



### **May 9, 2022 Faculty of Medicine Meeting Minutes**

*This meeting was held virtually via Zoom due to the COVID-19 Pandemic.*

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 13, 2021, which were provided in advance of the meeting. The minutes were approved, as submitted.

Next, Dean Daley introduced Dr. Marcela del Carmen, Faculty Council chair to give a report from the Faculty Council.

Dr. del Carmen 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.

For the AY 2021-2022, the Faculty Council focused its discussions by asking all invited guests to consider using a diversity, equity and inclusion lens as well as burnout and wellness. They thought deeply about the diversity of the faculty and how the Council can support diversity, equity, inclusion and anti-racism throughout the HMS community. The diversity/wellness lens, used as a framework this year, allowed the Council to identify shared experiences amongst all members of the HMS community, as well as challenges and opportunities they hope will continue to guide the work of the Council in the coming years.

Moreover, Faculty Council is focused on learning from the student body and being responsive to their needs. This past year they heard from the students about the fall semester and their goals: foster a culture of student wellness; increase the student body's engagement with the communities of Roxbury, Mission Hill, and Jamaica Plain; build a vibrant community among the first-year class. On the topic of burnout, they discussed how 1 in 5 healthcare workers left during the pandemic and while there's been no noticeable impact of faculty burnout on the learning environment at HMS, one of their goals is to figure out how to prioritize wellness habits, starting in med school, to carry with them through residency and as physicians. The Council will hear from the students again at the May 11, 2022 Faculty Council meeting.

Dr. del Carmen encouraged the faculty to consider running for faculty council. Details about the election are distributed to the faculty over the summer. Additionally, Faculty Council minutes are posted on the [faculty council website](#) as well contact information if you have questions or concerns that you'd like the faculty council to consider.

Dean Daley thanked Dr. del Carmen on behalf of the faculty, for her leadership of faculty council.

Dean Daley then called on Dr. Leonard Rappaport, Mary Deming Scot Professor of Pediatrics, Boston Children's Hospital, to read the memorial minute on T. Berry Brazelton, MD.

## T. Berry Brazelton

T. Berry Brazelton, whose prolific work with newborn infants and parents inspired researchers, clinicians and parents from around the world, died at his home in Barnstable, Cape Cod on March 13, 2018, a few months short of his 100<sup>th</sup> birthday. He continued to lecture, write, conduct research and was frequently consulted by the news media on everything from parenting, to work-life balance, right up to the end of his life. HMS Dean George Q. Daley wrote that even in the final year of his life, "Dr. Brazelton still had the spirit, spark, and twinkle in his eye of a master pediatrician. His energy and optimism were an inspiration to me. He will be sorely missed."

Thomas Berry Brazelton was born in Waco, Texas on May 10th 1918 and seems to have had a natural ability to understand and relate to young children from a very early age. "I knew by the time I was 8 years old I wanted to be a doctor, a pediatrician", he said in an interview.

He earned his undergraduate degree from Princeton in 1940 and went on to get an M.D. from Columbia in 1943. He remained there for another year as an intern, and then served for a year in the Naval Reserves. In 1945, he moved to Boston to undertake his residency at Massachusetts General Hospital, before beginning pediatric training at Boston Children's Hospital. He completed an additional residency in Child Psychiatry. Brazelton opened his own private pediatric practice in Cambridge, Massachusetts in 1951 and shortly thereafter received his first appointment as Instructor at Harvard Medical School.

He subsequently joined Professor Jerome Bruner at the Center for Cognitive Studies at Harvard University. Observing babies and toddlers in this unique laboratory setting confirmed his growing conviction that every child was different from birth and that each child needed a different kind of care and support, all of which challenged the maturational "milestone" or "one-size-fits all" approach to child development which informed pediatric guidance at that time. Given his interest in individual differences in children, not surprisingly, perhaps, Brazelton's first research study focused on infant crying.

Not long after, he presented his ideas on individual differences to a wider audience in his groundbreaking book, *Infants and Mothers: Differences in Development*, the first sentence of which reads, "Normal babies are not all alike". *Infants and Mothers* has sold over one million copies and today is available in 21 languages. It has been followed by many more books, including *Toddlers and Parents* (1974), *On Becoming a Family* (1981), and *Working and Caring* (1984) and a series of books on *Touchpoints*, co-authored with Joshua Sparrow. Brazelton also wrote a syndicated newspaper column and had his own Emmy-award winning program, *What Every Baby Knows*, on cable television, from 1983 until 1995.

When he first began to work in the newborn nursery, Berry Brazelton was struck not just by the limitations of the existing pediatric examination in capturing the full richness of the baby's behavioral repertoire but also by the negative or deficit-based thrust of these scales. Up to then, the newborn was assumed to be merely operating at a brain-stem level, so that newborn assessment tools used by most pediatricians at that time reflected these assumptions and focused exclusively on the assessment of the so-called "primitive reflexes" and "postural reactions" in order to identify various disorders. Based on his experience at Bruner's laboratory, Brazelton began to integrate developmental theory and neurological principles into his understanding of newborn behavior and development and went on to develop the Neonatal Behavioral Assessment Scale (NBAS) published in 1973 which continues to be taught and utilized clinically and in research

internationally. He maintained that “the most important thing we’ve learned from working with the NBAS is showing parents how to watch their baby for the cues that will help them understand what kind of baby they have”.

Berry Brazelton was one of the earliest figures in medicine to build a bridge between the sometimes-arcane world of clinical practice and the general public. The appeal of his work was that complex ideas were expressed with brilliant simplicity—he had the rare combination of gifts of a researcher and clinician as well as teacher and communicator. It was his capacity to translate theory and research into accessible language without diminishing its complexity or soft-peddling its urgency that made him so popular with parents and made him a household name. It also made him a powerfully effective advocate for health care reform and a champion of parents.

Berry felt that medical education was in many ways missing the point. “I still feel that our medical education is not preparing people for what they do. It’s preparing them for a deficit model. We’re very good at identifying everything that’s wrong with anybody, but we don’t have any idea about what’s going on in them or what’s right about them”, he argued in the American Academy of Pediatrics Oral History Project. Combining his interests in primary care pediatrics and child psychiatry, in 1972 he set up one of the first training programs for pediatricians in Child Development at the Child Development Unit at Boston Children’s Hospital. He went on to play a pivotal role in the establishment of Developmental and Behavioral Pediatrics as a pediatric subspecialty.

Berry Brazelton came to believe that programs and policies that serve children are most effective when they are informed by data, grounded in deep knowledge of child development and rely on cutting-edge research, independent analyses, actionable recommendations and clear communications. He was an evidence-based optimist and frequently appeared before congressional committees, playing a key role in the enactment of the Family and Medical Leave Act, and Public Law 99-457, which extends the rights and protections of the Individuals with Disabilities and Education Act to young children. His resolve transformed him into an activist pediatrician. He saw unmet health needs not just as individual problems but also as a consequence of social injustice, and fought for better health and social services for over-burdened, materially under-resourced populations. If one might find a hidden emotional theme to all his work, it is that policies that support families are critical because the strength and quality of the relationship between caregivers and their children are fundamental to the development of children’s brain functions and capacity.

In 1988, Berry Brazelton became Professor of Pediatrics, Emeritus, Harvard Medical School and Boston Children’s Hospital. In 1996, the T. Berry Brazelton Chair in Pediatrics, an endowed chair, was established at Harvard University Medical School. He established the Brazelton Touchpoints Center at Boston Children’s Hospital in Boston, in the same year. Berry also served in multiple leadership roles in multiple national and international organizations. He was awarded 13 honorary degrees. In 2000, he was honored as a Living Legend by the United States Library of Congress and in 2013, received the Presidential Citizens Medal from President Barack Obama.

Respectfully Submitted,

*Leonard A. Rappaport, MD, Chair*

*J.K. Kevin Nugent, PhD*

*Joshua Sparrow, 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. This is the first year under the leadership of Dean for Faculty Affairs, Dr. Grace C. Huang. Next, he invited Dean Becker to introduce the newly appointed professors.

Dean Becker recognized 22 individuals who were recently promoted, or appointed, to the rank of Professor at Harvard Medical School by reading their names and displaying their photo.

**Philippe Armand**, Professor of Medicine, Dana-Farber Cancer Institute  
**Daniel Cahill**, Professor of Neurosurgery, Massachusetts General Hospital  
**Duke Cameron**, Professor of Surgery, Massachusetts General Hospital  
**Cristina Ferrone**, Professor of Surgery, Massachusetts General Hospital  
**Matthew Freedman**, Professor of Medicine, Dana-Farber Cancer Institute  
**Rani George**, Professor of Pediatrics, Dana-Farber Cancer Institute  
**Jason Harris**, Professor of Pediatrics, Massachusetts General Hospital  
**Robert Higgins**, Professor of Surgery, Brigham and Women's Hospital  
**James Kirby**, Professor of Pathology, Beth Israel Deaconess Medical Center  
**John Koreth**, Professor of Medicine, Dana-Farber Cancer Institute  
**Young-Min Kwon**, Professor of Orthopedic Surgery, Massachusetts General Hospital  
**Mathias Lichterfeld**, Professor of Medicine, Brigham and Women's Hospital  
**Joseph Loparo**, Professor of Biological Chemistry and Molecular Pharmacology, Harvard Medical School  
**Margaret Niznikiewicz**, Professor of Psychiatry, VA Boston Healthcare System  
**Douglas Pleskow**, Professor of Medicine, Beth Israel Deaconess Medical Center  
**Bakhos Tannous**, Professor of Neurology, Massachusetts General Hospital  
**Hisashi Umemori**, Professor of Neurology, Boston Children's Hospital  
**Deborah VanderVeen**, Professor of Ophthalmology, Boston Children's Hospital  
**Heather Walter**, Professor of Psychiatry, Boston Children's Hospital  
**George Washko**, Professor of Medicine, Brigham and Women's Hospital  
**Brian Wolpin**, Professor of Medicine, Dana-Farber Cancer Institute  
**Sook-Bin Woo**, Professor of Oral Medicine, Infection, and Immunity, Brigham and Women's Hospital

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

Dr. Asgari reported that a subcommittee of the JCSW sought nominations for this award from the entire HMS/HSDM faculty. She then announced that the JCSW recommended to Dean Daley that Dr. Jean Emans be honored with the Joseph B. Martin Dean's Leadership Award for the Advancement of Women Faculty.

Dean Daley read excerpts from the nomination letters and asked Dr. Emans to say a few words. Dr. Kimball expressed her gratitude for receiving the award. She thanked her colleagues, trainees, members of CHADD, JCSW, BCH leadership, and her family. She also thanked Drs. Eleanor Shores, Liz Armstrong, and Joan Reede.

Dr. Asgari then described the Dean's Award for the Enhancement of Women's Careers which was initiated in 2019 in collaboration with the Dean's office, to recognize faculty members committed to the advancement of women at Harvard Medical School and Harvard School of Dental Medicine, but may not be in a position in their career to promote and retain women faculty. The Award was named the "Shirley Driscoll Dean's Leadership Award for the Enhancement of Women's Careers" to honor Dr. Driscoll, the first faculty co-chair of the Joint Committee on the Status of Women in 1973.

This year, the JCSW recommended to Dean Daley that Drs. Julie Silver and Susan Pories be honored with the "Shirley Driscoll Dean's Leadership Award for the Enhancement of Women's Careers."

Dean Daley read excerpts from the nomination letters for both Dr. Silver and Dr. Pories. Dr. Silver expressed her gratitude for receiving the award. Thanking the JCSW, the selection committee, and those who nominated her. Dr. Pories, thanked the Dean, the JCSW, and her nominators. She said "she is humbled to be a recipient of an award honoring those who help others along their paths".

Dr. Asgari next described the Dean's Award for an Emerging Leader in Women's Careers, initiated in 2021 in collaboration with the Dean's Office, to recognize a more junior faculty member making an impact. This year the award was named the "Nancy J. Tarbell Dean's Leadership Award for an Emerging Leader in Women's Careers."

Dean Daley stated he is pleased to honor Dr. Tarbell's strong legacy and impact up women's careers by naming this award in her honor. It was renamed because of Dr. Tarbell's fierce advocacy of women in medicine, for JCSW, as well as the growth of the female faculty under her esteemed leadership. He then highlighted Dr. Tarbell's remarkable service:

"Nancy Tarbell, the CC Wang Professor of Radiation Oncology, has cared for countless children with brain tumors as a radiation oncologist. She led the pediatric radiation oncology group at MGH, and was elected to the National Academy of Medicine in 2002. While she has extraordinary accomplishment in radiation oncology, this award is being named in her honor because of her tireless work in women's careers. In 1993, she played a pivotal role with Jane Clafin, an MGH trustee, to establish the Clafin Distinguished Scholar Awards which supports early career women. This program has, to date, provided research funding for >100 women to support careers at MGH. In 1997, she was appointed the founding Director of the MGH Office for Women's Careers and then the founding Director of the MGH Center for Faculty Development. She received the Women in Medicine and Science Leadership Development Award from the Association of American Medical Colleges in 2014. She served as Dean for Academic and Clinical Affairs from 2008 to 2019 and provided pivotal support to me and to the school in that role. When she began in 2008, women represented ~13% of all HMS professors. That increased to 23% at the end of her tenure in the dean's office. It is therefore fitting that her fierce advocacy for women in medicine and for JCSW as well as the growth of the female faculty under her leadership is being honored by the naming of this award."

Dean Daley invited Dr. Tarbell to say a few words.

Dr. Tarbell stated she was honored to be in the company of the other award recipients. Having this award named after her is truly meaningful to her. She reflected on the progress made possible because of the meaningful relationships made through JCSW, the Office for Women's Careers, and the HMS Dean's Office. She thanked Dean Daley for his continued support of JCSW and stated that she is very grateful.

Dr. Asgari then announced that the JCSW has recommended to Dean Daley that Dr. Dania Daye be honored with the "Nancy J. Tarbell Dean's Leadership Award for an Emerging leader in women's careers".

Dean Daley read excerpts from the nomination letters. Dr. Dania expressed her gratitude for receiving this award named after her mentor, Dr. Tarbell and that she was truly honored.

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 157 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, 14 candidates for the Master of Biomedical Informatics Degree; 43 candidates for the Master of Bioethics Degree; 17 candidates for the Master in Clinical Service Operations, and 11 candidates for the Master of Healthcare Quality and Safety Degree. The faculty voted and approved the candidates for the May 2022 graduation.

Dean Daley next called upon Dr. Jeffrey Katz who spoke on behalf of Dr. Patricia D'Amore, Co-chair for the HMS Honors in a Special Field Program. Dr. Katz asked for the faculty to vote to approve the 11 students recommended for *cum laude*, 11 for *magna cum laude*, and 1 for *summa cum laude*. The faculty voted and approved these 23 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 2022: 37 DMD candidates; 6 candidates are requested to be approved for the D.M.D. for Honors in a Special Field; 2 students have been recommended for *cum laude*, 1 student recommended for *magna cum laude* and 1 student recommended for *summa cum laude*. 16 candidates are recommended to receive the Master of Medical Science degree and 8 candidates are recommended for the Doctor of Medical Sciences degree. The faculty voted and approved these candidates for graduation.

The Dean thanked the faculty and congratulated them on their promotions and awards presented today. At this point of the meeting the Dean would give updates to the Faculty, but having given the State of the School address in the Fall and update at the December 2021 Faculty of Medicine meeting, he announced that the Harvard School of Dental Medicine (HSDM) Dean, Dr. William Giannobile, would provide an update on the state of the dental school.

Dean Giannobile discussed the HSDM's visionary beginnings in not just education, but in research, diversity, and medical-dental integration. N.C. Keep was the inaugural dean of HSDM, the 1<sup>st</sup> Dental School connected with a university in 1867. In 1869, Robert T. Freeman became the 1<sup>st</sup> Black Graduate from a US Dental School. In 1899, HSDM integrated with HMS under the Harvard Faculty of Medicine, becoming the 1<sup>st</sup> Medical-Dental integration in the US. In 1901, Harriet Newell Lowell's estate founded the 1<sup>st</sup> Society for Dental Research in the world. More recently, Dean Giannobile discussed 15 HSDM faculty members contributed to a 790-page report that provides a roadmap for oral health in the US.

Next, Dean Giannobile gave an update on the strategic planning progress and gave updates on the following areas:

#### Research and Discovery Growth Initiatives

- HSDM conducted a robust external research review virtual site visit in May 2021, which included 45 participants of faculty, staff, students, and postdoctoral fellows. The review committee, chaired by Amy Wagers and Peter Polverini, provided critical feedback and recommendations to elevate HSDM's research infrastructure, mentorship program, and curricular rigor.
  - HSDM has received promising R90/T90 training grant award scores
- towards "Institute training for a dental, oral and craniofacial research workforce," for DMD/PhD trainees and postdoctoral fellows at Forsyth & Harvard
- HSDM's PhD Program is set to integrate formally into the HMS PhD Program in Biological and Medical Sciences (BBS)
- Launch of a new internal pilot fund program to catalyze research. In its first cycle 5 biomedical research projects were funded in the areas of in AI/machine learning, pain and pathology, digital imaging & others.

#### Diversity, Inclusion & Belonging (DIB) Efforts

- Dr. Fadie Coleman was recruited to join HSDM as Assistant Dean for DIB Office effective July 1, 2022
- Hoda Mahmoud, DMD student in the class of 2025, was the inaugural recipient of the Freeman, Grant, Franklin Scholarship, supporting underrepresented minority students demonstrating financial need.
- 25.7% of incoming DMD class are comprised of those underrepresented in dentistry & medicine
  - New pre-dental virtual information session last week with 7 historically black universities (HBCUs), 3 sessions, over 100 attendees

#### Education

- HSDM has begun preparations for the School-wide reaccreditation process through its accrediting Commission on Dental Accreditation (CODA) with a site visit and review planned for 2025

- HSDM saw a 7.3% application increase over pre-pandemic application levels
- Upcoming Growth initiatives:
  - Introducing Advanced Standing DMD Program for internationally trained dentists
  - Long term vision to increase Advanced Graduate Education (AGE) class sizes and the clinical teaching practice footprint
  - Scaling our global education CE program offerings is a long-term priority

#### Clinical Care Delivery in Cambridge

- HSDM has expanded patient care and services with the expanded practice in Cambridge. The Harvard Dental Center-Cambridge (HDC-C) has served over 2,500 patients in over 10,000 appointments. The practice consists of 18 providers and staff with comprehensive dental services and to included expanded services in orthodontics beginning in July 2022.

#### Facilities Planning and Upgrades

- HSDM in partnership with HMS has identified need to invest considerably in capital renewal projects and are actively discussing short- and long-term planning needs, particularly around HSDM's clinical facility and digital infrastructure.

#### Administration Transitions and Enhancements

- HSDM is in a heavy recruitment phase to recruit program faculty and senior administrative leadership, including an upcoming search for the next Dean for Administration and Finance.

Dean Daley thanked the faculty for their time, congratulating them on their achievements and adjourned the meeting at 5:03pm.