



HMS/HSDM Faculty Council

Faculty Council Minutes  
May 12, 2021

**Present:** Abrams, Adelman, Becker, Caradonna, Chang, Chen, D'Amico, Daley, Da Silva, del Carmen, Desrosiers, Ferran, Gaufer, Giannobile, Goldstein, Howley, Lee, Livingstone, Lovejoy, Molina, Mullen, Murray, Nayak, Okereke, Patel, Rexrode, Richardson, Rodriguez, Silver, Solomon, Stone, Subramanian, Taqueti, Wagers, Weinstock

**Guests:** Drs. Asgari, Bates, Bernstein, Brodnicki, Charleston, Chenoweth, Dienstag, Kuritzkes, Lensch, Muto, Pfister, Reede, Salas, Westlund; Mss. Kennedy, Lewis, Longden, Thomas; Mr. Kazi

**Staff:** Mss. Hecht, Ryan, Williams.

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

Dr. Kathy Rexrode called the meeting to order at 4:02. Dr. Rexrode then asked for and received acceptance of the minutes from the April 14, 2021 meeting, as presented.

Next, Dr. Rexrode introduced Drs. Charleston, Chenoweth and Pfister to discuss the Harvard University discrimination and harassment working groups. Each of the three working groups are tasked with reviewing current policies and procedures, soliciting input from faculty, staff, and student members of the Harvard community, and making recommendations to the steering committee on relevant policies and procedures. The non-discrimination policy working group is asked to make recommendations to the Steering Committee regarding what might be included in a University-wide policy to address complaints about forms of illegal discrimination, other than those covered in the Title IX and Other Sexual Misconduct policies. They will also suggest procedures by which such complaints will be investigated and resolved.

Dr. Sherri Charleston, Chief Diversity and Inclusion Officer at Harvard University is the Chair of the Non-Discrimination Policy Working Group. This group's work will include a comprehensive review of existing University policies prohibiting discrimination and make recommendations about how these policies, as well as mechanisms to address violations, could be made more visible and accessible to members of our community.

Dr. Erica Chenoweth, Frank Stanton Professor of the First Amendment at Harvard Kennedy School and a Susan S. and Kenneth L. Wallach Professor at the Radcliffe Institute for Advanced Study, is the Chair of the Anti-Bullying Policy Working Group. Dr. Chenoweth explained that this working group is asked to make recommendations to the Steering Committee about a new University-wide policy and procedures to address complaints about power-based harassment and other misconduct by individuals who hold supervisory or other authority over others, including bullying, retaliation, or hostile working conditions, that is not covered in the other policies that are the subject of this process but which nonetheless may be abusive and/or intimidating to members of the Harvard

community. This working group has researched bullying policies at peer institutions as well as internal policies.

Dr. Don Pfister, Asa Gray Professor of Systematic Botany and Curator of the Farlow Library and Herbarium, Faculty of Arts and Sciences, is the Chair of the Title IX and Other Sexual Misconduct Policy Working Group. Dr. Pfister explained that the University's Title IX policy is an interim policy due to the nature of the specific federal mandate that went into effect in August 2020 under the previous administration, which the Biden administration is reviewing now. The mandate came in fast so the university put in place guidelines and is now asking this working group to consider and make recommendations on whether the interim policies should be revised at this time or kept largely the same in anticipation of a need for revisions when new regulations are issues. They are also looking at the definition of consent and whether it should be adopted as part of Harvard's policies.

During the discussion, Ms. Ryan shared the following HMS specific policies:

<https://hms.harvard.edu/sites/default/files/assets/Sites/HR/files/Anti-Discrimination%20Policy%20Approved%2012.13.17.pdf>

<https://hms.harvard.edu/sites/default/files/Departments/Ombuds%20Office/files/HMS.HSDM.Abusive.IntimidatingBehaviorPolicy.pdf>

<https://hms.harvard.edu/sites/default/files/Departments/Ombuds%20Office/files/HMS.HSDM.FacultyGrievanceProcedures.pdf>

Members of the Faculty Council provided feedback to the three chairs.

Next, Dr. Rexrode introduced the Faculty Council Climate Change Subcommittee to give their update to the Council.

Dr. Solomon spoke on behalf of the subcommittee and reported on the committee's efforts for the AY20-21.

The subcommittee recognizes that there's critical work on climate change and health, taking place at HMS and affiliates, but efforts are disjointed and siloed. The subcommittee advocated for a central structure as critical to facilitate education, training, and collaborative research. The subcommittee focused on developing a proposal to create a permanent HMS structure to address climate change and health. They received input from relevant stakeholders ranging from faculty experts in climate and health to student leaders from SEAM and sustainability leaders at HMS and affiliates. They held multiple subcommittee meetings to develop a draft proposal for an HMS entity addressing climate, health, and equity. They had conversations with vice-provost for research at Harvard University, Rick McCullough, as well as Dean Gretchen Brodnicki, Chair of the HMS Initiatives, Programs, Centers, Institutes (IPCI) oversight committee.

In speaking with Dean Brodnicki, the subcommittee feels that a proposed Initiative on Climate Change at Health at HMS would fall within IPCI as it would facilitate interdisciplinary, interdepartmental, and inter-institutional collaboration and innovation. There is already some exploratory groundwork being done on the educational front, working with students and Dean Hundert, but there is no centralized conversation happening. If it became an initiative, there would be a centralized home base where climate change and impacts on health could be thread within all levels of education. On the research side, seminar series, yearly conferences, disseminating information regarding funding opportunities and climate related health events, workshops and roundtables focused on interdisciplinary research projects/grant writing, are just a few of the areas climate change and its impact on health and health care delivery could be made possible if it was granted initiative status under IPCI.

Dr. Solomon concluded with some next steps. They plan to speak with Dean for Medical Education, Dr. Ed Hundert, identify a leadership structure, submit an application to IPSI, go through a formal review process, explore possible institutional/departmental home, and have a follow-up meeting with Rick McCullough.

A discussion followed.

Dr. Rexrode then presented the governance subcommittee's proposal for redistricting the Faculty Council clinical districts.

The Faculty Council governance subcommittee formed during the AY19-20 to review structure and organizational elements of Faculty Council. The district plans had not been updated since the 2011 elections committee review. Since then, the HMS clinical faculty (Faculty Council eligible) has grown from 922 (1973), 2673 (1995), 4363 (2011) to current (2021) 6060. Additionally, several new departments were added in the intervening years. The governance subcommittee met several times since the January 2021 Faculty Council meeting to review the clinical departments representation on the Council and revise districts based on current faculty distribution and size.

The governance subcommittee used these overarching principles:

- Group smaller departments together, and from original Faculty Council charter allocate an extra seat in district of smaller departments.
- Large departments stand on their own.
- Aim for fair representation.
- No one hospital or department should be overrepresented.
- Where there are two [or more] junior seats or two [or more] senior seats in a district, both seats cannot be occupied by faculty from a single department, defined as a single department from a hospital or a merged department from two hospitals per 1996 Faculty Council vote.

They also considered these additional items:

- Faculty council representatives do not just represent their department. All HMS faculty are their constituents. They each should advocate for the cause of all faculty.
- However, having representation from different hospitals and departments ensures that representatives will have awareness of different issues affecting faculty in their domain.
- No issue of which departments are paired in a district based on their work together since all HMS faculty vote for all seats-you do not need to “get votes” from those in your district.
- Junior or senior seats cannot exceed the number of hospitals that contribute to that district (appointing hospitals).
- At-large seats led to over-representation of certain departments and hospitals. These were eliminated to create a new district.
- The total number of clinical seats was kept the same (22: 9 senior and 13 junior).
- With 6060 eligible clinical faculty and 22 seats, the perfect ratio would be 275 faculty/seat.

With all this in mind, the governance subcommittee made the following recommendations:

- Create a new district (VII) replacing the 3 at large seats.
- Move 5 departments from their current district.
- Departments of <120 faculty are grouped together (District VI), except for neurosurgery which remained with surgery.
- Faculty ratio of total faculty to number of seats is slightly higher for the largest departments which each have their own district (Pediatrics 353, Medicine 358, Psychiatry 346).
- Faculty ratio is somewhat lower for medium sized departments (233-287 for districts IV, V, and VII).
- District VI is comprised of 6 departments all with faculty <120, with the lowest faculty ratio (173).

After a brief discussion the Faculty Council voted to accept the governance subcommittee’s recommendations which will go into effect with the upcoming 2021 Faculty Council election.

Old Clinical Districts	Old Departments assigned to districts	New Clinical Districts	New departments assigned to districts beginning with 2021 Summer Election
I	Emergency Medicine (moves to VII) Medicine Population Medicine (moves to VI)	I	Medicine
II	Pediatrics	II	Pediatrics
III	Psychiatry	III	Psychiatry
IV	Anesthesia Neurosurgery Surgery	IV	Anesthesia Neurosurgery Surgery
V	Neurology	V	Neurology

	Obstetrics, Gynecology & Reproductive Biology Pathology Physical Medicine and Rehabilitation (moves to VI)		Obstetrics, Gynecology & Reproductive Biology Pathology
VI	Dermatology Ophthalmology (moves to VII) Orthopedic Surgery Otolaryngology Head and Neck Surgery Radiation Oncology Radiology (moves to VII)	VI	Dermatology Orthopedic Surgery Otolaryngology Head and Neck Surgery Physical Medicine and Rehabilitation Population Medicine Radiation Oncology
		VII (New)	Emergency Medicine Ophthalmology Radiology

Old Clinical Districts	Old # of Junior Seats	Old # of Senior Seats	New Clinical Districts	New # of Junior Seats	New # of Senior Seats
I	3	2	I	3	2
II	1	1	II	1	1
III	1	1	III	1	1
IV	1	1	IV	2	1
V	2	2	V	2	2
VI	3	1	VI	2	1
At Large	2	1	VII (New)	2	1

Next, Dr. Rexrode called on Dr. Maryam Asgari, the Joint Committee on the Status of Women (JCSW) Faculty Chair, and Ms. Christina Kennedy, JCSW Staff Chair, to provide an update on the JCSW.

Dr. Asgari discussed the JCSW mission- to facilitate and promote leadership, career development, professional advancement, community building, and work life integration for women faculty, trainees, students and staff at HMS & HSDM. She reviewed the composition of its members, which is primarily faculty 77%, 17% staff, rest students/post docs. The JCSW received national recognition by receiving the AAMC 2020 GWIMS Institutional Leadership Award.

Dr. Asgari reviewed the JCSW operations structure and explained the JCSW gets work done through 4 subcommittees. This past year, they updated their marketing materials, held peer-to-peer mentoring groups, updated marketing materials, including a new logo, and worked on a white page to provide work/life best practices. Dr. Asgari reviewed the JCSW programming, taking a theme-based approach. The two major themes this year were "COVID: Leading through Change" and "Equity, Inclusivity and Diversity" and their 2020-2021 programming aligned with these two themes.

After some discussion, Dr. Rexrode thanked all the speakers and adjourned the meeting at 5:26 pm.