

Present: Drs. Abraham, Abrams, Becker, Blackwell, Born, Chang, Daley Da Silva, del Carmen, DePace, Dienstag, Ferran, Fishman, Galaburda, Gaufberg, Howley, King, Klig, Kroshinsky, Lee, McNeil, Mullen, Murray, Nour, Park, Patel, Pian-Smith, Poussaint, Rexrode, Richardson, Rodriguez, Rose, Rosen, Solomon, Stone, Taqueti, Weinstock

Guests: Drs. Bates, Buckley, Fazio, Garber, Golan, Hundert, Muto, Reede, Saldaña, Segal, Westlund; Mss. Broderick, Brodnicki

Staff: Mss. Hecht, Ryan, Williams

Dean Daley called the meeting to order at approximately 4:35pm and thanked everyone for participating in the first virtual Faculty Council meeting. He asked for and received acceptance of the minutes from the February 12, 2020 meeting, as presented. He mentioned that the vice chair election for next year's Council will be distributed after the meeting, eligible candidates are encouraged to self-nominate. As a reminder, the Council voted to change the leadership structure so that the vice chair serves a two-year term, first year as Vice Chair and second as the Faculty Council Chair. The election will be held the week of June 1st with results announced at the June 10, 2020 Faculty Council meeting.

Dean Daley noted that this meeting would focus on COVID-19 and its impact on Harvard University, Harvard Medical School, Harvard School of Dental Medicine and the faculty.

Next he introduced Provost Alan Garber who gave an update on COVID-19 response at the University level.

Provost Garber acknowledged the Massachusetts Consortium for Pathogen Readiness (MassCPR) working in relationship with the Guangzhou Institute of Respiratory Health and supported by a generous grant from the China Evergrande Group. MassCPR brings together the strengths and resources of the entire Boston biomedical community. He is grateful for all that the faculty are doing to continue research and teaching at the highest level.

Provost Garber mentioned that the decision to shut down the University was a lot easier than it will be in deciding when and how to open the School's up. The need and opportunity to reopen safely is great. Harvard is focusing on the reopening the labs. Labs are the safest places as you can control access, density, who can come in and out, and make modifications of space if needed. Libraries will be treated like labs as not all material is available electronically. HMS is working on plans to open the labs. This also means obtaining material for disinfection, adequate testing capabilities, PPE, and space configuration. There is a University wide committee working with hospitals to coordinate with them for opening non-quad based labs.

Provost Garber spoke briefly about the Fall semester stating that most experts say the pandemic will not be behind us and there is strong possibility that a second or third wave will hit during the fall semester. With that in mind, there needs to be the ability to test, track and a

way to quarantine at the College, and to do this Harvard cannot have everyone on campus. Virtually all undergrads live on campus and there is not adequate space for quarantine. It will unlikely be safe to have large classes. Even with masks and improved ventilation, sitting in a 90 minute class will be a good environment in which to spread illness. Speaking, social events, cultural activities will not take place in the fall in the way they have in the past. Provost Garber noted that we will know more as time goes by but that he is fairly certain that most instruction will be held online and that vast majority of PhD students will be doing research on campus. Decisions will be driven by the best information available at the time the decision are made.

There was some discussion with the Council regarding testing, supplies, contacting tracing, MASCO transportation and students who may not be able to learn at home or can't go home due to various reasons. Provost Garber noted a commitment to those students.

Next, Dean Daley gave an overview of what HMS has been doing and began with the research enterprise. One of the first steps HMS had to take in the face of the pandemic was to de-densify the campus, which included ramping down activity at most labs, including his own lab. With the exception of a few groups working on projects with particular promise in addressing important aspects of COVID-19, the majority of research efforts are now being conducted remotely. This was not an easy decision, nor one that was taken lightly, but at the end of the day, the safety of the community was and will continue to be of paramount concern. The dean is profoundly grateful for the faculty's understanding and sacrifices.

Dean Daley noted that there is a very bright spot in all this which is the unprecedented spirit of collaboration and cooperation that has blossomed in our communities. A lot of labs donated reagents and PPE, contributing resources, their scientific knowledge and expertise. This spirit brought together new Massachusetts Consortium for Pathogen Readiness. Lead by Dean David Golan and his team, MassCPR is joined by colleagues in Guangzhou, HSPH, HSDM, FAS, all our affiliated hospitals, as well as colleagues at MIT, BU, UMass and local biotech firms. The HMS Community is working collaboratively to confront not only the COVID-19 crisis, but also preparations for future pandemics as well. MassCPR includes more than 400 local clinicians and scientists, working in six priority areas:

- Diagnostics
- Therapeutics (co-lead by Faculty Council member Jonathan Abraham)
- Clinical Management
- Vaccine development – including support of Moderna's ongoing clinical trials.
- Epidemiology (co-lead by Faculty Council member Megan Murray)
- Pathogenesis

MassCPR's recent call for proposals elicited almost 450 applications which were swiftly evaluated to determine the first round of funding, which was announced earlier today, with 15 different institutions receiving funding.

Education is another fundamental pillar of the School's mission. The teaching faculty moved swiftly to develop innovative, online courses that allow students to continue learning and to meet their educational requirements remotely. Faculty quickly converted most of the OSCE experience to an online, virtual format. Students are no longer able to access the TMEC Clinical Skills Center, where they would normally have face-to-face encounters with standardized patient actors, so faculty members — coordinating with the HMS IT Department — developed a virtual OSCE course that includes telemedicine visits for students where faculty can continue to observe, assess and teach them. Clinical clerkships has been challenging and students had to be withdrawn from clinical clerkships. Faculty are developing ways to continue clinical clerkships.

HMS's teaching faculty have demonstrated that they are embracing this opportunity to learn from each other and from the students, as they develop creative and innovative solutions and approaches to support the educational mission.

The HMS students have also risen to the occasion. Dozens of the fourth-year students came forward, interested in graduating ahead of schedule so that they could begin work early at hospitals where they had matched for pre-internships. Only a few of the hospital programs were able to offer this option, but a few students were called upon and are already making a difference. Others have been volunteering since Day 1 to support clinicians by taking on the non-COVID patient related work in the hospitals that still needs to be handled. Hundreds mobilized to form a COVID-19 Student Response Team. Their volunteer efforts have provided valuable support to our hospitals, including translating vital information about the pandemic and its symptoms into other languages and fielding telephone calls with patients.

In less than a week's time, the students also created an eight-module COVID-19 curriculum that has now been accessed online in more than 95 countries and on six continents. An amazing response, overseen by Dr. Wolfram Goessling, co-director of the HST program.

Dean Daley expressed his deepest appreciation for all of the faculty at the affiliates who are making considerable personal sacrifices to care for patients during this crisis.

HMS has also been coordinating with hospital CEOs to convene faculty to share best practices around critical care and ICU management, diagnostic testing, emergency response, disaster management and much more. HMS also convened Critical Care/ICU directors and bioethicists to formulate consensus principles for Crisis Standards of Care, and Engaged with Massachusetts' Secretary of Health and Human Services Marylou Sudders and Commissioner of Health Monica Bharel to support the state task force on Crisis Standards of Care.

Several HMS faculty members are instrumental in the operation of Boston Hope Medical Center, the 1,000-bed hospital at the Boston Convention Center that was built in about a week's time, and which now has hundreds of post-acute patients recovering from COVID-19.

Next, Dean Daley asked Vicki Rosen, Interim Dean of the School of Dental Medicine to give a brief overview of HSDM and how it has responded to COVID-19.

Dr. Rosen stated that this has been a challenging time for the Harvard School of Dental Medicine as HSDM is a hands on patient center which cannot be handled virtually. Dental practices are closed in Massachusetts and cannot have patients come in. HSDM is hoping that the Governor and State officials will allow a little loosening of the restrictions.

Faculty is providing as much educational content electronically as possible. They are working on trying to get students back to pre-clinical labs, which is a wide open space and will need to be updated. Capacity to have faculty and students will be cut for a while.

Another issue for HSDM is the need for N95 masks and other PPE, as they are required for dentists to have in order to operate.

HSDM first year students will not be on campus until January, as they join the first year HMS students for year one curriculum which will be online. Year two will also come back in January. This plan provides the needed space on campus to have third and fourth year students be on campus to continue their graduation required courses and labs which cannot be done virtually.

A brief conversation with the Council followed.

Dean Daley then introduced Dr. Rexrode to moderate the next part of the agenda where the Council focused on faculty experience.

Quad and clinic based research faculty have been affected. Concerns were raised regarding childcare, mental health burdens, long-term career impact, and dealing with loss of jobs.

Dean Hundert shared about the experience of the teaching faculty.

Dean Segal provided details about the experience of the faculty teaching in the graduate programs. She noted that they also transitioned to online classes and are thinking about the fall and how to improve teaching and learning. She noted that over 50% of the Masters students are international. Courses must be online and synchronized due to time zones. Incoming students will have courses online. Graduate education is working with IT to make the courses more interactive. Lab students are finding good ways to use this time including taking HMX courses, skills and professional development courses. However, these students are itching to get back in the labs. Issues of visas and mental health have come up, hopeful the faculty will be thinking of this.

Dean Becker discussed the mental health and wellbeing of faculty. In April she convened a meeting with HMS psychiatry heads at affiliates to share information across affiliates and what is working and what unmet needs are. They explored how to work across the HMS community to support faculty wellness and mental health and thought of using the Faculty Council as a conduit for helping faculty and using the HMS Ombuds office for emerging mental health issues. There is an impressive array of resources available in the community.

Dr. Rexrode then opened the meeting to discussion. Dean Daley adjourned the meeting at 6:00pm.