

The Harvard Medical School (HMS) Faculty Council held a welcome dinner meeting on October 3, 2018 at the Harvard Club of Boston, 374 Commonwealth Avenue, Boston, MA.

Present: Drs. Abraham, Bourdeaux, Chang, Daley, Dienstag, Donoff, Ferran, Galaburda, Gaufberg, Haigis, Howley, Khoshbin, King, Klig, Kroshinsky, Lovejoy, Nagler, Nour, Podolsky, Pomahac, Richardson, Sieberg, Stone, Taqueti, Vleugels

Guests: Drs. Bates, Muto, Westlund; Ms. Vild

Staff: Ms. Hecht; Dr. Lensch

Dean Daley welcomed members of the Faculty Council.

The dean stated that Faculty Council is vital to the governance of HMS and they are the members of the school's only democratically elected faculty body. He values the Council's advice and guidance on subjects of particular importance to the school's present and future.

The dean further noted that beyond serving in an advisory capacity, Faculty Council is the body charged with considering and recommending action, via its voting power, on particularly serious matters ranging from changes in HMS governance and policy to cases of possible student expulsion.

Such responsibility is weighty and will draw upon the members' wisdom, experience, and commitment to our community.

The dean recognized the new Faculty Council members:

- Albert Galaburda BIDMC
- Christiane Ferran BIDMC
- Elizabeth Gaufberg BIDMC/CHA
- Eugene Richardson HMS-GHSM
- Fred Lovejoy BCH
- Kathryn Rexrode BWH
- Marcela de Carmen MGH
- Peter Howley HMS-MBIB
- Ruth Ann Vleugels BWH
- Sherri Rose HMS-HCP
- Viviany Rodrigues Taqueti BWH
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Nawal Nour, Faculty Council Vice Chair for AY18/19 then took the podium. She expressed appreciation for being asked to serve and then announced her choices for the AY18/19 Docket Committee:

- Jean Klig, MGH
- John Da Silva, Harvard School of Dental Medicine
- Marcela Del Carmen, MGH
- Marcia Haigis, HMS-Cell Biology
- Tina Poussaint, BCH
- Valerie Stone, Mt. Auburn

Dr. Nour then turned her attention to some impending needs per the medical school's accreditation per the LCME.

Following on a review of HMS's policies and procedures for the submission of the written portion of the LCME (the Data Collection Instrument or DCI), the dean is instituting some needed changes.

One of these is that the Faculty Council Vice Chair now participates in the Dean's Leadership Council, which is the cadre of senior academic and administrative leaders at HMS. The LCME highlights the importance of faculty input into the school's governance. That the Faculty Council Vice Chair has a seat on the Leadership Council offers great advantage for the exchange of ideas and a great view into how the school monitors its progress towards its overarching goals.

One identified area of concern relates to HMS's eleven standing governance committees. These are:

- Admissions
- Education policy and curriculum committee
- Promotion and Review Board (PRB, for students who run into academic or professionalism difficulties)
- Learning environment committee
- Faculty council (FC)
- Conflicts of interest and commitment
- Faculty conduct
- Longer service promotions committee
- Promotions, reappointment and appointments committee (P&R)
- Subcommittee of professors (SOP)
- Standing committee on rights and responsibilities

The LCME focuses upon a few key aspects of such committees including their:

- 1) Charge, 2) Membership including how it is selected, and 3) Other miscellaneous things such as quorum, website, service terms...

For these committees, we know the charge and membership of each. Currently, we are working on defining and codifying, with uniform terminology, how members are selected. There is an important role for the Faculty Council to review and approve the needed changes to these governance committees.

Next month's meeting on November 14th will see a slate of LCME-related topics upon which the Faculty Council needs to opine and vote in advance of the DCI submission in December. These topics include a review and vote to change governance committee policies where needed. It is important to note that staff in the Office of Faculty Affairs have put a great deal of effort into this project and it is nearly complete.

Dr. Jules Dienstag, Interim Dean of Faculty Affairs, has taken over leadership on this and other tasks in the wake of Dr. Maureen Connelly's departure from HMS for a position at the Kaiser Permanente School of Medicine. For this specific task, it may prove unwieldy for the entire Faculty Council to be involved in reviewing the needed changes prior to the November meeting.

Rather than having a lengthy discussion at Faculty Council in November, the suggestion has been made that a small subcommittee of Faculty Council meet to review proposed best practices for these eleven standing committees including how their members are selected. Then, the full Faculty Council could benefit from the subcommittee's advance work/recommendations.

Volunteers were requested and four Faculty Council members self-identified:

- Grace Chang
- Jean Klig
- Daniella Kroshinsky
- Christine Sieberg

An additional subject that Dr. Nour spoke to related to artwork at HMS.

It has been noted that HMS's current artwork is largely not in step with its current cross-cultural, gender-inclusive, and diverse faculty, staff, and student communities.

Among the steps Dean Daley has taken in this area is in the TMEC atrium where a new statue was unveiled, that of Dr. Alice Hamilton, the first female faculty member at all of Harvard and one of the founders of the entire field of Industrial Toxicology and who served at HMS and the School of Public Health.

Additional opportunities exist around our campus to highlight additional aspects of our historical narrative as well as to find new ways to approach artwork in a manner that is more resonant with our current community.

Forming a subcommittee within Faculty Council to consider this subject seems a good approach.

Dr. Nour agreed to chair this subcommittee and Dr. Fidencio Saldana, Dean of Students at HMS, agreed to serve as its co-chair.

This subcommittee will be drawn, in part, from the membership of Faculty Council but will also invite participation from others within the broader HMS community including students and staff.

It will also benefit from the work of various groups that antedate this effort, including the ability to review their reports and findings on this subject.

Members of the Faculty Council were urged to contact Dr. Nour or Dr. Lensch, Dean Daley's Chief of Staff, if they wish to participate in the arts subcommittee.

Dean Daley urged the Faculty Council members to enjoy their dinner and returned later to take up the topic of strategic planning as his central theme for the after dinner discussion.

Strategic planning discussion:

In his first year and a half as dean, the focus was largely on two central themes:

Understanding and getting a handle on the school's finances including making steady progress toward reducing our deficit

Better understanding the many pieces and parts that make up HMS

With the help of a terrific team including the Faculty Council, he made significant progress in each of these areas.

In this year, his attention to eliminating HMS's fiscal deficit will remain.

However, the coming year will also include significant attention paid to the subject of strategic planning.

Though our accreditation every eight years by the LCME requires that we have a strategic plan, he emphasized that developing a strategic plan is not about checking a box for our visiting committee.

Rather, it is about embracing the responsibility as dean to articulate a vision for our school's future, to seek out and incorporate counsel, and then to hold steady to our shared objectives as we pave our way to success.

Who and what are we as a school?

What are our strategic priorities?

What do we need to add, sunset, modify, or streamline in order to maintain the vitality of our many programs and ultimate position as the world's leading medical school?

And then to operationalize those plans, partnering with leaders at the local level where processes actually play out in order to formulate achievable goals and tactics.

Over the summer months, the dean worked with senior leadership team to pull together the many priorities and goals identified and learned about in his time as dean through conversations with stakeholders in order develop a draft framework for the school's strategic plan.

The dean will invite feedback from many groups in the coming year including in faculty meetings, town halls, state of the school updates, Faculty of Medicine meetings, and in multiple other venues.

Given the prominence of the Faculty Council in our school's governance, the dean was delighted to kick-off these community discussions with Faculty Council and expressed eagerness to hear their thoughts.

The HMS mission statement...

A strategic plan should draw on foundational themes embedded within our mission.

HMS's mission statement currently reads:

To create and nurture a diverse community of the best people committed to leadership in alleviating human suffering caused by disease.

In reflecting upon our mission statement, it seemed to that it might be worthwhile to work towards reframing it in a manner that better highlights our values as an institution.

For example, though the current mission statement includes laudable goals such as to "nurture a diverse community" and to "ease human suffering", it does not mention important aspects of our work including education and service.

Additionally, the use of the phrase "the best people" is vague and open to not altogether positive interpretation.

The current statement's sole focus on disease is silent on other challenging issues such as health care disparities, disabilities, and naturally-occurring processes such as aging.

After a great deal of consideration, and no small amount of commentary received at events throughout our community, the dean tasked HMS faculty member, Professor Peter Howley, to convene a working group in order to study our current mission statement and recommend possible changes.

Dr. Howley constituted his committee with members of the HMS faculty (both from the Quad and our affiliated hospitals) as well as representatives of the medical student and PhD student bodies, HMS staff, and administration.

The group convened a series of meetings and has put forward a revised, draft mission statement that is currently open to commentary from across the entire HMS community. It reads:

To create and nurture a diverse community dedicated to teaching and learning, discovery and scholarship, service and leadership to improve health and wellness for everyone.

Dr. Howley has articulated a timeline for offering a final statement in time for inclusion in December's DCI submission as part of our accreditation. The dean thanked him and his team for their work on behalf of our school.

Our strategic vision...

We draw our strategic vision directly from the school's mission.

Our strategic vision is simply put: To enable greater impact in improving health, discovery, and well-being.

So much incredible work is done across the entire HMS ecosystem, in our research laboratories, clinics, surgical suites, and classrooms as well as in the service corridors, mailrooms, offices, and a host of other working environments where members of the HMS community across all walks of life, be they faculty, trainees, students, or staff, contribute to our mission.

Why do we chose to work here?

It's because, at least in part, that by working here the world is made better.

We are a school dedicated to improving the human condition on multiple levels.

Every person who works at HMS and at our affiliated hospitals in support of our shared goals should know that their hands touch upon and make our mission possible.

The vision of HMS and its leadership is to enable greater impact among all who are dedicated to making our mission real.

Our strategic plan...

Each Faculty Council member received a one-pager in advance of the evening's dinner.

It articulated six cross-cutting Strategic Goals:

- Promote Innovation, Discovery, and Academic Excellence across the HMS Community

- Leverage Collaboration across HMS and our entire Biomedical Ecosystem

- Enable Success through Developing People, Process Improvement, and Enhanced Technology

- Achieve Financial Vitality

Build and Culture of Diversity, Inclusion, Belonging, and Empowerment

Organize Our Communities to Solve Societal Problems/Be a Force for Good for Human Health

These six strategic goals are important because they are the characteristics of well-crafted objectives; the standards to which each priority should be held.

Every project and initiative that we identify as centrally important to our success, should draw on and contain as many of these six features as possible – the more the better.

The six strategic goals form a plan for improving the health and the impact of our institution and its members.

The dean then offered a few examples of mission-level priorities.

There is much work to do. Under each of these headings there are many identified tasks and objectives and many others yet to be fully articulated.

Each must have an owner; someone who rolls up their sleeves and turns ideas into action.

Also, it's an evolving draft that will no doubt be made better as input is received from throughout our community as time goes on.

The school's leadership team, its cadre of dean and directors, chairs and chiefs, will be called up to identify ways to dock what they do into this plan.

For example, chairs and chiefs in our hospitals have an important responsibility to support a positive learning environment.

The Dean's Leadership Council, the cadre of senior academic and administrative leaders within HMS, will monitor progress towards our strategic goals as an institution and ensure that we remain on the pathway of continuous quality improvement.

There is no shortage of things to do. What is limiting is time and treasure.

That said, we are the best medical school in the world. By making wise, data-driven choices, even greater things are ahead for us.

Everyone has a part to play and the dean expressed gratitude to be on this journey with the members of Faculty Council.

The dean then took questions and closed the meeting at 8:08 pm.

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HMS Mission

To create and nurture a diverse community dedicated to teaching and learning, discovery and scholarship, service and leadership to improve health and wellness for everyone.

Cross-cutting Strategic Goals

1) Promote Innovation, Discovery, and Academic Excellence across HMS Community

2) Leverage Collaboration across HMS and Biomedical Ecosystem

3) Enable Success through Developing People, Process Improvement, and Enhanced Technology

4) Achieve Financial Vitality

5) Build a Culture of Diversity, Inclusion, Belonging, and Empowerment

6) Organize Our Communities to Solve Societal Problems/Be a Force for Good for Human Health

Mission-level Priorities

Teaching & Learning

- Train tomorrow's leaders
- Improve student experience
- Medical Education
 - Achieve LCME accreditation
 - Promote excellence in teaching
- Graduate & External Ed.
 - Optimize programs

Scholarship & Discovery

- Enable breakthrough discoveries
- Build therapeutics initiative
- Support and optimize research departments and collaboration/Create Research Institute
- Invest in data sciences/computational biology
- Integrate health policy and delivery science
- Diversify funding

Service & Leadership

- Engage clinical affiliates to enhance learning environment
- Develop new mechanisms to recruit, engage, and retain faculty
- Foster collaboration and partnership between clinical and translational investigators and our communities to impact health
- Transform patient care

Mission Enablers/ Culture

Finance:

- Achieve operational efficiency
- Secure appropriate affiliate contribution
- Philanthropy

People, Technology, and Space:

- Improve infrastructure
- Enhance technology
- Optimize space
- Develop workforce and org. structure to meet institutional needs

Culture/Workforce Effectiveness:

- Enhance diversity of faculty, students, and staff
- Develop tools and systems to improve productivity and engagement
- Build CQI culture and process