



HMS/HSDM Faculty Council

Faculty Council Minutes
October 9, 2024

Present: Astley, Becker, Bi, Biddinger, Chen, Cluett, D'Amore, Daley, Drachman, Fregni, Gehrke, Goodman, Giannobile, Greenberg, Haberer, Harris, Henske, Huang, Ingelfinger, Jena, Katz, Morton, Murray, A. Nazarian, R. Nazarian, Parangi, Royce, Shih, Song, Stern, Struhl, Treister, Tsai, Wagers, Wu

Guests: Ms. Cidhinnia Torres Campos

Staff: Mss. Ryan, Spearman

This Faculty Council meeting was held in person at the Harvard Club of Boston for a welcome reception and dinner meeting.

Dean Daley welcomed the members of the Faculty Council and thanked them for making time in their busy schedules to attend this year's kick-off dinner. Then, he gave special thanks to Lorien Hecht and Zoe Spearman for their organization and orchestration of the dinner.

The Dean stated that the Faculty Council is a really important body that is vital to the governance of Harvard Medical School (HMS). He explained that it is important for the leadership of the school to hear from the FC in order to understand their perspective and to be able to consider how to incorporate the feedback of the FC as they move forward. He explained that unlike a Senate, the Faculty Council comprises a broad representation of faculty from departments within the various districts. While the FC is elected by their peers, there is no expectation that FC members represent the majority view of their peers, departments, or institutions as they are not representing the members of that specific department or district as constituents. He went on to say that cumulatively, the FC members act as a cross section of our diverse faculty bringing varying experiences and perspectives to the issues that face the Dean and the school. The input and feedback of the FC are particularly meaningful and important to Dean Daley. The Dean noted that beyond serving in an advisory capacity, the FC is the body charged with considering and recommending action on matters of utmost importance ranging from changes in HMS governance and policy to cases of possible student expulsion. He explained that this responsibility is significant and will draw upon the wisdom, experience, and commitment to community of the FC.

The Dean recognized the new Faculty Council members:

Douglas Drachman
Annekathryn Goodman
Zirui Song
Kevin Struhl
Tom Tsai
And Julie Ingelfinger, who has been reelected.

Dean Daley recognized this year's Chair, Dr. Lisa Henske, Professor of Medicine at Brigham and Women's Hospital (BWH), and Vice Chair, Dr. Cynthia Morton, the William Lambert Richardson Professor of Obstetrics, Gynecology and Reproductive Biology at BWH. The three have met to discuss subjects for the Councils' consideration. He mentioned that they have already been wonderful thought partners and leaders.

Next, the Dean talked about the themes of community that he touched on during his annual State of the School address and spoke about his goals for the FC. First, he spoke about the opportunity that AI presents for science and medicine. He would like the FC to be thinking about the opportunities that AI provides to make HMS faculty more effective. The Dean hopes that we can plan some interactive sessions so the FC members can learn how to use AI and more deeply understand the best practices that can be recommended to HMS faculty. Second, the Dean spoke about his focus on the shared mission with the HMS academic medical affiliate partners. He explained that there are opportunities for shared governance and that we need to work together to be more effective. The Dean would like to hear from the FC on what HMS can do better, and what he can do better, as his role as Dean of and for the FACULTY of medicine. Understanding the expectations of faculty for support of their academic career is a major part of this interplay and a question the Dean hopes to discuss.

Lastly, the Dean spoke about an idea that Dr. Morton brought to his attention: how do we make a big place feel small? The Dean wants each and every one of our faculty to feel part of the HMS community. He wants them to have thought provoking conversations with colleagues, to wake up excited to teach their students, to be inspired by the innovation and discovery happening around them. He wants them to not only be doctors and scientists but to identify as Harvard faculty and to wear the Harvard fleece with pride. The Dean explained that his experience at Harvard is enriched every day by the conversations that he is privileged to have with faculty, students, and staff. In conclusion, he introduced Dr. Henske, to share remarks.

Dr. Henske, thanked Dean Daley for a wonderful kickoff to the FC work this year. She explained that she is pleased to serve as the Chair for Faculty Council for the next year. She added that this service has been an incredible honor. Dr. Henske explained that she serves as the chair of the FC docket committee, the 8-member docket committee is responsible for developing the Faculty Council meeting agendas, establishing priorities for the Council, and monitoring work. Each year the chair has the opportunity to invite 6 Faculty Council members, in addition to the vice chair, to serve on the Docket Committee. This year's docket committee includes:

- Andie Bauer
- Teresa Chen
- Lee Gehrke
- Felipe Fregni
- Ara Nazarian
- Zirui Song

Dr. Henske explained that the majority of the FC's time is spent listening to and learning about various standing committees and programs related to medical education. Many aspects of the FC's work, and many of the meetings, are prescribed by the bylaws and the efforts to comply with the accreditation body for the Medical School, the Liaison Committee on Medical Education (LCME).

Dr. Henske, introduced Cidhinnia Torres Campos, Director of Accreditation and Quality Improvement and HMS, to discuss the LCME in more detail.

Ms. Torres Campos thanked the FC for their attendance and explained that she would be presenting on three documents provided to FC members in their meeting folders. She began her presentation by reviewing the FC governance responsibilities as described to LCME. She discussed faculty governance, covering committee oversight—including charges and reports—and committee

membership. Ms. Torres Campos then turned to faculty policies, highlighting key policies such as appointments, promotions, and conflicts of interest. She noted that the FC will have an opportunity to review and provide feedback on the bylaws at the November meeting. On the topic of faculty climate, in addition to the FC members providing feedback to what they are seeing and experiencing in their own departments and/or institutions, they also hear reports on the School's diversity policy, the learning environment, and themes coming out of the annual Ombuds report. She emphasized the importance of keeping the FC informed about the MD program and its students, specifically addressing areas such as match rates, admissions, society reports, the student council, and significant disciplinary actions. Ms. Torres Campos also highlighted other key functions of the FC, including the importance of FC feedback on the strategic plan revision and its role in advising the Dean on general matters of gravitas.

Next, Ms. Torres Campos discussed LCME accreditation, which is a critical part of our school that ensures educational excellence. LCME is the accrediting body for medical education programs in the U.S. and Canada. LCME accreditation is essential for ensuring that our medical school meets the highest standards of medical education, which impacts our ability to attract top students, secure funding, and maintain our reputation in the medical community. It is required for HMS to receive Federal Financial Aid, physician licensure, and entrance into accredited residencies. Ms. Torres Campos added that accreditation ensures we keep the medical education mission at the forefront of institutional decisions and provide quality education to future doctors. It's a formal process that requires input and evaluation across all levels of the institution, including curriculum, faculty engagement, student well-being, and operational efficiency. She explained that LCME accreditation is also a tool for reflection and improvement. It provides a structured opportunity to reflect on the work being done within the school and how well we are meeting national standards. Accreditation goes beyond compliance—it allows us to critically evaluate the effectiveness of our educational programs and identify areas for continuous improvement. Ms. Torres Campos also stated that diverse perspectives drive governance. She added that the involvement of faculty from various departments brings diverse insights to the governance process. This broad perspective is vital in ensuring decisions reflect the needs of all areas of the institution, making governance more inclusive and effective.

Ms. Torres Campos posed the question “how do we continuously improve?” to demonstrate the importance of LCME accreditation. Faculty participation in governance and accreditation is not just a responsibility but an opportunity to shape the future of the school. By engaging with the standing committees, LCME accreditation process, and continuous improvement efforts, we help create a stronger, more effective institution for both current and future generations. Ms. Torres Campos also outlined the LCME site visit prep timeline which begins in July 2025 and culminates with the site visits scheduled for January and March 2027. She added that faculty should feel free to request follow-up on key items in reports to ensure accountability and progress in the next cycle. This reinforces a culture of continuous quality improvement (CQI) and ensures that the school remains responsive to emerging challenges. Ms. Torres Campos welcomed emails and encouraged FC members to reach out to her directly with any input or questions.

After dinner, Dr. Henske thanked everyone for their time and adjourned the meeting at approximately 7:30pm.