

**Present:** Drs. Abraham, Bertagnolli, Born, Bourdeaux, Chang, Daley, del Carmen, Dienstag, Donoff, Ferran, Fishman, Galaburda, Gaufberg, Howley, Khoshbin, Klig, King, Kohane, Kroshinsky, Lovejoy, Nagler, Nour, Pomahac, Poussaint, Rexrode, Richardson, Rose, Stone, Taqueti, Vleugels, Wagers

**Guests:** Drs. Bates, Hundert, Westlund; Mss. Brodrick, Lewis, Vild

**Staff:** Ms. Hecht, Dr. Lensch

Dean Daley called the meeting to order at approximately 4:07pm. He asked for and received approval of the minutes for the November 14, 2018 meeting, as presented.

Dr. Nawal, Faculty Council Vice Chair gave updates from the Docket Committee. Including the announcement that the Wellness subcommittee will be revitalized, an email will go out to FC members and meetings will be either at the start or end of the day with the ability to call in via phone. Dr. Nawal and Dr. Saldana, Dean for Students, are co-chairing art committee to review the pieces of art on display at HMS.

Dean Daley gave brief updates on the status of the LCME. As has been the case for much of last year and the beginning of the current academic year, the LCME looms large in the Council's work. The DCI, the written component of the LCME will be submitted on December 14, 2018. With the submission deadline approaching, Dean Daley stated that "we are in the midst of a final push to get some governance and other LCME-related issues completed as soon as possible, as reflected in today's agenda". The number of times that the Council has been called upon to consider HMS policies and to vote is directly in line with the Council's irreplaceable value to HMS. He thanked the Faculty Council members for their contributions and willingness to share their wisdom.

Next, Dean Daley called upon Dr. Dienstag, Interim Dean for Faculty Affairs, to present minor update to the By-laws. He reviewed the authority the Faculty Council has from a governance perspective. The minor updates to the by-laws were the topics approved by Faculty Council at the November 14, 2018 Faculty Council meeting. By unanimous vote, the Faculty Council voted to recommend to the Dean that the by-laws be approved as presented.

Next, Dean Daley spoke about the HMS Strategic Plan.

With the help of a terrific team, significant progress has been made in the area of formal strategic planning. Dr. Lisa Muto, Executive Dean for Administration and Ms. Aili Lewis, Executive Director of Institutional Planning and Policy, have been major players in the plan's development and organization as it has been discussed in various meetings since the presentation at the October 3, 2018 Faculty Council dinner meeting. In the current academic year, the dean's attention to improving our fiscal situation will very much remain.

Dean Daley mentioned the recent transformational gift that established the Blavatnik Institute at Harvard Medical School. The Dean point out that this incredible gift does not eradicate the school's financial concerns. In fact, an important requirement for our receiving Mr. Blavatnik's support was the

requirement that HMS first show significant progress towards improving its financial situation with a solid plan for continuing to reinforce and maintain fiscal stability going forward.

The general subject of how to prioritize our many opportunities and challenges is both exciting and daunting. In a very real way, it is the defining task of being dean. The coming year will continue to include additional attention paid to the subject of strategic planning. Though our accreditation every eight years by the LCME requires that we have a strategic plan, the Dean emphasize that developing our plan is not about checking a box for our visiting committee. Rather, it's about embracing his responsibility as dean to articulate a vision for the school's future, to seek out and incorporate counsel, and then to hold steady to our shared objectives as we pave our way to success.

Since the October 3, 2018 Faculty Council meeting, the dean has received feedback from many groups with more to come this year including in faculty meetings, town halls, state of the school updates, hospital leaders, the Faculty of Medicine meeting held on December 11, 2018, with HMS's recent Visiting Committee as part of the university's governance process, and in multiple other venues.

Dean Daley spoke briefly on the mission statement. He appreciated the discussion at the November 14, 2018 Faculty Council meeting and stated that he formally approved the new HMS Mission Statement on Friday, November 30, 2018. The new HMS Mission Statement reads:

*To nurture a diverse, inclusive community dedicated to alleviating suffering and improving health and well-being for all through excellence in teaching and learning, discovery and scholarship, and service and leadership.*

There was some brief discussion before moving on to the strategic vision, which is drawn from the School's mission.

The strategic vision is simply put: To enable greater impact. The vision of HMS and its leadership is to enable greater impact among all who are dedicated to making our mission real. The Dean pointed out that as he has met with the leadership at the affiliated teaching hospitals, each has urged him to consider the strategic plan as an effort that includes the hospitals. The dean was delighted to hear those comments as they very much agree with his own vision for the role of HMS across the greater ecosystem that includes the affiliated hospitals. Simply put, when looking at the relationship between HMS and the hospitals, it is abundantly clear that we make each other better.

Our Strategic Plan has undergone refinement since October and showed a slide that articulates five cross-cutting Strategic Goals:

1. Promote Innovation, Discovery, and Academic and Clinical Excellence across the HMS Community
2. Leverage Collaboration across HMS, including Affiliates, and the Biomedical Ecosystem
3. Enable Success through Developing People, Process Improvement, Enhanced Technology, Process Improvement, and Fiscal Discipline
4. Build a Culture of Diversity, Inclusion, Belonging Integrity, and Empowerment
5. Extend the Local, National, and Global Impact of Harvard Medical School HMS to be a Force for Good for Human Health

The Council provided feedbacks and comments on the vision and elements of the strategic goals.

The dean mentioned that every project and initiative that is identified as centrally important to our success, should draw on and contain as many of the five features as possible. Dean Daley offered a few examples of mission-level priorities to illustrate this including a proposal he approved and is now waiting on Central University to review and approve, to renovate the Countway Library to create broader convening space for the entire community, ~~including entrepreneurial partners.~~

There are multiple other priorities that the Faculty Council will find to be of particular interest. These include:

- Faculty tracks and titles
- Faculty recruitment, engagement, and retention
- Establish diversity planning tools and processes (select examples only)
- Improve learning environment and supporting a positive and inclusive culture:

This is a sampling of just a few of the HMS priorities and tactics within the Strategic Plan. There is much work to do. Under each of these headings there are many identified tasks and objectives and many others yet to be fully articulated. ~~Each has an owner; someone who is rolling up their sleeves to turn ideas into action.~~ The Dean's Leadership Council, the cadre of senior academic and administrative leaders within HMS, is charged with monitoring progress towards our strategic goals as an institution and will ensure that we remain on the pathway of continuous quality improvement.

A brief discussion took place.

Dean Daley introduced Ms. Brodrick, Ombudsperson, to give her annual update.

Ms. Brodrick shared activity summaries and statistics from the past academic year, focusing on info about faculty. More individuals are finding her office, but she is also seeing an increase in issues. She stated that in January 2019 she will have an associate Ombudsperson starting in the office to help with the workload. This will enable Ms. Brodrick to focus on trends and be more proactive. She gave a brief overview of the role of the Ombuds Office as a highly confidential, independent and informal forum in which any faculty, staff, student or trainee may raise concerns that may be affecting his/her work or studies. As a neutral party, Ms. Brodrick said that she helps visitors to clarify their issues and goals and consider their options as they make choices for themselves about potential next steps.

Ms. Brodrick then provided the general demographics of those visiting the Ombuds Office and the kinds of issues that are self-reported. Work and academic environment (peer relationships, supervisor/supervisee relationship, leadership, departmental functioning, physical conditions, workload); career management (performance, evaluation, future prospects, departure, references); fair treatment; and research (authorship, proprietorship, conflict of interest, professional misconduct) were the most frequently self-reported issues.

There were ~~Some~~ questions concerning percentages shown in her demographical slides ~~in for~~ which Ms. Brodrick ~~could not answer~~ had not performed the sort of statistical analysis FC members requested, but stated she would include the information the Council was interested in learning in her next Faculty Council presentation.

After some discussion, Dean Daley adjourned the meeting at 5:34pm and welcomed the Council to stay for a social hour.