



HMS/HSDM Faculty Council

Faculty Council Minutes
March 13, 2024

Present: Aguayo-Mazzucato, Agudo, Biddinger, Chen, Cluett, del Carmen, Fregni, Gehrke, Goldstein, Greenberg, Haberer, Haigis, Harris, Hedt-Gauthier, Henske, Irani, Jena, Kaban, Meyerson, A. Nazarian, R. Nazarian, Parangi, Royce, Shih, Treister, Wagers, Wu

Guests: Drs. Chang, Hackney, Huang, Loder, Westlund, Muto, Shin; Ms. Lewis

Staff: Mss. Hecht, Ivins, Ryan, Spearman

This Faculty Council meeting was held virtually, via Zoom.

Dr. Josh Goldstein called the meeting to order at 4:01pm. Dr. Goldstein asked for and received approval for the February 14, 2024 meeting minutes as submitted.

Next, Dr. Lisa Henske announced the Faculty Council Vice Chair Election results. Dr. Henske stated that Dr. Cynthia Morton has been elected to serve as the Vice Chair of the Faculty Council next year. Dr. Henske explained that Dr. Morton is away at a conference but that she looks forward to working together next year. Dr. Morton is the William Lambert Richardson Professor of Obstetrics, Gynecology and Reproductive Biology at the Brigham. Dr. Morton is certified by the American Board of Medical Genetics in Ph.D. Medical Genetics, Clinical Cytogenetics, and Clinical Molecular Genetics. She is a member of the Counsel of Scientific Trustees of the Hearing Health Foundation, and past Chair of the Veteran's Administration Genomic Medicine Program Advisory Committee. She is an institute member of the Broad Institute, and a member of the Broad's Program in Medical and Population Genetics (MPG). She served as President of the American Society of Human Genetics and as Editor of The American Journal of Human Genetics. Dr. Henske thanked Dr. Morton for her willingness to serve in this role. She also thanked Dr. Meyerson and Dr. Stern for running in this year's election.

Next, Dr. Goldstein announced that Dr. Marcela del Carmen is now the President of Massachusetts General Hospital and the Massachusetts General Physician Organization. Dr. Goldstein also gave an update on next month's meeting. He explained that the April meeting will take place on Thursday, April 11, to accommodate this year's Dunham Lectures. He stated that this year's Dunham Lecturer, Jennifer Doudna, will be giving two talks on Genome editing, one on April 10 from 4-5pm and another on April 11 from 12-1pm. Dr. Goldstein added that these lectures will be held in person in the Martin Amphitheater for those interested in attending. He also explained that the docket committee discussed the April meeting at their meeting and looks forward to dedicating it to AI.

Then, Dr. Goldstein reviewed the agenda for today's meeting. Dr. Goldstein introduced Dr. Grace Huang, MD. First, Dr. Huang presented on faculty of medicine demographics. She explained that as the size of the faculty continues to grow, the relative proportions of faculty at rank are stable, and the percentages of women at each rank continue to rise. Also, 30% of the faculty are faculty of color, with 8% historically underrepresented in medicine (URIM). The total number of faculty members is 12,588, with 10,601 full time faculty and 1,987 part time faculty. Dr. Huang added the following:

- 341 Appointment in a Basic or Social Science Department at a Quad location
- 87 Appointment in a Basic or Social Science Department at a Hospital or Affiliate location

- 11,860 Appointment in a Clinical Department at a Hospital or Affiliate location
- 300 Appointment in a Harvard School of Dental Medicine Department

Then, Dr. Huang focused on the Distribution of Faculty by Rank, the Distribution of Faculty in Basic or Social Science Departments, the Distribution of Faculty in Clinical Departments, and the Distribution of Appointees Across Departments. Following this, Dr. Huang discussed senior administrative leadership. She stated the HMS Liaison Committee on Medical Education (LCME) definition of senior administrative leadership: decal roles, department chairs, chief academic officers, and administrative chiefs. She presented the past three years of diversity tracking for senior administrative leadership. Next, she spoke about HMS promotions and submissions by each year. Then, Dr. Huang showed a pie chart of promotions by area of excellence AY22-23. She explained that these proportions are stable overall, and added that they received 10 professors of clinical X dossiers into their department this year.

Next, Dr. Huang focused on diversity, equity and inclusion (DEI) significant supporting activities (SSA). She explained that the number of faculty since 2021 are as follows: 43 assistant professors, 33 associate professors and 9 professors. The Areas of Excellence (AoE) are higher in the teaching and leadership pathway (AoE: 55% CEI, 33% INV, 12% TEL). Manifestations of DEI SSA include major admin leadership and committee service in DEI, grants related to health equity, awards, invited presentations and scholarship: perspectives, clinical innovations or research in health equity. After this, she shared a slide about gender equity, specifically the growth in percentage of women full time faculty by rank (1980 – 2023). Dr. Huang also presented on the proportion of women faculty at rank vs. promotions by year. This improves every year and she hopes this will reach parity. Dr. Huang also focused on the median time to promotion by gender. This was first divided by assistant, associate, and professor, then by race (White, Asian, URIM).

Then Dr. Huang focused on pain points and faculty challenges. She stated the following departmental barriers to promotion.

- Lack of protected time or resources
- Department's academic and clinical priorities
- Delta between perception and actual readiness
- Administrative delays
- Integrity and professionalism concerns

Dr. Huang explained the department involvement in the promotion process and how they check for integrity routinely. Next, she touched on strategies of engagement, including engaging local resources: Vice chairs, Departmental promotion committee members, Institutional faculty development leaders, and Chief academic officers, and the HMS resources for concerns: Ombuds, Office of Academic and Research Integrity and the Office of Faculty Affairs (OFA).

Next, Dr. Huang delved into the lack of clarity about promotion metrics. Dr. Huang also presented on the delays in the promotion process, which included an OFA update. There has been an organizational pivot to process improvement and technology updates, including digital collaboration practices, business intelligence tools, CV Generator, promotions database and AI innovation grants. Next, Dr. Huang touched on the efficiency initiative for professorial promotions, and administrator-facing resources and training. Dr. Huang concluded by presenting the following standing committees: Faculty Council, Faculty Conduct, Conflict of Interest and Commitments, Rights and Responsibilities, Longer Service, Promotions, Reappointments, and Appointments (P&R), Subcommittee of Professors (SOP), Student admissions, Educational Policy and Curriculum,

Learning Environment (LEC), Medical Student Promotion and Review Board (PRB), and various administrative committees including: Continuing Professional Development, Financial Aid for Medical Students, Human Studies (IRB), Joint Committee on the Status of Women (JCSW), Microbiological Safety, and Proposal Review.

Then, Dr. Huang introduced a panel of the following individuals: Elizabeth Loder, MD, Professor of Neurology at Brigham and Women's Hospital, and Member of the HMS Promotions, Reappointments and Appointments Committee (P&R), as well as David Hackney, MD, Professor of Radiology at the Beth Israel Deaconess Medical Center, and Member of the HMS Subcommittee of Professors (SOP). Dr. Huang asked the panelists what they have learned from serving on the committees. Dr. Loder explained that she has learned a lot from serving on the P&R Committee. It has provided her with a deeper insight into the promotion process. Dr. Loder mentioned that it is extremely important for candidates to study the criteria from the HMS handbook, and she stated that it is imperative that the dossiers meet the criteria for the position an individual is seeking. They also evaluate evidence of good progress and are looking for sustained accomplishment. Dr. Loder explained that expectations were adjusted during the pandemic because it was difficult to obtain opportunities or to travel. She also touched on the fact that scholarly publications are very important for prospective promotions. P&R focuses on the quality and stature of the publications, over any "magic number." There is no "magic number." Then, Dr. Hackney provided his insight. He explained that it is generally not productive to ask whether someone would have been promoted at a different medical school. HMS has specific criteria, and probably puts more emphasis on original published scholarship. Published scholarship should be the base of a candidate's dossier; and original and peer reviewed papers count a lot more. To conclude, Dr. Huang opened the floor to questions and some discussion ensued regarding the impact factor of journals and bibliometrics at the assistant and associate level. There is a premium placed on original research and scholarship. Chapters are not unconsidered, but will not weigh as heavily as original scholarship. Then Dr. Hackney commented on citation metrics and lack thereof when it comes to chapters, in comparison to peer reviewed content.

Next, Dr. Goldstein introduced Dr. Bernard Chang, MD, Dean for Medical Education to provide background on clinical faculty teaching for the breakout sessions. Dr. Chang explained that they have tracked higher levels attrition of our teaching faculty as well as higher turnover this year. Dr. Chang stated that there is currently a slightly urgent situation, because there are more open director spots at HMS. He also stated that they are finding it more difficult to fill the earlier, more entry level, teaching positions. There are also pressures on their teaching faculty, namely decreased waiting times for patients, he explained. Dr. Chang added that the PME is increasing the notification and publicity of new roles, specifically course director spots, across the HMS ecosystem. This is an opportunity for faculty development. He explained that there is also a renewed focus of faculty teaching compensation and an emphasis on the compensation of faculty involved in the teaching of medical students.

Then, Dr. Chang listed the topics of focus of each of the four breakout rooms.

- Group 1: Respect, academic recognition, and promotions of faculty
- Group 2: Community, professional development, and networking
- Group 3: Increasing pressures of time, revenue and clinical pressures
- Group 4: How much teaching should we expect UME vs. GME

Dr. Goldstein thanked Dr. Chang and sent the Faculty Council into their respective breakout rooms to continue discussion on the four topics.

The Faculty Council returned from their breakout rooms for a discussion. Dr. Lisa Henske, from Group 1 reported out on improving the degree of respect and academic recognition. Group 1 discussed levers, as well as the curriculum fellows' program. Jennifer Shin, from Group 2, talked about opportunities to facilitate networking. She mentioned support and recognition for those who are invested in teaching and the process for getting feedback. Group 2 also discussed how people can break away to engage in community and networking. Dr. Shin added that there is a key issue of time and that there are so many pressures to do other things. Next, Dr. Erica Greenberg spoke for Group 3. Dr. Greenberg explained that their takeaway was that there does need to be compensation for teaching. This compensation doesn't have to be money, necessarily. It could be time, or incentives that free up other areas of workload, or paying for licensure. Group 3 also discussed the idea of multiple people teaching together, which decreases the burden for one individual. Their group also discussed expediting the promotion process for those who are course directors. Dr. Felipe Fregni added that it might be productive to invite individuals to teach, as the current system is that most of the teachers come by volunteering. Another idea was to use the database of HMS-CME, which has hundreds of courses as a resource for faculty interested in teaching. Dr. Helen Shih spoke for Group 4. Their group discussed that 100 % of people should be doing some sort of teaching, even if it is just being approachable for students. They also talked about how the students have been a turn off because they are not always respectful of their teachers.

Dr. Goldstein asked for any additional comments. Dr. Matthew Meyerson mentioned that he seconds Dr. Fregni's point about inviting individuals to teach. He also touched on respect from students as well. He stated that he has heard from faculty that students are not being respectful and that the administration is not backing up the faculty. Dr. Meyerson explained that he has heard this is also a problem at other medical schools. Dr. Lee Gehrke mentioned that there are also bad outcomes, not only disrespectful students. He summarized an incident where a student went straight to social media to disparage a teacher instead of discussing their issues directly or with the administration. Dr. Chang chimed in and explained that he is focused on improving the teaching faculty experience. Then, Dr. Len Kaban explained that he remembers, that many of the great teachers he appreciated, as an HMS student, were not paid to teach, and that they taught because they loved teaching medical students. Now, our teachers have less time, he added, and we should raise an endowment for teaching medical students.

After the breakout rooms discussion, Dr. Goldstein thanked everyone for their time and adjourned the meeting at 5:32pm.