



HMS/HSDM Faculty Council

Faculty Council Minutes
April 9, 2025

Present: Aguayo-Mazzucato, Astley, Bauer, Becker, Bi, Biddinger, Chen, Cluett, Daley, Drachman, Fregni, Gehrke, Giannobile, Goodman, Greenberg, Haberer, Harris, Henske, Huang, Ingelfinger, Jena, Kaban, Katz, Morton, Murray, A. Nazarian, R. Nazarian, Shih, Song, Stern, Struhl, Wagers

Guests: Drs. Shin; Mss. Bittinger, Campos, Lewis, Williams;

Staff: Mss. Hecht, Ryan, Spearman

This Faculty Council meeting was held virtually, via Zoom.

Dr. Lisa Henske, chair of the Faculty Council (FC) called the meeting to order at 4:02pm. Dr. Henske asked for and received approval for the March 12th, 2025 meeting minutes as submitted. Dr. Henske then previewed the agenda for the next meeting, noting that the Faculty Council will be joined by members of the Faculty of Medicine.

Next, Dr. Henske introduced Cidhinnia Torres Campos, the Director of Accreditation and Quality Improvement, Harvard Medical School (HMS) to discuss revisions to the Educational Policy and Curriculum Committee (EPCC). Ms. Torres Campos explained that the changes include an increase in the number of faculty, specifically, faculty-at-large, serving as voting members of the EPCC. She noted that this adjustment is required by the Liaison Committee on Medical Education (LCME), the accrediting body for medical education programs. The LCME now requires that more than 50 percent of the curriculum committee's membership consist of faculty-at-large—faculty who are not serving in an ex officio capacity or as institutional administrators. In response to this requirement, the EPCC is increasing the number of voting faculty-at-large members to ensure compliance and strengthen broad faculty representation in curricular decision-making. She also highlighted that students currently serve on the EPCC as part of its membership. Following the presentation, Dr. Henske requested and received the Faculty Council's approval of the proposed changes.

Dr. Henske then introduced Grace C. Huang, Dean for Faculty Affairs, to give the Standing Committee Annual Reports on the following: Subcommittee of Professors (SOP), Promotions, Reappointments, and Appointments (P&R), Longer Service Promotions (LS), Professors of Clinical X Committee (PCX) as well as updates on the Office for Faculty Affairs.

Dean Huang started her presentation by discussing Longer Service Promotions (LS). She explained that this group is responsible for evaluating candidates for Assistant Professor through Longer Service criteria. This group is chaired by Dr. Jennifer Shin, Associate Dean, Office for Faculty Affairs and there are 15 members. LS collaborates closely with the Provost of Harvard University and they have thoughtful discussions and high standards. Dean Huang also touched on challenges socializing with community longstanding standards for teaching contributions and growth as an educator.

Next, Dean Huang discussed the Promotions, Reappointments, and Appointments Committee (P&R). She explained that this committee is responsible for evaluating candidates for Assistant and Associate Professor. Dr. Shin is also the chair of P&R and Dean Huang added that there are 76 members across 2 committees. There are over 600 cases per year, which shows that P&R is a tremendous amount of work. Dean Huang explained that there are challenges on this committee with committee member workloads being maxed out. She added that P&R service is required

before a member can serve on the Subcommittee of Professors (SOP). Dean Huang explained that these committee members are dedicated and passionate about faculty support

Dean Huang discussed the Subcommittee of Professors (SOP), which is chaired by Dean Daley. SOP is responsible for evaluating candidates for Professor, Professor in Residence, Professor of the Practice. Dean Huang explained that this group also has thoughtful, robust discussions, but there are similar challenges with work load. She added that the Provost and Senior Vice Provost of HU also attend these meetings. Dean Huang explained that scholarship has always been primacy of the unmodified professorial title. She also added that the SOP is looking at the standards across all of the Harvard schools and maintaining high metrics.

Dean Huang reported on the Professors of Clinical X Committee (PCX), a relatively new committee formed two years ago. Chaired by Dr. Jules Dienstag, the committee includes 12 members and has reviewed 12 cases to date. It is responsible for evaluating candidates for the title Professor of Clinical X. Dean Huang noted that the committee receives frequent inquiries about the distinction between the Clinical X title and the Clinician Educator and Investigator (CEI) track. She acknowledged ongoing concerns that Clinical X may be perceived as a “second-class” title and emphasized that the committee is working actively to establish its credibility and affirm its role in recognizing premier faculty within the Faculty of Medicine.

Dr. Henske thanked Dean Huang for her comprehensive presentation and opened the floor to questions from the Faculty Council. A robust discussion ensued, focusing on the structure, standards, and implications of faculty appointments and titles at HMS.

Dr. Len Kaban began by asking whether individuals holding the title Professor of Clinical X are granted the same privileges as full professors. Dean Huang and Dean George Daley responded, explaining that while Clinical X faculty are highly regarded, differences exist depending on the appointing institution and employment structure. Tenure, for example, remains a distinct status tied to full professorship, typically associated with HMS-based (Quad) faculty, and backed by Harvard University with salary and employment guarantees. In contrast, clinical faculty based at affiliated hospitals are employed directly by those hospitals, and their terms of appointment and job security, while often stable, can vary.

Dr. Jessica Haberer raised concerns about the perceived hierarchy between “real” professors and clinical faculty, asking for clarification on the distinction and its implications. Dean Huang and Dean Daley explained that this distinction often reflects employment arrangements and the focus of academic activity—whether on the HMS Quadrangle (“Quad B” investigators in one of HMS’s 11 basic and social science departments) or at an affiliate institution (“Quad C” or other clinical investigators).

Dean Daley elaborated on the categories:

- Quad B faculty are core investigators with primary appointments in HMS basic science departments, often housed in affiliates but fully embedded in HMS’s academic structure with voting rights and access to graduate programs.
- Quad C faculty are typically affiliate-based investigators who participate in HMS graduate programs, such as BBS, and may access graduate students.

- Other affiliate-based investigators may not have such access, which can pose challenges for integration and visibility within HMS's academic mission.

Dean Daley highlighted the financial commitment required to support graduate students (approximately \$275,000 per student), which influences access decisions and shapes the relationships between HMS and its affiliates. He noted ongoing efforts to modernize affiliation agreements to better reflect contemporary needs and realities.

Returning to the Professor of Clinical X title, Dean Huang explained that it was introduced recently and is intentionally selective. Candidates must have served at the Associate Professor level for at least five years and demonstrated national or international impact through their scholarship. The "X" in the title refers to the appointing department. The success rate for appointments is approximately 80–85%, reflecting a rigorous review process.

She emphasized that the Clinical X title is not intended as a secondary path, but rather a prestigious recognition of excellence in clinical scholarship, particularly for those who have pivoted from traditional research toward broader contributions.

Further questions touched on faculty workload, perceptions of scholarly contribution, and barriers to advancement, especially among clinicians without protected time for research. Dean Daley stressed that across Harvard, scholarship remains the central criterion for professorial rank, regardless of teaching or administrative excellence. He acknowledged that this standard can disadvantage clinicians but noted that written scholarship—defined as the creation of new knowledge—is the "coin of the realm" for academic promotion.

Dean Daley also addressed a question from Dr. Linda Bi regarding the ~15–20% of professorial candidates who are not successful in the process. He acknowledged that certain themes and gaps in preparation may be mitigated through earlier, clearer guidance across departments. Dean Huang noted that efforts are underway to provide better tools, including the CV Generator (a free resource to help faculty maintain a standardized, comprehensive CV), and previewed upcoming AI-based enhancements to streamline and support faculty documentation and advancement.

The discussion concluded with general agreement on the need to balance HMS's academic standards with the realities of clinical service, and a reaffirmation of the school's commitment to recognizing diverse forms of scholarly contribution.

Dr. Henske welcomed Dean Daley, who gave brief remarks.

Dean Daley shared a conversation he had with an Uber driver, Mr. Ali, on his way home from the Harvard Club. Mr. Ali, originally from Egypt, immigrated to the U.S. 40 years ago, worked as an accountant, and later drove a taxi for nearly three decades before rideshare services disrupted the industry. Mr. Ali spoke proudly about raising three successful sons in the U.S., including one who is now a mechanical engineer. Dean Daley offered this story as an example of immigrant resilience and success, and a reminder of the rapidly changing world around us.

He then addressed several important topics, emphasizing that he has been closely following ongoing conversations around the promotions process. He expressed his full support for Deans Grace Huang and Anne Becker in their efforts, acknowledging the complexity of faculty advancement and the challenges it presents. Reaffirming the school's commitment to continuous

quality improvement, Dean Daley reassured the FC that this work remains a high institutional priority. He concluded by emphasizing that, even amid change, “we remain strong as a University.”

The meeting concluded with a closed session discussion between the Dean and members of the FC. Following the discussion, the FC members expressed appreciation for Dean Daley’s insights.

Dr. Henske thanked everyone for their time and for bringing their best selves to this FC meeting. She also thanked Dean Daley for being a wonderful leader and then adjourned the meeting at 5:31 pm.