



HMS/HSDM Faculty Council

**Faculty Council Minutes
April 12, 2023**

Present: Adelman, Agudo, Astley, Bauer, Becker, Biddinger, Caradonna, Chen, D’Amico, De Girolami, Desrosiers, Fregni, Giannobile, Goldstein, Haigis, Hedt-Gauthier, Henske, Huang, Irani, Meyerson, Molina, Murray, Rosen, Spring, Treister, Wagers

Guests: Drs. Bates, Golan, Hundert, Westlund, Mss. Brodrick, Lewis, Neale

Staff: Mss. Hecht, Ryan, Ivins

This Faculty Council meeting was held virtually, via Zoom.

Dr. Rose Molina called the meeting to order at 4:05pm. Dr. Molina asked for and received approval for the March 8, 2023 meeting minutes, as submitted.

She gave a few announcements:

- May 8, 2023 4-6pm there will be an in-person Faculty of Medicine meeting. This meeting will include the Memorial Minute on Dr. Dan Federman, announcing newly appointed professors, honoring recipients of the Joseph B. Martin Dean’s Leadership Award for the Advancement of Women, Shirley Driscoll Dean’s Leadership Award for the Enhancement of Women’s Careers, and the Nancy J. Tarbell Dean’s Leadership Award for an Emerging Leader in Women’s Careers. Vote to Recommend Candidates for the MD, DMD, Masters, and Honors Degrees. Dr. Molina will give an update on what the Council has discussed this year. Deans Giannobile and Daley will also give brief updates before inviting everyone to a reception.
- The Dean’s Office, in partnership with the HMS Black Staff Caucus, is hosting a movie screening and discussion with Sara Bleich and Roeshana Moore-Evans on Harvard and The Legacy of Slavery on May 12, 2023 10:00—11:00 am via Zoom.
- Following up on the Global Health discussion and breakout group from last month’s meeting, Bethany Hedt-Gauthier and Jessica Haberer would like to continue their discussion outside of Faculty Council. If anyone wants to join, please contact Bethany or Jessica to find out more information

Dr. Molina reviewed the agenda and introduced Ombuds and Director for the Harvard Ombuds Office, Melissa Brodrick, to give her annual report.

Ms. Brodrick introduced Lisa Neale, a new Ombuds joining the Longwood Ombuds team. Ms. Neale hails from the University of Colorado (Denver) Anschutz Medical Campus where she has worked as an Ombuds and Associate Director for the past 17 years.

Ms. Brodrick provided a document in advance of the meeting which gave an overview of the Ombuds services and updates. She gave an overview of what has happened in the previous academic year, specific to the Longwood area. They had 385 cases from Longwood and 122 from Cambridge, so 505 cases in the last academic year. She reminded the Council that these are all self-reported issues and that multiple issues are usually discussed related to a case, which is captured in the data she discussed. Of the 766 issues brought to the Ombuds office, 363 fall under the work and

academic environment category. Consistent with previous years, most issues live with the supervisor or supervising relationship, and tied into that most often is abrasive behavior. She noted that visitors to the Ombuds office from affiliations with the hospitals also remain consistent in terms of the top four vote-getters of people coming to the Ombuds office (faculty from MGH, BWH, CHB, BIDMC). Gender is the same as the breakdown percentage wise from the year before, 67% women who come in and 32%.

Ms. Brodrick then took some time to share some insight into observations she has made over the last year with regards to the types of cases/issues the office hears. Issues related to the faculty promotion process was discussed.

There was then a brief discussion amongst the Council and a few questions before Dr. Molina thanked Ms. Brodrick for her annual update.

Next, Dr. Molina introduced Dr. Grace Huang, Dean for Faculty Affairs, to give the annual update on the state of the faculty.

Dean Huang acknowledged Ms. Brodrick's comments about the Ombuds Office and Office for Faculty Affairs (OFA) being partners. She has sent so many people to Ms. Brodrick over the years and noted that the Ombuds office also provides amazing training around conflict management. Dean Huang also acknowledged her team, especially Carol Bates, Anne Becker, Manuel Chinchilla (who generated the data she will show), and Margaret Ivins.

Dean Huang discussed faculty demographics, promotions, Professor of Clinical X, service opportunities and updates from the Office for Faculty Affairs. The Faculty of Medicine consists of 12,373 faculty members including lecturers, instructors, assistant professors, associate professors, and professors. There are 10,310 full-time and 2,063 part-time faculty, with most of them (11,650) appointed in a clinical department at a hospital or affiliate location. She displayed data for faculty growth at HMS and HSDM from 1980 – 2022 and mentioned that the distribution of faculty by rank has remained stable. Dean Huang mentioned the Office for Faculty Affairs website contains a Faculty Demographics page where more charts and data can be found.

<https://fa.hms.harvard.edu/faculty-demographics>

Next, Dean Huang displayed data for faculty promotions. Looking at the distribution of promotion by area of excellence (investigation; clinical expertise and innovation; teaching and educational leadership) in AY21-22, Dean Huang noted the numbers are stable for many years and TL is the minority at 5%. She went on to show data on promotion trends, and the number of submissions they get, which continues to break records every year. She described the promotions trends over the years- stating they have continued to see a rise in the number of promotions, there was a dip in the pandemic for understandable reasons, and this of course is concomitant with the expanding faculty. Most of the promotions, several hundred, are for assistants and associates, and addressed comments on why the promotions process takes so long.

She showed an org charge from the Office for Faculty Affairs that illustrated the various positions in the Office. This office, like many others, faced some incredibly challenging years during the pandemic but also mentioned a lot of administrative shortfalls with the office begin only 60% staffed are reasons for the promotions backlog. The Office is in a better place, staffing-wise, than they were before, but they have a lot of catching up to do. She also addressed other pain points in the promotions process:

- A summative evaluative process- the idea of being examined under a microscope by strangers can surface insecurities
- The deliberations do have to be strictly confidential- this can make it feel secretive to faculty and can make imaginations grow wild with faculty filling in gaps and coming to their own conclusions
- It's a very complex process- OFA tries to make it less opaque

To that last bullet, Dean Huang explained in a simplified way how decision-making happens for promotions. It starts internally at the departments, in partnership with department chairs, as candidates cannot get through without departmental support and input. Next, it goes to the executive committee. The executive committee consists of all the chairs in a given department. For example, the surgery chairs for BI, MGH, BWH, and BCH are on an executive committee and the intent is to be able to provide some consistency across HMS so there are not some departments at some institutions that are either disadvantaging faculty in a different way than the others. This is really crucial. It is at the next step that OFA gets involved. Their role is around policy interpretation for consistency's sake not just across departments but across institutions and disciplines. The HMS promotions committees (P&R and SOP) are collectively looking at hundreds of cases across specialties and institutions, so when they come together the work is around triangulating what they see, so that the metrics are applied consistently. The last piece is every dossier is then reviewed by the Harvard Provost's office for University policy interpretation, consistency, and standards across Schools.

Shifting to female faculty, the data shows an increase each year across ranks as well as an increase in the number of promotions, keeping in mind that the denominator is also increasing. 44% of the faculty are women, noting that they just recently added a new category for non-binary. Dean Huang also shared metrics around time to promotion. For all faculty, the average to get to assistant is 5.1 years; associate 6.7 years, and professor 7.4 years. What they have found is that women are coming up about 9-10 months later than male faculty for assistant and associate. For professorial level, women come up just a little bit earlier.

When looking at historically underrepresented in medicine, there is a modest increase at HMS (7.7%), but is still falling below the national average of all medical schools, which is about 9%. Looking at URiM promotions data, the time to promotion for URiM faculty is actually shorter, 9 months earlier at the assistant and associate level, at about 1.5 years earlier. They are very robust numbers over four years, and they find this to be very encouraging.

Next, Dean Huang spoke briefly on the DEI significant supporting activity. Quite a number of faculty, almost 50, use this as their significant supporting activity. OFA is very proactive when they see somebody's portfolio and think that it should be added as an SA to make sure that that's highlighted. The data shows a slight favoring for teaching and educational leadership. The manifestations include major admin leadership, grants, awards, national presentations, and scholarships.

On the topic of Professor of Clinical X, Dean Huang shared the profile language as *"...contributions resulting in a national, and in many cases, international, impact and reputation for advancing the practice of medicine for which the candidate's clinical expertise and excellence is expected to be integral. They must have a demonstrated record of clinical expertise, clinical excellence, and teaching excellence."*

What has to be present in the dossier is they have to have evidence of clinical expertise, clinical excellence, and teaching excellence. They also anticipate that there will be faculty going up for professor of clinical X in these four domains of contribution:

- Knowledge synthesis or novel application of clinical knowledge to formulate and advance best practices in medicine or care delivery and their uptake
- Educational leadership and generativity in medical education (undergraduate, post-graduate, faculty development, and/or continuing professional education)
- Administrative leadership in academic medicine
- Transformative service and leadership that advances health equity and the quality of health and health delivery in minoritized, socially marginalized, or other underserved communities

The eligibility and privileges for Professor of Clinical X include:

1. Professorial rank only
2. Physician equivalents: MD, DO, DMD
3. 5+ years as associate professor at HMS/HSDM
4. Primary appointment at a clinical affiliate or HSDM
5. Eligible for emeritus
6. Eligible for endowed professorships

Next, Dean Huang gave some office updates in addition to already mentioned unfilled positions, the increased volume of promotions, and the increased complexity of the promotions process; she stated that HMS has been incredibly receptive in resourcing the office. They are looking at operational efficiencies, and modernizing current technical capabilities through digital innovations, like the CV generator.

Lastly, Dean Huang reviewed opportunities for faculty to serve and support the school. She discussed standing committees, administrative committees, and promotion committees. The latter requires some prerequisites to serve.

A brief discussion followed.

Dr. Molina thanked everyone for their time and adjourned the meeting at 5:19pm.