



HMS/HSDM Faculty Council

Faculty Council Minutes
November 4, 2020

Present: Abrams, Adelman, Becker, Blackwell, Caradonna, Chang, Chen, Daley, D'Amico, De Giroami, del Carmen, Desrosiers, Ferran, Gauferg, Giannobile, Goldstein, Howley, Lee, Livingstone, Mullen, Murray, Nayak, Park, Patel, Pian-Smith, Rexrode, Rodriguez, Silver, Solomon, Subramanian, Taqueti, Wagers, Weinstock

Guests: Drs. Bates, Golan, Hundert, Reede, Westlund; Mss. Brodnicki, Lincoln

Staff: Mss. Hecht, Ryan, Williams.

This Faculty Council meeting was held virtually, via Zoom, due the COVID-19 pandemic.

Dean Daley welcomed everyone to the meeting and thanked them for their time. Dr. Kathy Rexrode called the meeting to order at 4:03. Dr. Rexrode then asked for and received acceptance of the minutes from the October 7, 2020 meeting, as presented. Dr. Rexrode then asked Dr. Carol Bates to present on behalf of the Office of Faculty Affairs (OFA).

Dr. Bates provided advance materials and shared a few slides. The first depicted the size and growth of the faculty. She commented with respect to gender balance as well as proportions of Asian Pacific Islander (API) and Under-represented in Medicine (URiM). While the numbers indicate gender parity for instructors, only 22% of full professors are female. The numbers for API and URiM are so small that it is difficult to see trends.

Dr. Bates proceeded to discuss how the promotions committees are constituted with respect to diversity. She noted that there is an invitation as well as a self-nomination process. The OFA pays particular attention to diversity when seating a committee. In addition, OFA is working on updating the faculty handbook and looking at mechanisms to specifically engage faculty in fostering diversity. Dr. Rexrode asked if there is a breakdown of committee participation to understand the diversity. Dr. Bates noted that she did not have that information available. She did share that many faculty decline to serve as they have many competing requests for their time and committee service.

Dr. Bates shared that there is a search portal being developed through a grant from CRICO which will allow better tracking of recruitment of candidates. Dr. Weinstock shared that he serves on the nominations committee and one of the committees reviewed was not diverse. He raised whether associate professors could serve on promotions committees to increase the number of URiM faculty who could potentially serve. Dr. Bates noted that the Harvard University sets expectations for whether associate professors can serve on the promotions committees. Dr. Bates replied that the particular committee was an artifact of the system. When OFA first set up system for self-nominations, they did not anticipate the fact that those individuals would accept the invitation whereas in the past invitees often declined. That particular committee will experience renewal this year. Dr. Bates additionally share that the OFA hypothesis is that if there is a problem with unconscious bias, it is likely happening earlier in the process. At this stage in the process, there is little likelihood that unconscious bias would impact the process.

OFA requires unconscious bias training for senior search committee members. It has not required training for promotions committee members. When asked if promotions and time at each rank was

reviewed, it was noted that departmental reviews consider faculty development and may address this question. OFA has discussed, however, trying to identify candidates who meet the metrics but aren't being put forward. It is easier to understand on the quad because of the limited numbers and the tenure clock. It is not consistent with the clinical departments. A suggestion was made to track all HMS faculty to see which people are spending a long time at junior levels. Some departments may do a better job advocating for their faculty than others. A member suggested that chairs be provided with data regarding duration of time individuals are at each rank and how it compares with other departments and hospitals. OFA will take this feedback into consideration. At the time of reappointment, OFA has begun asking whether the individual will be promoted in near future, distant future or is unlikely to be appointed. If there was a way to cull this data, OFA could potentially share it more broadly but it is a big project and currently the OFA does not enough bandwidth.

A member raised that the collection of data on the faculty is not based on self-identification. She expressed concern that the data could not be accurate. OFA and DICP have had conversations about this issue and a mechanism for asking faculty to review and confirm race/ethnicity data.

Additionally, the faculty search portal will capture information around candidates so that we can track recruitment. Deans Reede and Daley met with hospital leadership and department chairs about this last year. If we do a good job at nurturing faculty, it will help with recruiting people in the future.

Dr. Rexrode then transitioned to the second item on the agenda. Dean Gretchen Brodnicki introduced Ms. Kim Lincoln, Associate Director of Outside Activities. Ms. Lincoln presented the clinical research rule and proposed changes to the rule, specifically the authorship provision. Prior to 2012, any author was considered to be included. At that time, it was limited to primary authors. The Standing Committee is now recommending that the application of the rule solely because of primary authorship be eliminated altogether. This rule currently poses a conflict between the clinical research rule and the authorship guidelines. The proposed change would increase transparency and provide an accurate reflection of who did the work to warrant authorship.

The faculty council was in support of the recommended changes. A motion to accept the proposed changes was unanimously supported.

Dr. Rexrode then invited Dr. Weinstock to present on behalf of the climate change subcommittee. Dr. Weinstock presented the members of the committee as well as the four key areas of effort: (1) Research and ability of faculty to drive research looking at health effects; (2) Divestment; (3) Sustainability planning at HMS and affiliates; and (4) Education. Dr. Weinstock shared the work of the committee during the 2019-2020 academic year. Dr. Weinstock indicated that the work of the subcommittee was unfortunately impacted by COVID-19. The subcommittee would like to further explore how HMS could leverage its role in medicine to address climate change as a health issue. Additionally, they would like to develop a proposal for a school committee to focus on climate change and sustainability. Two motions were made and the Council passed unanimously:

Motion one: extend the Faculty Council Climate Change Subcommittee until September 2021

Motion two: charge the Faculty Council Climate Change subcommittee with advancing a proposal to the Dean for a committee on sustainability and climate change

Dr. Rexrode then shared that Faculty Council would start about ten to fifteen minutes early to allow for socialization prior to the meeting being called to order. Dr. Rexrode adjourned the meeting at approximately 5: 35 pm.