

The Harvard Medical School (HMS) Faculty Council held a welcome dinner meeting on October 4, 2017 at the Harvard Club of Boston, 374 Commonwealth Avenue, Boston, MA.

Present: Drs. Abraham, Arnaout, Becker, Bourdeaux, Burnett-Bowie, Burstein, Cardozo, Chang, Connelly, Da Silva, Daley, Donoff, Earp, Fishman, Haigis, Khoshbin, King, Klig, Mehrotra, Nagler, Nour, Podolsky, Pomahac, Poussaint, Rexrode, Samuels, Sieberg, Slantez, Stone, Struhl, and Wagers.

Staff: Mss. Emmons-Holder and Hecht; Dr. Lensch

Dean Daley welcomed Council members to the dinner meeting. Every academic year, the Faculty Council begins its calendar with a reception and dinner meeting to give everyone an opportunity to meet one another and to raise a glass to the success of the work ahead. Dean Daley stated there was only one agenda item planned for the meeting, and as this year's dinner speaker, he would offer comments about his strategic goals for HMS.

Dean Daley then introduced Dr. Burstein, Faculty Council vice-chair, with whom he met recently to discuss potential topics for the Council to consider this year.

Dr. Burstein reported that he will be working with the Faculty Council Docket Committee to develop topics for the coming year. He thanked the members who recently agreed to serve on the Docket Committee – Drs. Marcia Haigis, Ateev Mehrotra, Nawal Nour, Tina Poussaint, and Kevin Struhl. The Council's official charge is to advise the Dean in the "formulation of major changes to policy and innovations for the Schools of Medicine and Dental Medicine; to submit recommendations for consideration to the Dean on major policy issues; and to receive reports from standing and *ad hoc* committees" that serve the school. Dr. Burstein encouraged the Council to take seriously their role as a representative of their colleagues. One of the challenges for the medical school is to connect with the large (11, 449), busy, and far-flung faculty. Faculty Council members can help colleagues understand what is happening at HMS, and *vice versa*, as HMS needs the Council members' input on what is happening throughout the clinical and preclinical departments.

Dr. Burstein discussed the many topics the Council reviews. These include important annual reviews of admissions, residency matching, promotions, the ombudsman office, the Joint Committee on the Status of Women, student council and so forth. In addition to the annual reports, the docket committee hopes to bring some initiatives to Council, that are of great and timely interest to HMS faculty and school leadership. These include school efforts with LCME re-accreditation and the student learning environment; critical med school priorities in diversity and professionalism; areas of academic development including initiatives on therapeutics; University-wide developments including the Presidential search and the opportunities related to building in Allston; and finally, some discussion of faculty burnout. This year, to introduce the Council to Pathways-style learning, members will receive materials to review ahead of time,

allowing more time for discussion when assembled together, taking the “flipped classroom” approach.

After dinner, Dean Daley thanked everyone for attending and for the many contributions as members of the Faculty Council. Faculty Council members are the voice of the faculty community and he feels their role as consultants to him, is invaluable, stating “I value your ability to keep abreast of the issues at HMS that matter to all of us, and your willingness to act as a collective voice on matters that affect the entire faculty community. So thank you again.”

Dean Daley went on to outline his five key priorities that he believes will ensure that Harvard Medical School will lead a transformation in human health.

The first priority he discussed was fostering therapeutic innovation. Dean Daley wants Harvard Medical School to expand its traditional focus on pure, fundamental scientific inquiry- to place a greater emphasis on delivering therapies and cures for the diseases that plague humanity. He discussed the task force, chaired by Drs. Gray and Mitchison, that has made recommendations to advance academic drug discovery as well as therapeutic and regulatory science. Dean Daley went on to say that HMS will be building core competencies in chemical screening and access to medicinal chemistry, as well as investing in new intellectual approaches to making therapeutics development, testing, and regulatory approval cheaper, faster, and better. This initiative will serve as a common platform for our entire community, and provide all of our partners at our academic medical center’s access to cutting edge technologies for therapeutics development.

As dean, he will ensure that HMS continues to marshal “our resources, our talent, and our resolve to press forward, no matter how unpredictable Washington now seems.”

The second priority Dean Daley discussed was reorganizing and revitalizing the campus to enable HMS to seize the future and remain at the forefront of science. He discussed the changes in the way biomedical science is conducted and how HMS is going to build more “dry” labs conducting computational science to complement the tradition “wet” labs. In almost every field, human comprehension is being amplified by machine learning and artificial intelligence. And in virtually every department at HMS, researchers are harnessing these new computational technologies.

With the shift in how research is conducted, new infrastructure is required. Dean Daley is committed to new organizational paradigms and the establishment of new intellectual communities. There is a need for stronger, more deliberate intersections between engineering, mathematics, and the life sciences. An example of this new, collaborative mindset, can be found in the launch of the Harvard Center for Cryo-Electron Microscopy. This revolutionary technology will allow individual molecules to be viewed at near-atomic resolution. It is incredibly exciting to know that HMS will soon have its own facility.

Thanks to a collaboration involving HMS, Boston Children's Hospital, Dana-Farber Cancer Institute, and MGH, the Harvard Center for Cryo-Electron Microscopy, scheduled for completion in the Seeley-Mudd building by next year, will empower multiple institutions to share a transformative but otherwise prohibitively expensive new technology. By sharing technologies and integrating scientific networks, HMS will expand the notion of collaboration and uncover new connections that push the frontiers of scientific knowledge.

Dean Daley mentioned the TMEC building construction. An HMS student survey showed that many HMS students go to Cambridge to study because they didn't feel there were spaces here on the Quad that were conducive to what they needed to do. The renovations will provide a welcomed new study and multipurpose workspace for all HMS students in the medical, dental and graduate programs to come together. The areas will have natural light, access to printers and even a coffee bar for when they're studying late at night.

Another priority the Dean discussed is enhancing access to education and ensuring that the HMS educational programs remain the best in the world, stating how important it is to continue to attract and nurture the next generation of leaders in biomedicine. Dean Daley is committed to recruiting medical and graduate students whose race, country of origin, and socioeconomic backgrounds reflect the rich diversity represented in our patient populations, and who represent the brightest from all corners of the U.S. and the globe. Dean Daley discussed his concerns about the need to make education affordable and how he is dedicating a significant portion of his energies to fundraising for financial aid. More than 80 percent of HMS students receive need-based financial aid. HMS needs to reduce the financial hurdles of attending medical school and make HMS graduates as debt-free as possible.

Next, Dean Daley discussed community building and making HMS citizenship his fourth priority. Every member of the community should feel the pride of knowing that the work they do touches and enhances the school's mission. There are not enough ways to bring people together, and he is committed to building greater enthusiasm in the workplace with fun social gatherings like the Green Dragon Pub and ice cream socials as well as in other, more serious areas, such as ensuring that HMS continues the difficult work of holding ourselves to higher standards of diversity and inclusion.

Dean Daley's last priority he discussed was about financial stability. The size of HMS programs has outgrown the school's endowment and requires HMS to more deeply consider its priorities across the school and to right-size its efforts in order to ensure fiscal vitality for years to come.

In closing, Dean Daley stated that his door is always open. He and Dr. Burstein welcome feedback. The incredible part of Faculty Council is that the 40 members are the voice of more than 11,000 faculty.

Dean Daley then opened up the room to questions from the Council.

After a general discussion, Dean Daley adjourned the meeting at approximately 7:27pm.