

Present: Drs. Abraham, Blackwell, Born, Da Silva, Daley, del Carmen, DePace, Dienstag, Donoff, Ferran, Fishman, Gaufer, Khoshbin, Klig, Lovejoy, Mullen, Murray, Park, Patel, Poussaint, Rexrode, Rodriguez, Rose, Solomon, Stone, Taqueti

Guests: Drs. Bates, Golan, Reede, and Westlund

Staff: Mss. Hecht, Ryan

Dean Daley called the meeting to order at approximately 4:05pm. He asked for and received acceptance of the minutes from both the June 5, 2019 and the October 4, 2019 meetings, as presented. Dean Daley thanked the members for their continued contributions to HMS's governance via Faculty Council participation. He also mentioned he looks forward to working with Dr. Kathy Rexrode, Faculty Council Vice Chair and leader of the Docket Committee, and to this year's agenda as a whole.

Next, he drew attention to an exciting change in the Waterhouse Room. A new painting was unveiled September 10, 2019 of William Augustus Hinton, MD. A child of former slaves and a highly regarded bacteriologist and teacher, he graduated from Harvard College in 1905 and Harvard Medical School (HMS) in 1912, becoming a member of Harvard's Faculty of Medicine in 1918 and in 1949 became the first African-American person to be promoted to the rank of Professor not only at HMS but for all of Harvard University.

The Dean reviewed the meeting agenda, noting the new standard of having Faculty Council members review slides in advance of the meeting and come ready to discuss and ask questions.

He then introduced Jules Dienstag, MD, Interim Dean for Academic and Faculty Affairs, to lead a discussion on the state of the faculty.

Dean Dienstag discussed faculty demographics, promotions and related policies. He displayed data for faculty growth at HMS and HSDM from 1980 – 2019, which has tripled over the last four decades. Faculty growth decreased slightly for part-time and full-time faculty during the period. The growth in percentage of women full time faculty by rank continued to increase at all levels (instructor/lecturer, assistant professor, association professor, professor), but are still behind the national average. Promotions for women faculty compared to national numbers derived by AAMC are low, especially for professorial promotions. For minority full-time faculty classified as Under Represented Minorities, there has not been a huge progress and is an area of deep concern.

During discussion, members focused on the promotions and appointments by criteria with much discussion on the alternate track, Teaching and Educational Leadership.

As discussion moved toward diversity, Dean Daley introduced Joan Reede, MD, Dean for Diversity and Community Partnership, who along with the Dean have been making a point to meet with hospital chiefs and spread the word on diversity, inclusion and belonging as a direct response to LCME.

Dean Reede showed data where HMS stands amongst all US Medical schools when it comes to URiM faculty. HMS is a full percentage point below its peers. Between 2015 and 2018, there's been a step backwards with less HMS full-time and part-time URiM faculty. Now the challenge is to figure out why

HMS is moving backwards. More disturbing is the decrease in HMS black males. This issue of dropping of African males is something AAMC is concerned about. Dean Reede mentioned that both she and Dean Daley are part of a committee dedicated to try to understanding what issues are leading to this decline. Overall, HMS is not doing well when it comes to hiring/retaining URiM and female faculty. An HMS task force for diversity and inclusion are focusing on four major issues:

1. Address culture and communications
2. Develop people and infrastructure
3. Hold accountable and generate knowledge
4. Build community and belonging

Coming out of the task force are three committees:

1. Committee on Diversity and Inclusion
2. Diversity Council
3. Quad Diversity Committee

It is clear that we need to break down silos and work with industry, pharma, affiliates and Harvard departments.

The Council then discussed implications in diversity space, engagement, how minorities and promotions go hand in hand.

Next, Dean Daley gave a brief state of the school, announcing Harvard received a letter in October 2019 that HMS has been awarded full accreditation for another 8 years by the Liaison Committee for Medical Education (LCME). There were three citations (elements unsatisfactory) plus six additional elements considered satisfactory, but with a need for monitoring. Including:

- **3.3:** Diversity/pipeline programs and partnerships – our institutional efforts were commended, but we have more work to do regarding the diversity of the faculty and senior leadership
- **5.1:** Adequacy of financial resources – we have a positive trajectory, but continue to be vigilant
- **3.6:** Student mistreatment – new systems are in place, but will be monitoring effectiveness; LCME noted student data citing lack of reporting due to fear of retribution – will be part of Learning Environment Committee’s work
- **12.3:** Personal counseling/well-being programs – programs in place, but will be monitoring effectiveness; student satisfaction data has room for improvement
- **7.9 (unsatisfactory):** Interprofessional education – expanding dedicated time in the curriculum for programs that help students understand their roles and those of other health professionals in healthcare teams
- There are two others that were unsatisfactory that are more technical in nature and that PME has already worked to address since the survey team came last March. They are:
 - More precisely defining student level of responsibility for all the dozens of required experiences they have in the clerkships
 - Addressing any perceived conflicts of interest between advisors and assessors

The Dean then mentioned that one of the areas that he has been considering and would like Faculty Council to consider is the promotions criteria and the titles (modified clinical, professional scientist) that HMS has available for faculty. Does the criteria that we have work for our faculty or are there different criteria that we need to be considering, particularly for those faculty who excel as teachers and clinicians? This is something Faculty Council will be discussing this year.

Lastly, Dr. Rexrode mentioned the docket committee members met before this meeting and encouraged the Council to contact them with items members want to see on the agenda. This year presenters will be asked to provide material in advance for members to review prior to meetings and give high level presentations to allow for more discussion at meetings. She then previewed what's to come at the December meeting and mentioned in December the Ombuds will present and will be provided questions for her to address, the Council will then discuss the Faculty Council Chair/Vice Chair role.

After some discussion, Dean Daley adjourned the meeting at 5:28pm.