

Present: Drs. Arnaout, Bertagnolli, Blacker, Born, Burstein, Charness, Connelly, Daley, Da Silva, Donoff, Eappen, Farrell, Haas, Haigis, Keating, Klig, Mehrotra, Morton, Nagler, Podolsky, Poussaint, Pursley, Rexrode, Samuels, Slanetz, Stone, Struhl, Tarbell, Tuomala and Weinstein

Guest: Drs. Bates, Hundert, and Roberts

Staff: Mss. Dale, Hecht, and Holder; Dr. Lensch

Dean Daley called his first Faculty Council meeting as dean to order at approximately 4:05 pm, thanked everyone for their presence and asked members and guests to introduce themselves. He asked for and received approval of the December 7, 2016 Faculty Council meeting minutes, as presented.

Dean Daley thanked Dr. Farrell, Faculty Council vice chair, for her leadership of the Council and for planning the agendas with the Docket Committee. He stated that he is eager to hear comments from the members about their role on the Council, including priorities they wish to bring to him over the year.

Next, Dean Daley gave general comments on why he took the role as Dean of the Faculty of Medicine. He expressed his gratitude to President Faust and Provost Garber for their support and their commitment to HMS. He said that during many discussions leading to his accepting the position, they expressed their deep respect for HMS, its faculty, and the great responsibility the faculty has in serving both the local and global community as scholars, practitioner, and caregivers. He noted that they also want to see HMS make real progress financially.

Dean Daley commented that he hopes to bring excitement into the community. He acknowledged Dr. McNeil for being an outstanding interim dean and for the way in which she managed the five-month transition.

Dean Daley explained that he accepted the position because of his fierce commitment to the collective mission: to advance fundamental research, to translate basic biology into new insights about disease and new treatments, to educate the next generation of leaders in science and medicine, and to work tirelessly and selflessly to improve the health and vitality of patients here in Boston and across the globe. He said that the deanship is a call to service.

Dean Daley summarized his career at Harvard University over the past 38 years. In 1978, he left Catskill, NY to enter Harvard College, and since then has pursued his entire career here in this community. He graduated from the Harvard-MIT HST and MD/PhD programs; completed clinical training in internal medicine at MGH, Brigham and Women's Hospital, and Boston Children's; and, spent eight years as a Whitehead Fellow at MIT and as a staff

physician at MGH. He moved to Boston Children's and the HMS Department of BCMP in 2003 and has been there ever since running a stem cell and cancer biology lab and directing the pediatric stem cell transplant program at Boston Children's and DFCI.

Dean Daley spoke about his view of the challenges ahead.

- To build on the opportunities and strengths of our research endeavors at a time of resource constraint and uncertainty about funding from the NIH.
- To provide the most efficient and enduring educational experience at a time when the volume of required information has accumulated at a pace far beyond an individual's capacity
- To continue to provide the most effective and compassionate care for an increasingly complex population, when expense reduction and declining reimbursements are threatening our affiliated medical centers
- To build upon our research excellence on the Quadrangle and make our scientific enterprise even greater
- To expand upon the rich spectrum of science on the Quadrangle to better integrate with our colleagues in our affiliated hospitals
- To better connect with and translate our work to our neighbors in biotech and pharma
- For our students: To take their remarkable idealism and thirst for knowledge and inspire them further and equip them for a life of learning
- For our affiliate faculty: To ensure that they feel a strong identity as members of the Harvard Medical community and feel ownership of our collective mission to advance human knowledge, educate our students, and provide most effective and compassionate care to your patients

Dean Daley opened up the meeting to questions and asked for feedback on how best to use the Faculty Council. A general discussion followed and included the following feedback.

- Too many procedural reports that do not affect the entire community
- Learn much from different annual reviews and studies, but input is not needed
- Could provide input into ongoing processes
- "Flip classroom" approach to meetings
- Provide a tool that allows members to submit what is on their minds and answer such questions as "what can Faculty Council do for you?"
- Require presenters to provide challenges/unanswered questions in advance of the meetings so members can be better prepared to consider the issues for discussion

- Suggest a more “round table” approach to meeting formats

Dr. Farrell spoke briefly about the Faculty Council Docket Committee and how it sets agenda items. She encouraged members to submit suggested topics to her.

Dean Daley also spoke about changing the culture and finding new ways to elicit feedback from the HMS community. He has been looking at opportunities to convene people and thinking about creative ways to establish “oneness”.

Next, Dean Daley introduced Dean Connelly, Dean for Faculty Affairs, to provide an update on faculty appointments and promotions. Dean Connelly discussed faculty demographics, promotions and related polices. She displayed data for faculty growth at HMS and HSDM from 1980 - October 2016. 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 is still behind the national average. For minority full-time faculty classified as Under Represented Minorities, there has not been great progress and it remains an area of deep concern.

Regarding the distribution of promotions and appointments by demographics, Dean Connelly presented following two slides illustrating the distribution by race/ethnicity and gender and also by criteria.

Distribution of Promotions and Appointments by Race/Ethnicity² and Gender: AY 15-16¹

	White	Black	Hispanic	Asian	Hawaiian	Male	Female	Total
Professor	43	1	4	10		44	16 (27%)	60 ²
Associate Professor	102	1	3	40	1	90	61 (40%)	151 ²
Assistant Professor	267	2	9	94	4	220	170 (44%)	390 ²
Total	412	4	16	144	5	354	247 (41%)	601 ²

3% of all promotions to URM faculty
8% of professor promotions
3% of associate professor promotions
3% of assistant professor promotions

The junior faculty with race = two or more is URM (at least one of the races is URM)

¹ as of August 15, 2016.

²Race/ethnicity unknown for:
2 Professors,
4 Associate Professors and
13 Assistant Professors

Distribution of Promotions and Appointments by Criteria: AY 15-16¹

	Teaching and Educational Leadership	Clinical Expertise and Innovation	Investigation	Longer Service	Total
Professor	3	29	25		57 ²
Associate Professor	6	81	64		151
Assistant Professor	9	157	156	68	390
Total	18	267	245	68	598

¹ as of August 15, 2015.

² Two professors were part-time and another one was appointed to professor in residence; their appointments are not qualified by these criteria.

Next, Dean Connelly discussed current faculty policy initiatives:

- Criteria for promotion
- CV guidelines
- Enhanced search procedures
- LCME review
- Dissemination of the Faculty Handbook

Dean Connelly also showed the new Office for Faculty Affairs website. She said that there is no longer a “Purple Book” for the Faculty Handbook, and that everything is online and on the new website: <http://fa.hms.harvard.edu/>

Following a brief discussion, Dean Daley adjourned the meeting at approximately 5:33 pm.