



HMS/HSDM Faculty Council

Faculty Council Minutes
March 9, 2022

Present: Becker, Blackwell, Caradonna, Chen, D’Amico, Da Silva, Daley, del Carmen, DePace, Gaufberg, Giannobile, Goldstein, Haigis, Hatfield, Huang, Ingelfinger, Irani, Klig, Molina, Mullen, Murray, Nayak, Okereke, Park, Patel, Rodriguez, Silver, Solomon, Spring, Stone, Wagers

Guests: Drs. Bates, Golan, Hundert, Huskamp, Muto, Reede, Westlund; Ms. Bittinger

Staff: Mss. Hecht, Ryan

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

Dr. Marcela del Carmen called the meeting to order at 4:05pm and started the meeting by reading the following poem, which was suggested after the Arts & Humanities Initiative presentation at the February 9, 2022 meeting:

On Children by Kahlil Gibran

Your children are not your children.
They are the sons and daughters of Life’s longing for itself.
They come through you but not from you,
And though they are with you yet they belong not to you.

You may give them your love but not your thoughts,
For they have their own thoughts.
You may house their bodies but not their souls,
For their souls dwell in the house of tomorrow,
which you cannot visit, not even in your dreams.
You may strive to be like them,
but seek not to make them like you.
For life goes not backward nor tarries with yesterday.

You are the bows from which your children
as living arrows are sent forth.
The archer sees the mark upon the path of the infinite,
and He bends you with His might
that His arrows may go swift and far.
Let your bending in the archer’s hand be for gladness;
For even as He loves the arrow that flies,
so He loves also the bow that is stable.

From *The Prophet* (Knopf, 1923).

Next, Dr. del Carmen asked for and received approval for the February 9, 2022 meeting minutes then provided two updates. First, Dr. del Carmen noted that due to AV work in the Harvard Medical School’s Waterhouse Room, the April 13, 2022 meeting will not be held in person and will be held via Zoom. She then announced the Dr. Joshua Goldstein, Professor of Emergency Medicine at MGH,

has been appointed the Faculty Council vice chair-elect. He was the only member who self-nominated for the vice chair position, and as such, Dean Daley appointed Dr. Goldstein to serve as next year's vice chair. Dr. Rose Molina, this year's Faculty Council vice chair will take on the Faculty Council Chair role in October 2022.

Dr. del Carmen reviewed the meeting agenda and introduced Kristin Bittinger, JD, Dean for Faculty & Research Integrity and Dr. Haiden Huskamp, Henry J. Kaiser Professor of Health Care Policy and Chair of the Standing Committee on Rights and Responsibilities to update the Council on this standing committee.

Dr. Huskamp provided background on the Standing Committee on Rights & Responsibilities (SCRR) and discussed its role at HMS. It is a long-standing (30+ years) Faculty Committee which was reconstituted in 2020. Membership includes 12 voting members and is a balance of quad and affiliated based faculty with diversity in gender, race, ethnicity, institutional affiliation, scientific experience, and academic rank. Dr. Huskamp reviewed the Committee's charge and noted that the SCRR charge expanded in recent years to cover professional conduct matters in addition to student appeals. The full charge of the Committee is laid out in the [Faculty Handbook](#).

Next, Dean Bittinger discussed the SCRR Student Appeal process, noting that the Promotion and Review Committee (PRB) has a process and does incredible work, but if they ever request a student to withdraw or be expelled, the student can appeal to the SCRR.

Dr. Huskamp reviewed the SCRR grievance process for the three policies subject to SCRR review panel, which includes:

1. Unprofessional Relationships & Abuse of Authority Policy
2. Abusive & Intimidating Behavior Policy
3. Anti-Discrimination Policy

Dean Bittinger discussed how faculty access the process and listed some principles applied by SCRR in connection with the grievance process. She empathized that the process is thorough, fair, objective and sensitive to the difficult situation of all parties and the primary goal is to safeguard and further facilitate maintenance of high standards of professional conduct. Dean Bittinger discussed what process applies based on conduct at an affiliate institution vs conduct at or impacting HMS/HSDM program/environment and gave an overview of the entire grievance process from formal complaint to the Dean reviewing the SCRR report.

Dean Daley praised Professor Huskamp, Dean Bittinger and the Office of Academic and Research Integrity for their professionalism and rigor. There was some discussion with the Council and Dean Bittinger acknowledged that there is some education/outreach her office needs to do to get information about the grievance process out to faculty, noting a new director will be hired soon to help facilitate this.

Dr. del Carmen then introduced Dr. Grace C. Huang, Dean for Faculty Affairs, to provide updates on numerous topics under the Office for Faculty Affairs (OFA) umbrella.

Dean Huang discussed faculty demographics, promotions, service opportunities and updates from the Office for Faculty Affairs. The Faculty of Medicine consists of 12,209 faculty members including lectures, instructors, assistant professors, associate professors, and professors. There are 10,203 full time and 2,006 part time faculty, with a majority of the faculty (11,465) appointed in a clinical department at a hospital or affiliate location. She displayed data for faculty growth at HMS and

HSDM from 1980 – 2021, and mentioned that the distribution of faculty by rank has remained relatively stable. Dean Huang mentioned the Office for Faculty Affairs website contains a Faculty Demographics page where more charts and data can be found. <https://fa.hms.harvard.edu/faculty-demographics>

Next, Dean Huang displayed data for faculty promotions. Looking at the distribution of promotion by area of excellence (investigation; clinical expertise and innovation; teaching and educational leadership) in AY20-21, Dean Huang noted that they are seeing more clinical expertise and innovation candidates than in the past. She described the promotions trends over the years and admitted that there is a long que of dossiers that they are grappling with in OFA. She mentioned the hard work for the P&R coommittee, who review the assistant and associate promotions. They are really working at max capacity for the number of evaluations that can actually be brought to them for review.

Shifting to women faculty, the data shows an increase each year across ranks as well as an increase in the number of promotions. When looking at historically underrepresented in medicine, there is a modest increase at HMS (6.9%), compared to looking at all med schools, which is 8-9 %. Looking at URiM by rank, there is a slight jump at associate level.

Dean Huang reviewed opportunitites for faculty to serve and support the school. She discussed standing committees, administrative committees, and promotion committees. The latter requires some pre-requisites to serve.

Dean Huang reviewed the core activities of the Office for Faculty Affairs:

1. Appointments and Promotions
2. Faculty Policies
3. Faculty of Medicine Goverance
4. Faculty Data Stewardship
5. Career Development
6. Faculty Recognition

She concluded her presentation by discussing their mission-based priorities in accreditation, diverity, faculty vitality, and digital transformation. Spending some time discussing Professors of Clinical X and the HMS CV generator they are hoping to help intigrate at HMS but also with other sites like PubMed.

After some discussion, the Council broke into their small groups for a breakout session to discuss:

- What can the Faculty Council do to support and advocate for our most vulnerable faculty (i.e. women, URiM, primary caregivers)?
- Recognizing the levers of change may be different at HMS and HMS clinical affiliates, what are the critical next steps that Faculty Council can recommend to the hospital leaders and Dean Daley?

At 5:20 the breakout session closed and the groups reported back to the Council.

Dr. del Carmen spoke for her group (group 1). They discussed a survey that went out to all NIH researchers aimed to gauge the impact of COVID on researchers; programs in place for career development; thoughts to track faculty who leave, by tracking their career and reasons why they leave to see if information can be monitored in order to find and address trends.

Dr. Laura Hatfield spoke for group 2. This group discussed finding more about the reason for a faculty member's departure by conducting post exit interviews. Suggested going back two years for women and URiM faculty, if possible. They identified the CV as a barrier for making the process go smoother and discussed how salaries are sometimes the reason faculty leave and that HMS should consider setting and standardizing salaries and reconcile salary disparities at HMS as a first step.

Dr. Rose Molina said group 3 discussed some of the inefficiencies in the promotions process, like the promotion support letters, which is seen as a challenge put on senior faculty members with regards to time. Dr. Julie Ingelfinger suggested, with regards to strategies to improve the letter writing process for promotions, having a centralized letter repository to help with the letter writing burden. Noting how most letter requests require the same information, having standardized language and templates for different types of letters would be a good thing to have. Dr. Pamela Silver mentioned faculty awards, like acknowledging/awarding careers with diversity, but stated how few people are familiar with such awards like the Harold Amos Diversity Award. More visibility of such opportunities would be appreciated.

Dr. Megan Murry spoke for group 4. This group focused on women and underrepresented faculty issues in general, including the erosion of protected time to do research and the time to promotion for women versus men. Women see an increase in clinical responsibilities due to loss of admin assistant, NPs, and other support staff who bolster the clinician. They discussed the historical and cultural responsibility of women having to step forward when needed. On the topic of pay discrepancies, it is alive and well in departments and they also see a lack of empowered mentoring. A solution they proposed is more transparencies for pay equity in departments and mandate protected time for junior faculty.

Dr. Lakshmi Nayak spoke for group 5. This group focused on the promotion process and how hard it is for faculty to get through to the Office for Faculty Affairs and get feedback at same time. They discussed having a key contact in OFA for each hospital who faculty at each hospital could establish a relationship with this person acting as a liaison. For a role Faculty Council could play, they discussed using the Council as a mentoring panel for faculty to reach out to on an individual level. They also discussed creating external mentors- those who are outside of the affiliate/department, but within HMS who knows the system.

Dr. del Carmen thanked everyone for their time and adjourned the meeting at 5:37pm.

The following feedback from the breakout session discussion were submitted after the meeting ended and were asked to be included in the formal minutes due to meeting running long with not much time left for discussion.

Submitted by Dr. Teresa Chen regarding the women and URiM "next steps" question:

It would be great if there were a formalized HMS systems solution, which incorporates an active accountability process for all sites and affiliates. Transparent annual reporting over time by DEI leaders and chairs to the central DEI office and Dean could include comparison of the percentage of women and minorities with key career elements (examples listed below) versus the total percentage of women and minorities in that department:

- promotion levels
- salary levels
- leadership roles (with distinction between compensated and uncompensated roles)

- endowed positions

For example, I heard there were HMS departments with no Asian leaders (or on average around 4% Asian leaders), despite 20-25% of the faculty being Asian. I wonder if this data is already being collected for all sites? Or if this is true for most of the HMS system?