donors, including some faculty on the Council, the PME continues to provide annual need-based, four-year REACH scholarships.

Dean Daley ended with a discussion on institutional resilience. Despite the pandemic, HMS is a more financially resilient institution than before. The school's financial health is once again moving in the right direction and, like other University endowments across the country, the school anticipates a strong year for the HMS endowment.

Dr. del Carmen thanked the Dean for his update.

Next, Dr. del Carmen asked for and received acceptance of the minutes from the June 9, 2021 meeting, as presented. She then announced this year's docket committee members who will be working with her on this year's Faculty Council docket:

- Rose Molina
- Lakshmi Nayak
- Sang Park
- Chirag Patel
- May Pian-Smith
- Ken Rodriguez
- Laura Spring
- Valerie Stone

Dr. del Carmen reviewed the role of Faculty Council and highlighted some of the topics the Faculty Council will hear this year. Each year there are agenda items prescribed by LCME guidelines, however, this year there is room on the docket for other topics the Faculty Council is interested in discussing. Dr. del Carmen provided instructions to the Council as they broke out into breakout rooms to discuss the following questions:

- What topics do you want the Council to discuss this year?
- What does it mean to be a member of the HMS faculty? What is the value of being an HMS faculty member to an individual?
- How can this Council help create more value for HMS faculty?

The Council broke into 5 groups and spent thirty minutes discussing these questions before everyone reconvened and each group reported back on their small group discussions. Everyone agreed that all topics should have a diversity, inclusion, equity, and burnout lens. The following topics were also reported to the group:

- Continue work with climate change
- Mentoring for Junior to mid-career faculty through different career stages
 - Guidance on alternative career paths
 - Best practice for career mentoring
 - Within diversity: Underlying goal for mentoring
 - Burnout amongst junior faculty and implications for mentor/mentee

- Clinical mentors leaving due to senior faculty leaving
- COVID impact
 - getting people together more and more and safe ways to open
 - how to rebuild community and balance after many were siloed and busy during pandemic
 - challenges for women faculty with children
- Leaders taking positions on local boards
- Culture of promotions
 - importance and how to make it equitable among departments and institutions
 - Academic titles and value
 - Focus on recruitment and faculty retention
- More time spent on students and student issues
 - Esp. those Impacted by the pandemic and how to help them (Med and Dental students, post docs, residents, trainees and grad students)
 - What is the impact on students/trainees with burnt out faculty
 - How can faculty support students?
 - Concept of unification of trainees
- More understanding of the Ombuds office, other ombuds offices at affiliates and how they function and are used

Dr. del Carmen thanked the Council for their thoughtfulness and dedication and adjourned the meeting at 5:20pm.