



JOINT COMMITTEE ON THE STATUS OF WOMEN

HARVARD MEDICAL SCHOOL

HARVARD SCHOOL OF DENTAL MEDICINE



July 1, 2011 (updated and finalized February 21, 2012)

Jeffrey S. Flier, MD
Dean of the Faculty of Medicine
Harvard Medical School
25 Shattuck St.
Boston, MA 02115

Dear Dean Flier:

Enclosed is the 2010-2011 Annual Report of the Joint Committee on the Status of Women (JCSW) at Harvard Medical School/Harvard School of Dental Medicine. This report includes a summary of the restructuring process to date, as well as an overview of the work of our sub-committees, and of the strategic planning process undertaken by the JCSW this past year.

This has been a year of transition for the JCSW, with change and activity taking place administratively and programmatically, yet with the continued focus on women's issues in our community and advocating for improvement. We believe that women's issues are community issues and that by highlighting the status of women at HMS/HSDM; we are really advocating enhancing the environment for all.

Major committee initiatives this year focused around responding to your request last spring to restructure our committee, creating new opportunities through a broader membership, bringing the organization of the committee more in line with other standing committees, and expanding the leadership of our Steering Committee. We also spent time mapping JCSW activity and initiatives for the upcoming five years through a strategic planning process, as well as coordinating the first JCSW Child Care Summit for the LMA community. We have honed our mission, goals, and direction, found our membership reinvigorated by the work and planning we were doing, and raised our profile within the HMS/HSDM community through our commitment to addressing issues of importance to our community.

Truly this year has been one of challenge and of success for the JCSW. We have accomplished much of what we set out to do during this year of transition, and found our membership strengthened and supporters excited about the work to come. The JCSW looks forward to working with you in the future towards our common goals.

We understand that you have charged Dean Maureen Connelly with overseeing the work of the JCSW, so we are sharing this report with her as well.

Respectfully submitted,

Susan Farrell, MD
Faculty Chair

Darla White, MA, MLIS
Staff Chair

Cc: Maureen Connelly, MD, MPH, Dean for Faculty Affairs

**Joint Committee on the Status of Women
Harvard Medical School/Harvard School of Dental Medicine**

ANNUAL REPORT 2010-2011

Summary

The Joint Committee on the Status of Women (JCSW) is a Standing Committee of the Dean of Harvard Medical School with a 37 year history of facilitating and enhancing the contributions of women at Harvard Medical School and the Harvard School of Dental Medicine. We feel strongly that women's issues are community issues, to that end we advocate for improvements in our community that will improve the lives of all employees at all levels.

Major JCSW Activities and Initiatives 2010-2011

- Implemented JCSW membership and leadership restructure, including election of At-Large members to the Steering Committee
- Creation of Five Year Strategic Plan
- Hosted first JCSW Child Care Summit for the LMA Community
- Initiated rolling membership campaign

Administrative

The JCSW is overseen by Dean Maureen Connelly in the HMS Office of Faculty Affairs, and an eight person Steering Committee comprised of elected faculty and staff representatives from the JCSW membership and Dean's appointees. The JCSW membership is comprised of volunteer faculty and staff from HMS and HSDM. Part-time staff support was provided by Tammy Brown through the Office of Faculty Affairs.

Steering Committee 2010-2011

- **Co-Chairs:** Susan Farrell, MD and Darla White, MA, MLIS
- **Co-Vice Chairs:** Fiona Fennessy, PhD and Aun Em, MIS
- **At-large members:** Diane Stafford, MD and Jessica Murphy, MLIS
- **Dean's Appointees:** Jeri Gardner, HMS Associate Director of HR Planning and Program Management, Donna Lawton, Executive Director of the Center for Faculty Development at Massachusetts General Hospital, and Dr. Carol Bates, Assistant Dean of Faculty Affairs

Restructure of Membership and Steering Committee

By-laws Review

In 2008-2009, the JCSW formed a new subcommittee with the purpose to expand the vision of the JCSW; clearly delineate leadership and member responsibilities; describe meeting protocol as well as define term limits for members and emerita, through a by-laws revision. The by-laws were approved by the committee and given to Dean Nancy Tarbell of the Office for Academic and Clinical Affairs, and Dean Maureen Connelly, of the Office for Faculty Affairs, for review.

Following this review, the JCSW was asked in the spring of 2010 to reorganize several components of its leadership and membership structures in order to be more inclusive of our

community. Through conversations with the Steering Committee, the Office of Faculty Affairs, and the JCSW membership, we began with a revision of the by-laws in the summer of 2010 to address these issues.

Following a membership vote, the by-laws were amended and approved to include the following:

- Open membership in the JCSW to include faculty, staff, students, and post-docs from HMS, HSDM, and HSPH.
- To expand the Steering Committee to eight individuals: six elected from the membership and two appointed by the HMS Dean of Faculty.

Appendix A: JCSW By-laws

Open Membership

Establishing an open membership structure for the JCSW provided an opportunity to increase the infusion of new members and their ideas, while recognizing the experience and wisdom of members, who had reached a non-voting emerita status. Under this new structure, members are considered “active” based on their involvement with the committee’s projects and/or attendance at meetings, and only active members may vote on JCSW business. We have set two criteria for members to be considered active: attendance at 50% of JCSW meetings for the year, or participation in the work of a Sub-committee. We have also eliminated barriers to participation, such as the previous application process, membership caps, and membership status based on length of time with the committee. Our aim has been to create opportunities for the entire membership to participate at a higher level, regardless of past status, and to help facilitate the participation of active members. It is also our hope that this new structure makes the JCSW membership selection and rejuvenation processes more similar to the other standing committees of the Dean, and allows the JCSW to reach new segments of our community.

Appendix B: JCSW Membership roster 2010-2011

Steering Committee Expansion

The Steering Committee was expanded, by member vote, to include two new representatives from the JCSW membership. These two at-large members, one each staff and faculty, have been appointed for a one calendar year term to advise and support the Steering Committee. In this first year, Diane Stafford, MD, and Jessica Murphy, MLIS, were elected.

Additional members were added to the Steering Committee through appointment of the Dean, and included Jeri Gardiner from the HMS Office of Human Resources, Donna Lawton, Executive Director of the Center for Faculty Development at Massachusetts General Hospital, and Dr. Carol Bates, Assistant Dean of Faculty Affairs. It is our expectation that developing relationships with the Dean's appointees will facilitate the ongoing communication of ideas and recommendations at this administrative level, while promising support for the committee's initiatives.

Meeting Structure

Though not implemented through a by-laws revision, for the first time in almost ten years, the Steering Committee of the JCSW elected to hold each of our nine monthly meetings as joint faculty/staff meetings. We decided to schedule joint meetings as we felt that the committee’s purpose was to jointly address the concerns of women at HMS/HSDM, and that meeting together would provide us with a better understanding of our collective concerns and issues as well as a

cohesive voice in addressing these challenges. Our monthly meetings were also restructured to last two hours. The first hour was used to address collective JCSW business and announcements, the second for networking and to provide a dedicated time for Sub-committees to meet and discuss their projects. Overall the return to a joint meeting structure has been very well received by the membership, and the single, monthly, two-hour meeting format has allowed us to streamline many administrative processes. We strongly recommend that this arrangement be continued in future years.

Budget

The JCSW receives budget oversight and support from the Office of Faculty Affairs. Typically the largest recurring expense is the catering and parking fees associated with our monthly lunch meetings, and the Dean's Award prize. This year the Dean's Award prizes were added as a budget line item for the first time. Additionally, expenses related to the Child Care Summit and Open Membership has impacted our budget significantly.

The Dean's Award is approximately 20% of our budget.

The Child Care Summit used approximately 57% of our budget. These expenses included honoraria, rental fees for the NRB, catering, and publishing.

Lunch and Parking Fees for monthly meetings were approximately 27% of our budget.

The Office of Faculty Affairs was generous in supporting us financially through the end of the year, as we anticipated a shortfall in funds given our programmatic activities and membership expansion. The significant increase in new members and attendees during our last two meetings of the year is a good indicator of how we might expect our membership numbers to change in the next year; we will be monitoring expenses carefully and will be assessing the impact on the budget needs in the future.

Appendix C: JCSW Budget, 2010-2011

Sub-Committees

Sub-committees do much of the work of the JCSW. During this period of reexamination and restructure, the Steering Committee elected to review the existing JCSW sub-committees to ensure that their work remained relevant and appropriate to the evolving structure and focus of the JCSW. The following were considered ongoing, ad-hoc, or dissolved sub-committees.

Ongoing

- Joseph B. Martin Dean's Leadership Award for the Advancement of Women (Faculty and Staff)
- Membership (Joint)
- Mentoring (Faculty)
- Employee Career Satisfaction and Advocacy (Staff)
- Programming (Joint)
- Strategic Planning (Joint)

Ad-Hoc

- JCSW Archives and Oral History Sub-Committee (Joint)
- Civic Engagement and Service (Joint)
- By-Laws Review (Joint)

Dissolved

- Career Satisfaction (Joint)
- Communications – absorbed by the new Outreach and Development Sub-Committee (Joint)
- Gender Parity in Research (Faculty)
- Maternity Leave and Flexible Career Paths (Joint)
- Unity Book Club (Joint)

Dean's Award for Leadership in the Advancement of Women

Dr. Marisa Silveri, Chair (Faculty) and Ms. Lauren Kreisberg, Chair (Staff)

The Dean's Leadership award was established by Dr. Joseph Martin in 1998 to recognize the contributions of an individual who has significantly supported recruitment, retention, and/or promotion of women faculty at Harvard Medical School and its affiliated institutions. In June 2007 the Award was renamed the "Joseph B Martin Dean's Leadership Award for the Advancement of Women" in recognition of his important influence in this realm. There is one award each for an outstanding member of the faculty and staff who has modeled the importance of cultivating the careers of women, and by extension, all employees at HMS/HSDM.

This year the awards were given to the following leaders in our community:

Staff Dean's Award: Cynthia Fiducia, EdD, Director of Postgraduate Education Programs in the Clinical and Translational Science Center at Harvard Medical School

Faculty Dean's Award: David Bor, MD, Department of Medicine, Cambridge Health Alliance

Membership Sub-Committee

Ms. Lauren Kreisberg and Ms. Darla White, Co-Chairs

The Membership Sub-Committee and Steering Committee spent much of this past year identifying potential groups of new members and honing our outreach and recruitment strategy. In the spirit of open membership, we have agreed to pursue a "rolling membership" campaign, accepting new members at any point throughout the year. Individuals interested in the JCSW may choose to become "members," simply joining our mailing list, or may become "active members" through participation in the work of JCSW Sub-Committees, attendance at meetings, or leadership. While we do not yet have data on how the open and rolling membership strategy will affect the number of members in the JCSW, we will be monitoring this closely in the future.

Specific membership outreach to date includes: Meeting with Linda Wang, Chair of the Student American Medical Women's Association, who helped us target our message to the student population and joined the JCSW this year. The Co-Chairs met with the HSPH Committee on the Concerns of Women Faculty to better understand the scope and objectives of their committee, and welcomed them to attend JCSW meetings. And hosted Judy Glavin, Associate Dean for Basic & Interdisciplinary Research, at a JCSW meeting to discuss outreach to the post-doc community; she agreed to highlight the JCSW's work and membership opportunities in future newsletters to post-docs.

Finally, the Membership Sub-committee has worked to add new information to our web site about membership eligibility and requirements; this includes a web-based "intake" form where

new members can register to receive email updates and invitations to our meetings, and a new FAQ page to address common questions about sub-committees and time commitments. We “rolled out” our membership campaign by first encouraging existing members to “bring a friend,” during our April, May, and June meetings. Additionally, our open membership was highlighted in the April issue of FOCUS in a review of the Child Care Summit, and followed up by a community letter from the Office of the Dean supporting the JCSW and promoting membership and an open email invitation to the community from the JCSW. Our publicity campaign further includes invitational posters around the campus and a new JCSW brochure, slated for printing in the fall.

The most significant results of the Open Membership Campaign occurred in our May and June meetings, where we were joined by over 84 new members in the two meetings. These members represent several new constituencies, including post-docs, students, clinical fellows and residents, and represent eight of our area institutions, including HMS, HSDM, Joslin Diabetes Center, McLean Hospital, Children’s Hospital, Dana Farber Cancer Institute, Massachusetts General Hospital, Brigham and Women’s Hospital, and Beth Israel Deaconess Medical Center.

Mentoring (Faculty)

Dr. Carol Warfield, Chair

Employee Engagement and Satisfaction: Mentoring (Staff)

Ms. Laura Bailey, Chair

Following the release of the recommendations from the HMS Dean’s Task Force on Faculty Development and Diversity, we wish to focus our future efforts around mentoring on projects that will be in line with the recommendations of the Task Force and the HMS Office for Diversity and Community Partnership. To that end, the Steering Committee asked our two Sub-committees addressing mentoring issues, i.e. Mentoring (Faculty) and Employee Engagement and Satisfaction (Staff), to compile a list of possible projects around mentoring topics for the larger HMS/HSDM community. The Steering Committee will be selecting several of these ideas, in line with our strategic plan, to be presented to Dean Joan Reede and the Office of Diversity and Community Partnership for consideration as projects over the next several years.

Programming Subcommittee

Ms. Linda Burnley and Dr. Kathryn Rexrode, Co-Chairs

Child Care Summit

In the spring of 2010, the Faculty Task Force initiated a lively discussion during a JCSW meeting about the status of child care support in the Longwood Medical Area (LMA) community. Overwhelmingly the membership felt that this issue has not been adequately addressed in our community, and that child care challenges still affected many employees. The leadership of the JCSW sought to respond to the membership’s concerns by creating a one-day community wide program to address child care issues in the LMA community during the 2010-2011 year.

The result of this thinking was that the JCSW, in collaboration with the Office of the Provost of Harvard University and the Office of Faculty Affairs at Harvard Medical School, held the first *JCSW Childcare Summit: Future Directions*, on January 25, 2011. Participating institutions

included Harvard Medical School, Harvard University, the Harvard Graduate School of Education, the Massachusetts Institute of Technology, and the eleven HMS-affiliated clinical institutions. The broad representation and commitment to action from the community has furthered the work of addressing family/child care issues as central to the successful work and career lives of faculty, staff, and students at HMS, HSDM, and its affiliates.

The summit was opened by Dr. Jeffery Flier, Dean of the Faculty of Medicine of Harvard Medical School, followed by Professor Cathy Trower, Senior Research Associate and Research Director of The Collaborative on Academic Careers in Higher Education of the Harvard Graduate School of Education, who delivered the plenary address on the relationship between child and family care needs and the success of academic faculty members.

The program for the day was anchored by four working break out groups, each charged with discussing and suggesting focused directions for addressing the challenges of childcare needs and successful work and career advancement at HMS and its affiliated institutions. Following the Summit we shared with the HMS community the outcomes and recommendations of the four working break out groups, for community review, reflection, and comment, via email, and an open letter to the community.

Appendix D: JCSW Child Care Summit Executive Summary Report

Strategic Planning

Ms. Aun Em and Dr. Fiona Fennessy, Co-Chairs

In response to a request from the membership, the Steering Committee established a Strategic Planning (SP) Subcommittee in the summer of 2010 to create a strategic plan for the next five fiscal years (the period beginning July 1, 2011 through June 30, 2016). This strategic plan document is the culmination of seven months of work, from September 2010 through March 2011, by eight subcommittee members representing faculty and staff, and was facilitated by Sue Coyne and Sarah Staley from Harvard's Center for Workplace Development.

The SP drew inspiration and information from JCSW history and recognizes the importance of the past to create the future. It is with great hope and passion for the commitment to women and leadership by women, that the SP created this JCSW strategic plan.

A variety of JCSW stakeholders informed the SP, as the Sub-committee performed a review of strengths and vulnerabilities of the JCSW, and conducted one-on-one interviews with member representatives from HMS, HSDM and affiliated institutions. All our efforts and conversations have centered upon one focus: *how to strengthen the JCSW so it can enhance the Harvard Medical School (HMS) and Harvard School of Dental Medicine's (HSDM) culture and support for women through greater organizational efficiencies and career satisfaction and advocacy.*

The SP has identified two organizational priorities that will drive the focus of JCSW structure and the work of Sub-committees for the upcoming five years.

Priority Issue 1: Organizational Efficiency and Institutional Memory (Sub-committees will be continued or established for each of the goals listed under this priority issue)

- Structure/Records Management
- Technology / JCSW Website
- Membership
- Programming
 - i. Internal – example: Presentations at JCSW Joint Meetings
 - ii. External – example: Child Care Summit
- Outreach, Partnerships and Collaborations

Priority Issue 2: Career Satisfaction and Advocacy (Sub-committees with a task orientation and specific time limitation to achieve goal(s) and action items will be created for each of the goals listed under this priority issue)

- Childcare
- Mentoring for Faculty and Staff
- Flextime and Job Sharing
- Salary Equity

Strategic planning has been an iterative process designed to help the JCSW determine its future goals for a specified period of time, the priorities and steps to be taken, and how it will know if it got there or not. The process has focused on planning with the intent to implement. It is future focused and driven. Our strategic planning process was open and transparent, with JCSW members strongly and regularly encouraged to share their ideas with the sub-committee. We have presented this plan formally to our membership and received their feedback, and will be moving forward in pursuit of these goals, understanding that this is a living document, beginning with our leadership transition in 2011-2012.

Appendix E: Joint Committee on the Status of Women Strategic Plan for Fiscal Years 2012 through 2016