



May 8, 2023 Faculty of Medicine Meeting Minutes

Dean Daley called the meeting to order, welcomed members and guests, and requested approval of the minutes of the Faculty of Medicine meeting of December 12, 2022, which were provided in advance of the meeting. The minutes were approved, as submitted.

Dean Daley then called on Dr. Edward M. Hundert, Dean for Medical Education, to read the memorial minute on Daniel D. Federman, MD.

Daniel D. Federman, M.D.

Daniel D. Federman was born in New York City in 1928 and was raised in the Bronx. His father, Louis Federman, was a jewelry salesman who traveled throughout the eastern part of the country. His mother, born Frances Cohen, was a concert pianist and piano teacher who trained at the Institute of Musical Art in New York, the precursor to The Juilliard School.

The younger of two brothers, Dan was self-described as a compulsive student at DeWitt Clinton High School, and he listed “psychiatrist” as his career goal in his high school yearbook.

Dan attended Harvard College, where he majored in social relations, a field of study he described as “a blend of clinical psychology, sociology, and cultural anthropology” which was formed the year he started in it, and which he characterized as “dazzling” (“dazzling” being Dan’s favorite adjective to convey his enthusiasm for any program or performance he especially admired.) With an intention to become a psychoanalyst, he applied to Harvard Medical School and began his long and loving relationship with HMS as a first-year medical student upon graduating from Harvard College in 1949. A class in physiology prompted him to switch from psychiatry to internal medicine. In his oral history, he reflected that “my interest in teaching was awakened in medical school ... In a number of classes, we had to stand up and give a talk, and I really enjoyed it. Most people looked on it as a chore. After the first one, I realized I got a kick out of it.” (And of course, everyone else got even more of a “kick out of it” than he did, as generations of HMS students would form their first awed impressions of Dr. Federman as he spoke spontaneously in complete paragraphs while simultaneously drawing diagrams on the blackboard!)

Dan graduated from HMS in 1953. During his medicine residency at Mass General, he met Elizabeth Buckley, always known as Betty, and the youngest head nurse in the hospital’s history. In that oral history, Dan noted: “I saw how much I had learned in three months working on her service. I knew I could never learn all she had to teach in three months, so we got married.” They married in 1955 and were role models for their two daughters, Lise Federman, who has worked in health policy for state government and other organizations, and Dr. Carolyn Federman, a child and adolescent psychiatrist and HMS alumna.

*After training in internal medicine and endocrinology at MGH, Dan quickly rose to become Chief of the Endocrine Unit. His now classic 1967 book, *Abnormal Sexual Development*, was the first to bring together genetics and endocrinology. This multi-disciplinary treatise is credited with proposing the first classification system for abnormal sexual development and helped to define this new field. Ahead of his time, he also was a pioneer in providing sensitive, compassionate care to transgender individuals. His wife Betty always said that he wrote the book because he was told that he had to publish to be promoted. None-the-less, he went on to be one of the first faculty members at HMS to become a full professor based on educational and clinical impact rather than research contributions.*

Dan was promoted to Associate Chief of Medicine and Program Director in Internal Medicine at MGH before he was recruited to Stanford as Chief of Medicine in 1973. Although his tenure there was a brief four years, he had a profound impact on teaching at Stanford and on the career development of a cohort of Stanford students, trainees, and faculty members. But he, and especially Betty, missed Boston and Harvard. In 1977 he returned to HMS as Dean for Students and Alumni, and joined the medical staff at the Brigham, where he served on the clinical faculty for nearly four decades (one of the few people at the time with appointments at both the Brigham and Mass General).

For nearly a quarter century, Dan Federman was a major driving force for education at HMS, including the implementation of the student-centered New Pathway curriculum. In 1989, he was named Dean for Medical Education and skillfully and kindly guided the careers of Harvard medical students for that quarter century. In this role, Dan supported initiatives including the increase of diversity in admissions, the pursuit of a scholarly project in the course-of-study, and the inclusion of the social as well as the biomedical sciences in the classroom and bedside, all of which continue to be highlighted today.

After stepping down as Dean for Medical Education in 2000, Dan continued to serve HMS as the Senior Dean for Alumni Relations and Clinical Teaching and as an indefatigable fundraiser for student scholarships. He often referred to this fundraising work as his “second career,” and was always inspired by the generosity of the donors whom he so enjoyed meeting. During these latter years, he became a highly effective spokesperson for HMS, serving as an extraordinary bridge between the school and its alumni.

Dan was the Carl W. Walter Distinguished Professor of Medicine and Medical Education and a transformative figure during his 63-year career at Harvard Medical School. Through all those decades, he brought to his leadership of HMS medical education a strong commitment to the welfare of medical students and to the values of diversity and inclusion. He supported women and underrepresented students and faculty both through policy improvements – such as improved policies for maternity leaves and admissions policies to recruit and support a diverse class – and through his individual mentorship of generations of women and students and faculty of color.

Dan had a wonderful sense of humor and irony. One of his favorite sayings was that “Doctors like progress, they just don’t like change.” His generosity was unending. He gave of himself to be there with you. If he ever heard a kind word, he would always pass it along, sharing the spirit and spreading the joy. He gave his fullest attention to each of us and through that gave us strength, moral courage, and confidence. Kindness so much defined his being that it also served as the grand finale of his famous aphorism for being a great clinical teacher: “Think out loud, stick to the basics, and be kind.”

Dan had a love of life, with eclectic interests ranging from opera and French cuisine to calling square dances and from sailing to Calder mobiles. Above all, he loved his family – Betty, his true life-partner, who died in 2008, his daughters Lise and Carolyn, his son-in-law Albert, and his three grandchildren: Daniel, Julia, and Michael.

Dan was a member of the Institute of Medicine (now the National Academy of Medicine), a chair of the American Board of Internal Medicine, a president of the American College of Physicians, and a recipient of the AAMC’s Abraham Flexner Award for Distinguished Service to Medical Education (among many other honors, including an honorary degree from Mt. Sinai Medical School) and he was

a founding editor of Scientific American Medicine. He often reflected that one of his most cherished honors came in 2012, when HMS's teaching awards were renamed for him.

Dan died in his home in Boston on September 6, 2017, at the age of 89. As his health declined, with a stroke and subdural brain injuries leaving him with vision deficits and other challenges, his last chapter was itself a study in grace, kindness, and resilience.

Daniel D. Federman leaves an unparalleled legacy as a clinician, teacher, and role model for generations of medical students, residents, fellows, and faculty at Harvard Medical School. It is fair to say that for many of us, Dan Federman was Harvard Medical School. There is no single individual in the past 75 years that better represents the values and ideals of this school and, indeed, of medical education than Dan Federman.

Respectfully submitted,

Edward M. Hundert, MD, Chairperson

James Adelstein, MD, PhD

Lise Federman

James O'Connell, MD

Nancy E. Oriol, MD

Dean Daley requested that the memorial minute be inscribed on the permanent records of the Faculty of Medicine.

Dean Daley then recognized the Office of Faculty Affairs for managing the thorough and high-quality promotions process for the HMS Community. Next, he invited Dean Becker to introduce the newly appointed professors.

Dean Becker recognized 15 individuals who were recently promoted, or appointed, to the rank of Professor at Harvard Medical School. Those in attendance were asked to stand so they could be honored.

Caroline M. Apovian, Professor of Medicine, Brigham and Women's Hospital

Hyeryun Choe, Professor of Pediatrics, Boston Children's Hospital

Michael P. Curry, Professor of Medicine, Beth Israel Deaconess Medical Center

Corey S. Cutler, Professor of Medicine, Dana-Farber Cancer Institute

Shingo Kajimura, Professor of Medicine, Beth Israel Deaconess Medical Center

Jian Kong, Professor of Psychiatry, Massachusetts General Hospital

Robina Matyal, Professor of Anaesthesia, Beth Israel Deaconess Medical Center

Trista E. North, Professor of Pediatrics, Boston Children's Hospital

Andrew J. Schoenfeld, Professor of Orthopedic Surgery, Brigham and Women's Hospital

Kristina Simonyan, Professor of Otolaryngology Head and Neck Surgery, Mass Eye and Ear

Michael Springer, Professor of Systems Biology, Harvard Medical School

Robert J. Thomas, Professor of Medicine, Beth Israel Deaconess Medical Center

Robert W. Yeh, Professor of Medicine, Dana-Farber Cancer Institute

Li Zhou, Professor of Medicine, Brigham and Women's Hospital

José R. Zubizarreta, Professor of Health Care Policy, Harvard Medical School

Next, Dean Daley introduced Dr. Robin Lindsay, Joint Committee on the Status of Women's (JCSW) Dean's Award Faculty Chair.

Dr. Lindsey reported that on June 6, 2023, the JCSW will be holding an awards ceremony honoring both the staff and faculty JCSW Dean's Awards recipients. Dr. Asgari announced the faculty recipients:

Dr. Sareh Parangi, Joseph B. Martin Dean's Leadership Award for the Advancement of Women Faculty

Dr. Stephanie Mueller, Shirley Driscoll Dean's Leadership Award for the Enhancement of Women's Careers

Dr. Margaret Samuels-Kalow and Dr. Laura Dichtel, Nancy J. Tarbell Dean's Leadership Award for an Emerging leader in women's careers

Dean Daley then turned to the presentation of candidates who were recommended for the M.D. Degree, Masters Degrees, and Honors in a Special Field, noting that the names of the candidates were listed in the material distributed electronically, in advance of the meeting.

Dean Daley called upon Dr. Edward M. Hundert, Dean for Medical Education, who asked for the faculty to vote to approve the 167 candidates for the M.D. Degree. The faculty voted and approved these candidates for graduation.

Dean Daley then called upon Dr. Rosalind Segal, Dean for Graduate Education, who asked the faculty to vote to approve 70 candidates for the Master of Medical Sciences Degree, 15 candidates for the Master of Biomedical Informatics Degree; 65 candidates for the Master of Bioethics Degree; 53 candidates for the Master in Clinical Service Operations, 18 for the Master of Science, and 33 candidates for the Master of Healthcare Quality and Safety Degree. The faculty voted and approved the candidates for the May 2023 graduation.

Dean Daley next called upon Dr. Patricia D'Amore, Chair for the HMS Honors in a Special Field Program. Dr. D'Amore asked for the faculty to vote to approve the 26 students recommended for *cum laude* and 14 for *magna cum laude*. The faculty voted and approved these 40 candidates for graduation.

Dean Daley congratulated the graduates.

Dean Daley then introduced Dr. William Giannobile, Dean of the Harvard School of Dental Medicine to present the candidates for the D.M.D. Degree, Honors in a Special Field, and the Doctor of and Master of Medical Sciences degrees.

Dean Giannobile presented the HSDM Class of 2023: 35 DMD candidates; 2 candidates are requested to be approved for the D.M.D. for Honors in a Special Field; 3 students have been recommended for *cum laude* and 2 students recommended for *magna cum laude*. 16 candidates are recommended to receive the Master of Medical Science degree and 7 candidates are recommended for the Doctor of Medical Sciences degree. The faculty voted and approved these candidates for graduation.

Next, Dean Daley introduced Dr. Rose Molina, Faculty Council chair to give a report from the Faculty Council.

Dr. Molina explained that the Faculty Council is a representative organization consisting of elected members of the voting faculty who serve three-year terms. The electoral structure is designed to assure proportional representation across disciplines and institutions. The Dean of the Faculty of Medicine attends the monthly meetings of the Council. The Faculty Council advises the Dean in the formulation of major changes to policy for the Schools of Medicine and Dental Medicine. Members of the faculty may propose amendments to the bylaws and/or recommend changes to policies through any Faculty Council representative. The Council submits recommendations for consideration to the Dean on major policy issues. They also receive reports from standing and administrative committees of the Faculty of Medicine, and other ad hoc committees of the Dean. The Faculty Council has the authority to establish/empower and/or disband standing committees of the faculty. The Faculty Council, guided by its Subcommittee on Standing Committees, oversees standing committees of the faculty and votes to approve candidates for those committees in consultation with appropriate leadership.

This past academic year, the Faculty Council had the joy of holding their first dinner reception at the Harvard Club since the COVID-19 pandemic started. During that reception, they identified key topics of interest to bring to Faculty Council for discussion. One of the first topics was how we communicate our science and expertise at the intersection of medicine and society given the context of the COVID-19 pandemic. The Council invited speakers from across Harvard University to learn about cross-university initiatives. For example, they discussed the Climate Change Initiative, the Legacy of Slavery report, and the potential implications of the upcoming SCOTUS decision around admissions policy. The Council convened a panel of leaders throughout the clinical affiliates to share their best practices and programs to advance diversity, equity, inclusion, belonging, and anti-racism. They also dedicated a meeting to exploring how HMS can cultivate equitable global and community health partnerships. As always, one of the highlights of the year was hearing from HMS students about their lived experiences as they develop into physicians.

Dr. Molina encouraged all faculty to consider running for Faculty Council. Details about the election are distributed to the faculty over the summer. Additionally, meeting minutes are posted on the Faculty Council website (<https://fa.hms.harvard.edu/faculty-council>) as well as contact information if there are questions or concerns for the Faculty Council to consider.

Dr. Molina thanked the members of Faculty Council for their time and thoughtful consideration as they tackled tough issues and had wonderful discussions.

Dean Daley thanked Dr. Molina on behalf of the faculty, for her leadership of Faculty Council.

The Dean thanked the faculty and congratulated them on their promotions and awards presented today and invited Dr. Willian Giannobile, Dean of the Harvard School of Dental Medicine (HSDM) to give an update on the state of the dental school.

Dean Giannobile discussed the yearlong planning process in developing HSDM's new strategic plan that launched in the fall of 2022. One of the first key steps in the process involved refreshing the school's mission, vision and core values.

- HSDM’s mission: To foster a community of diverse global leaders in education, research and clinical innovation dedicated to improving human health by integrating dentistry and medicine.
- HSDM’s vision: To transform access to healthcare and advance science to prevent and find cures for oral diseases and conditions.
- Core values: inclusion, compassion, diversity, innovation, excellence, integrity, respect, and patient-focus.

With a renewed emphasis in continuing the dental school’s legacy of visionary discovery and training, and maintaining an equal commitment to prevention as to curing oral disease and condition, the school will continue to lead in dentistry and dental education with a level of intentional excellence in all that they do – in the classroom, the lab, or the clinic caring for patients, as a united diverse, compassionate and respectful community.

Dean Giannobile provided the following recruitment updates:

- Catherine Hayes, Director, Advanced Graduate Program in Dental Public Health (Alum at HSDM and HSPH)
- Ang Cui, Oral Medicine, Infection, and Immunity (Broad Institute MIT, grad of Harvard HST program)
- Lakmali Silva, Oral Medicine, Infection, and Immunity (From Immunology Division of NIDCR)
- Magda Feres, Chair, Oral Medicine, Infection, and Immunity (HSDM Alum ‘99, clinical trialist)
- Zachary Peacock, Chief of OMFS MGH and Chair, Oral and Maxillofacial Surgery (Alum DMD ‘04)
- Melissa Hunter, Dean for Administration and Finance
- Alejandro Lanis, Program Director of Advanced Implant Dentistry

On diversity, Dean Giannobile discussed a variety of strategies implemented to diversify the HSDM applicant pool including partnership and recruitment activities with Historically Black Colleges and Universities (HBCUs) and enhanced pipeline and mentorship programming for students navigating the dental school application process. The May 2023 week-long Bridge to Dental School pipeline received 235 applications, the largest interest to date.

On the topic of training the next generation, Dean Giannobile shared:

- 26% of incoming class from URiM racial and ethnic minority groups.
- New Education Innovation Grant Pilot Grants Awarded, to accelerate learning content innovations and advance training excellence
- First postdocs and DMD-PhD/DMSc trainees offered slots from Forsyth-Harvard T90/R90 Training Grant; Casting of BBS @HSDM
- Growth initiatives: Advanced Standing DMD Program, MS Program in Dental Education & Re-envisioning HSDM’s CE delivery and reach

He also provided updates on Clinical Affairs:

- Harvard Nurse Practitioner Dentist Collaborative Practice Initiative
- Exploring affiliation opportunities with Massachusetts College of Pharmacy and Health Sciences to expand interprofessional education

- Restructuring of Harvard Dental Centers in Cambridge and Longwood: New incoming Director of Clinical Operations

Dean Daley then shared some updates of the Harvard Medical School as well as from Harvard University.

Dean Daley highlighted two recently renovated spaces on campus: Countway Library, and the Blavatnik Harvard Life Lab, an incubator space that is imbedded in our quad community and is open for application by students, faculty or postdocs of a HU or affiliate lab that are a C-Suite or co-founder. The Life Lab opened in October of this past year. It can accommodate up to 12 companies and is already hosting some exciting new ventures. It is located in the heart of building C. The Dean mentioned that the Bertarelli Family has donated \$75 Million to create a new atrium in building C which will serve as a convening and collaboration space for the HMS community. Building C will be renamed in honor of the Bertarelli Family. The Dean looks forward to seeing how this project will further energize the west quad. Claudine Gay, Harvard's next President, effective July 1, 2023, was able to join the Dean and Ernesto Bertarelli on a tour of the Life Lab and the atrium. The President Elect is committed to nurturing Harvard's strength in the life sciences and our medical community.

Next, Dean Daley noted several other University leadership changes:

- The appointment of Meredith Weenick as Executive Vice President, succeeding Katie Lapp
- The departure of CFO Tom Hollister
- Transitions on the Harvard Corporation, with Penny Pritzker taking on the role of Senior Fellow
- In addition to searching for Claudine's successor as FAS Dean, the University is undergoing searches to replace Frank Doyle at SEAS and Michelle Williams at Harvard Chan School of Public Health. The Dean noted new leadership at the Chan School, in particular, which shares the Longwood Campus, presents a great opportunity for new partnerships and that he will continue engaging engineering and computer science colleagues in new and existing initiatives, such as the Kempner Institute for the Study of Natural and Artificial Intelligence.

Dean Daley then discussed updates in HMS Leadership:

- Dr. Paul Farmer's untimely death left the Department of Global Health and Social Medicine without their longtime leader. Dr. Allan Brandt has served as interim chair, leading a strategic planning process for the department. An external review of the department has provided deeper insights of its strengths and opportunities. The Dean hopes to announce a new chair in the fall.
- Dean Hundert will be stepping down as Dean of Medical Education at the end of the academic year. Dean Daley thanked and recognized Dean Hundert for his many years of service. He noted that Dean Hundert has been an integral partner and leader for three major efforts currently underway:
 - The HST curriculum track is currently undergoing a major re-engineering to embed emerging fields such as artificial intelligence and clinical informatics, new pedagogical advances, and more training in health equity,
 - The PCE – the core clinical clerkship year – is also undergoing a major re-engineering to provide students with more authentic, longitudinal roles in care and longitudinal relationships with clinical preceptors, and

- the exploration of two new programs: a primary care leadership and transformation track focused on preparing future leaders of primary care, and also an innovative new approach to the MD/MBA program.

The Dean shared that after careful consideration and consultation, HMS will no longer submit data to US News and World Reports Rankings. Several peer institutions have followed suit.

Dean Daley thanked those in attendance and invited them to the reception. The meeting was adjourned around 5:00pm.