



HMS/HSDM Faculty Council

Faculty Council Minutes
June 11th, 2025

Present: Aguayo-Mazzucato, Agudo, Astley, Bauer, Becker, Bi, Biddinger, Chen, Cluett, Daley, D'Amore, Drachman, Fregni, Goodman, Harris, Henske, Huang, Ingelfinger, Katz, Mathis, Meyerson, Morton, A. Nazarian, R. Nazarian, Parangi, Royce, Shih, Stern, Struhl, Treister, Wagers

Guests: Drs. Golan, Lensch, Mayer, Muto; Messrs. Callahan, Guzman, Manning, Shaw; Ms. Kalra

Staff: Mss. Hecht, Ryan, Spearman

This Faculty Council meeting was held in person, in the Waterhouse Room at Harvard Medical School (HMS).

Dr. Lisa Henske, chair of the Faculty Council (FC) called the meeting to order at 4:03pm. Dr. Henske asked for and received approval for the April 9th, 2025 meeting minutes as submitted. Dr. Henske then previewed the agenda, noting that this was the final FC meeting of 2024/2025 academic year. The agenda opened with a brief discussion and vote on the Authorship Guidelines. Supporting materials and a cover note had been circulated in advance. It was noted that the Faculty Council would next hear remarks from Provost John Manning, with time reserved for discussion. Dr. Henske explained that, in lieu of live presentations, which had been circulated ahead of time for review, the meeting would include a Q&A and discussion with Dr. Bob Mayer, Faculty Associate Dean for Admissions, and Mr. Ryan Callahan, Director of Financial Aid. The meeting was scheduled to conclude with a reflection and discussion of potential topics for the Faculty Council to consider in the coming year.

Following the review of the agenda, Dr. Henske introduced Dr. Grace C. Huang, Dean for Faculty Affairs, to answer any questions regarding the material sent in advance on the Authorship Guidelines and to lead the vote.

Dr. Huang noted that the existing authorship guidelines have not been updated since 1999. She emphasized that the document provides guidelines—not policies—and is intended as a dynamic resource that will continue to evolve, particularly as issues such as AI policies emerge. The guidelines will be posted on the Ombuds webpage.

Key points from the discussion included:

- The guidelines have undergone internal vetting and have been shared broadly for comment. There was discussion about engaging additional offices, including the Vice Provost for Research, before wider dissemination.
- One FC member encouraged distributing the guidelines as widely as possible, noting that many community members may be unaware of their existence.
- Another FC member highlighted that the guidelines are designed to be updated regularly as practices evolve (e.g., plagiarism, attribution).
- Dr. Huang clarified that HMS does not have a role in adjudicating authorship disputes or determining authorship order, as these decisions depend on local context.
- Members discussed the importance of preventing situations where contributors—particularly those in junior or vulnerable roles—feel disenfranchised. Suggestions included

reinforcing the need to establish expectations about authorship at the start of a project and ensuring the guidelines are accessible and visible to the community.

- Several members stressed the need for a clear and robust dissemination plan to ensure broad awareness and uptake.

Dr. Huang concluded by encouraging Faculty Council members to continue reviewing the document and to provide additional feedback.

Dr. Henske thanked Dr. Huang and noted that, following the first Joint FC and Faculty of Medicine (FoM) meeting in December, where Dean George Daley held a fireside chat with Provost Manning, the Docket Committee felt it would be valuable for Provost Manning to a Faculty Council only meeting, to allow for a more candid conversation with this smaller group of faculty. She acknowledged that much had transpired since the December meeting and expressed appreciation for Provost Manning's attendance, along with Mr. John Shaw, Vice Provost for Research, and Ms. Ritu Kalra, Chief Financial Officer and Vice President for Finance. Dr. Henske then invited Dean Daley to share any additional remarks before Provost Manning spoke.

Dean Daley expressed appreciation for Provost Manning and his team, noting the significant time and energy they have devoted in service to HMS. He described Provost Manning as an "activist provost" whose engagement has been of great benefit to the community.

Dean Daley also welcomed colleagues joining the meeting, including Mr. Shaw, Ms. Kalra, Dr. Willy Lensch (Associate Provost for Research), and Mr. Javier Guzman (Deputy General Counsel). He then turned the floor over to Provost Manning.

Provost Manning thanked the FC and his team and engaged in a closed discussion with the FC.

Dr. Henske thanked Harvard leadership for their ongoing support and for taking the time to attend the meeting. Provost Manning conveyed his gratitude to the FC.

Dr. Henske noted that, consistent with the format used earlier in the year for the annual reports from the Learning Environment Committee (LEC) and Promotion and Review Board (PRB), the Admissions and Financial Aid presentations had been distributed in advance. This approach was designed to give FC members time to review the materials beforehand and to dedicate the meeting itself to discussion and questions.

She then introduced Dr. Bob Mayer, Faculty Associate Dean for Admissions, who was available to respond to questions on the HMS Admissions Annual Report and related topics.

Dr. Mayer thanked the FC for the invitation and noted that the admissions slides had been circulated in advance. He emphasized that his role was to address questions and expand on key points.

Highlights from the discussion included:

- **Admissions data:** A breakdown by race and ethnicity is not yet available; this information will be released in July.
- **Yield and competitiveness:** Dean Daley asked about HMS's yield in comparison to peer institutions offering debt-free medical education. Dr. Mayer reported that HMS's yield

remains strong at roughly the mid-70% range, compared to ~3–5% at the College level. For applicants accepted to both HMS and peer schools:

- 36 students admitted to both HMS and Johns Hopkins: 35 chose HMS (despite Hopkins offering free tuition).
 - 35 admitted to both HMS and NYU: 27 chose HMS.
 - 49 admitted to both HMS and Columbia: 46 chose HMS.
- These figures suggest HMS remains highly competitive even against debt-free programs, with need-based aid continuing to play a strong role.
- **Interviews:** Since the pandemic, HMS has conducted virtual interviews, which eliminate barriers such as travel and expense. While in-person interactions provide additional context, Dr. Mayer noted that it would not be equitable to return to a fully live format.
 - **Letters of recommendation:** One FC member asked about the use of checklists or numerical ratings to make evaluations more objective. Dr. Mayer responded that while efforts are underway to enhance consistency, recommendations vary widely, and work continues under the guidance of the AAMC.

Dr. Henske thanked Dr. Mayer and introduced Mr. Ryan Callahan, Director of Financial Aid at HMS, for the HMS Financial Aid Annual Report Discussion.

Key points from the discussion included:

- **Funding sources:** Financial aid is supported primarily through endowed and donor gifts. Awards are need-based, with general scholarships later matched to specific donor funds.
- **Alumni and philanthropy:** Dean Daley noted that alumni are highly interested in supporting financial aid, and tuition forgiveness also plays an important role.
- **Endowment and allocation:** Questions were raised about how endowment funds are allocated for financial aid, noting that this remains one of the University's highest donor priorities.
- **Competitiveness and yield:** Members discussed the challenge of losing some admitted students to institutions offering merit-based aid. While HMS provides generous need-based aid, some students choose other schools that offer merit scholarships. Dr. Drachman asked about recent changes in financial aid policy, including motivations behind them and their effect on recruitment.
- **Equity and debt:** The program aims to maintain equity and reduce debt burdens, with a targeted approach to student borrowing. Adjustments have been made to the family income threshold (previously capped at \$150,000) to expand access.
- **Appeals and flexibility:** Mr. Callahan noted that the office reviews appeals carefully and strives to look beyond formulas. For example, considerations may include a parent with a chronic illness or a sibling with a disability. While the basic model is tuition/fees plus family contribution and demonstrated need, the office works to provide adjustments where possible.
- **Student satisfaction:** Dr. Mayer observed that few students express dissatisfaction with financial aid. Mr. Callahan agreed, noting that while students may initially experience concern, they generally feel supported once the process and rationale are explained.
- **MD–PhD students:** The program is particularly competitive for MD–PhD students, where HMS is successful in attracting nearly all admitted candidates.

Dr. Henske thanked Dr. Mayer and Mr. Callahan for the thoughtful discussion and concluded the meeting with closing reflections. She expressed pride in the Faculty Council’s accomplishments over the past year and appreciation for the members’ dedication.

Dr. Henske noted that each meeting is carefully designed, with attention to committee reviews, timely topics, and opportunities to advise the Dean on issues of importance to the faculty. She acknowledged the challenges of shaping agendas, securing speakers, and coordinating schedules, remarking on the significant commitment of time and effort from all involved.

She offered special thanks to the amazing Ms. Lorien Hecht, who has supported the Faculty Council for 14 years. Dr. Henske highlighted Ms. Hecht’s skill, creativity, and hard work in translating ideas from the Docket Committee into engaging and productive meetings, calling her “the magic” behind the Council’s success.

Dean Daley then thanked Dr. Henske for her leadership, noting that she has guided the Council with great spirit and brought the community together. He extended his appreciation to Ms. Jen Ryan, Ms. Hecht, and Ms. Zoe Spearman from his office for their dedicated work in supporting the Faculty Council throughout the academic year. He highlighted their efforts in organizing and facilitating the Council’s activities—from the kickoff dinner to each meeting, the annual Faculty Council elections, and planning for the year ahead.

Dean Daley recognized several Faculty Council members who were concluding their terms of service and encouraged eligible members to consider self-nominating for re-election. He extended his gratitude to the following outgoing members:

- Judith Agudo
- Christina Astley
- Andie Bauer
- Linda Bi
- Paul Biddinger
- Felipe Fregni
- Erica Greenberg
- Jessica Haberer
- Bethany Hedt-Gauthier
- Ingrid Katz
- Matthew Meyerson
- Megan Murray
- Sareh Parangi
- Nathaniel Treister

He also thanked the Docket Committee for their contributions over the course of the year:

- Lisa Henske
- Cynthia Morton
- Teresa Chen
- Ara Nazarian
- Lee Gehrke
- Andie Bauer
- Zirui Song

- Felipe Fregni

Support for the Docket Committee was also provided by Ms. Hecht, Dean Grace Huang, Dean Anne Becker, Ms. Ryan, and Ms. Gail Williams.

Dean Daley offered special thanks to Dr. Henske for her exemplary leadership as Faculty Council Chair. On behalf of Harvard Medical School, he expressed sincere gratitude for her service and noted that he looked forward to working with Dr. Cynthia Morton and Dr. Rosalynn Nazarian in the coming year.

The meeting was adjourned by Dean Daley at 5:31PM.