

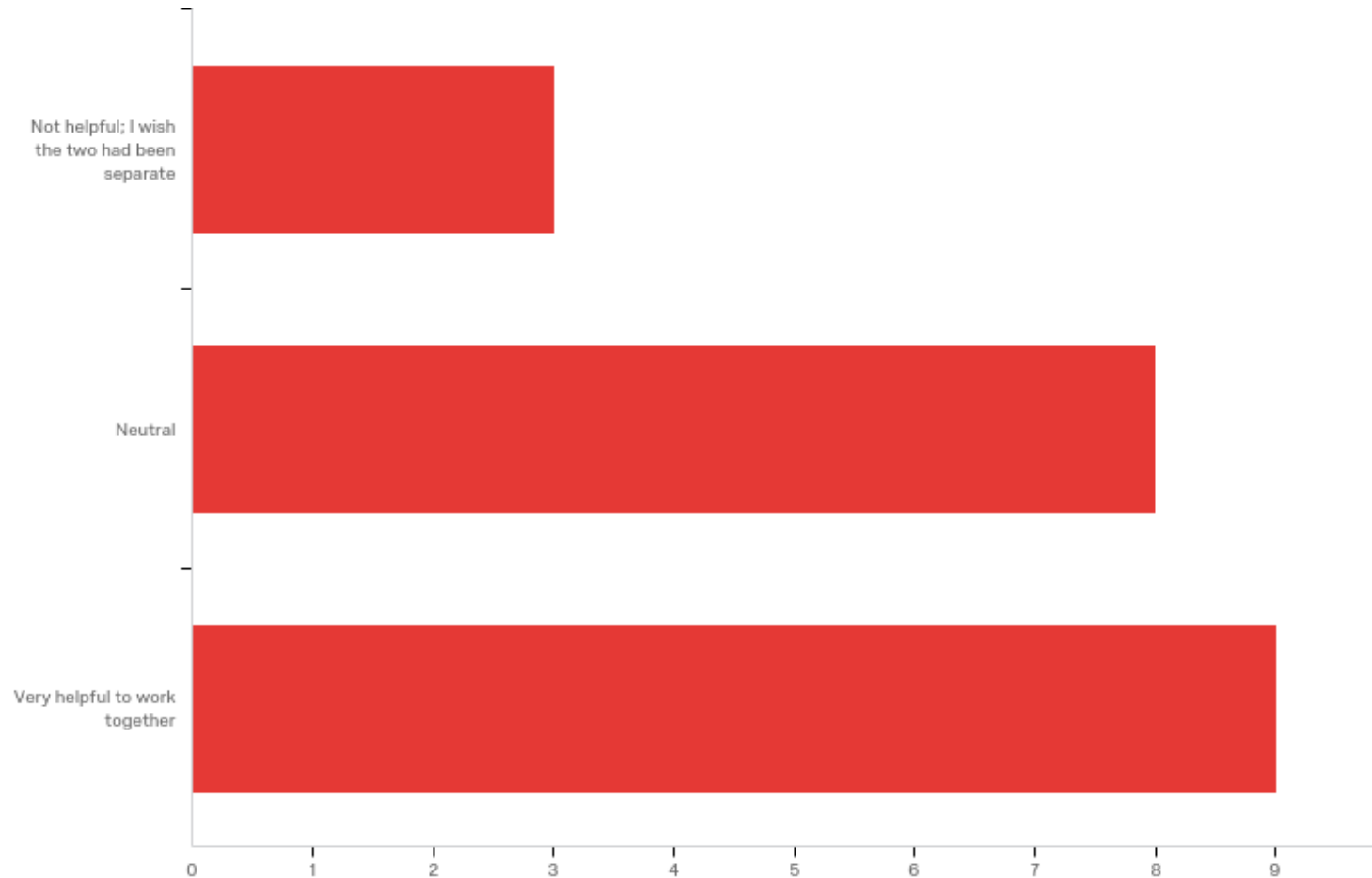
JCSW Survey of Chairs 2000-2016

Carol Bates MD
Office for Faculty Affairs

Background

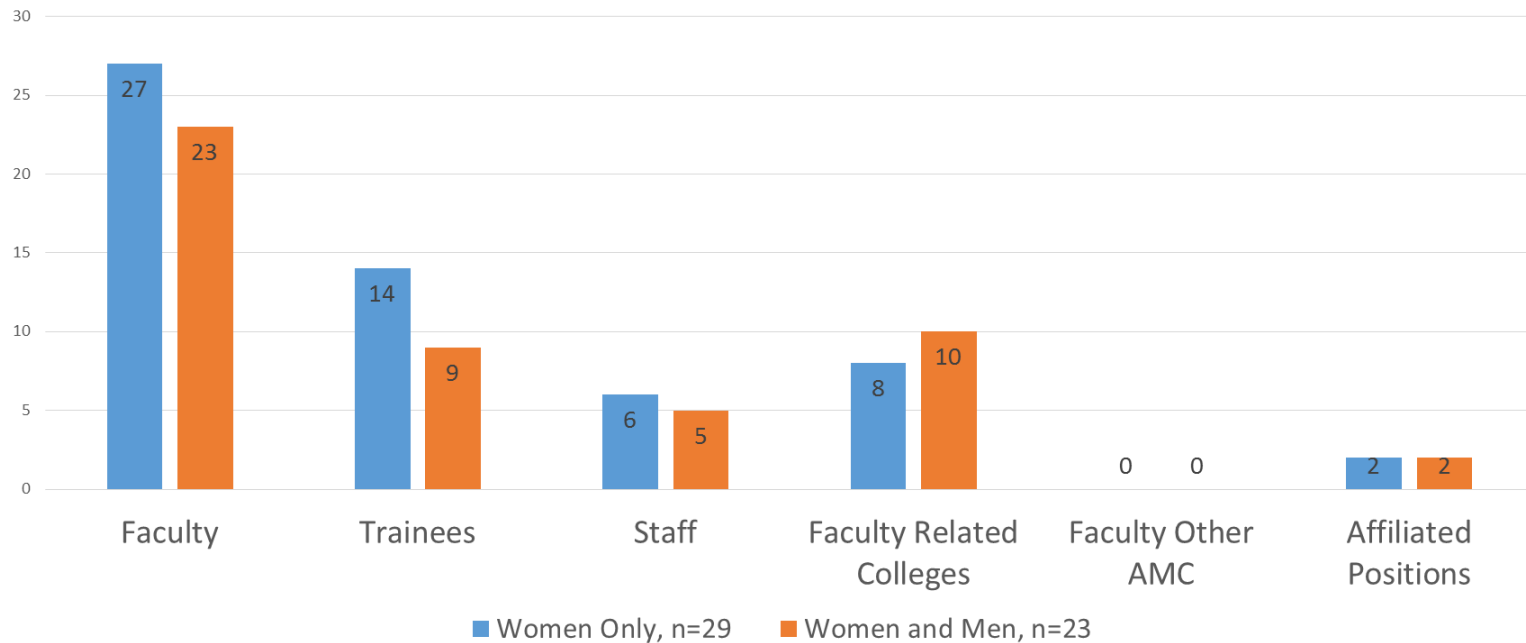
- Survey done to inform presentation on JCSW at AAMC summit of GWIMS and GDI
- Theme of session was collaboration
- Qualtrics survey of chairs from 2000-2015
 - 11/15 faculty responded (73%)
 - 12/14 staff responded (86%)
- In 2010, JCSW transitioned from largely separate faculty vs staff meetings to always combining faculty and staff for meetings
 - 16 were chairs before 2010; 7 after 2010

How did the joint faculty/staff structure affect the work of the JCSW?



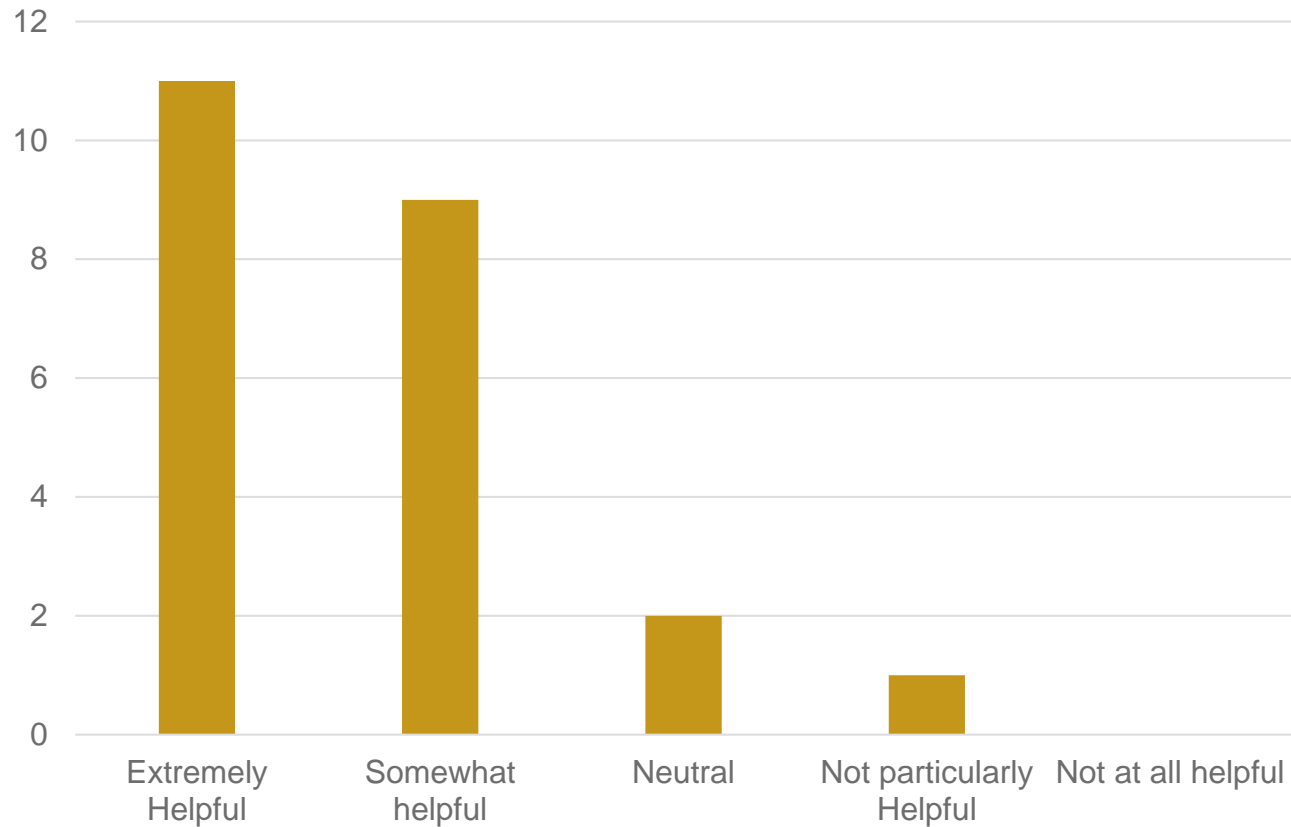
National data on WIMS organization membership

- From 2015 national survey of GWIMS designated representatives:

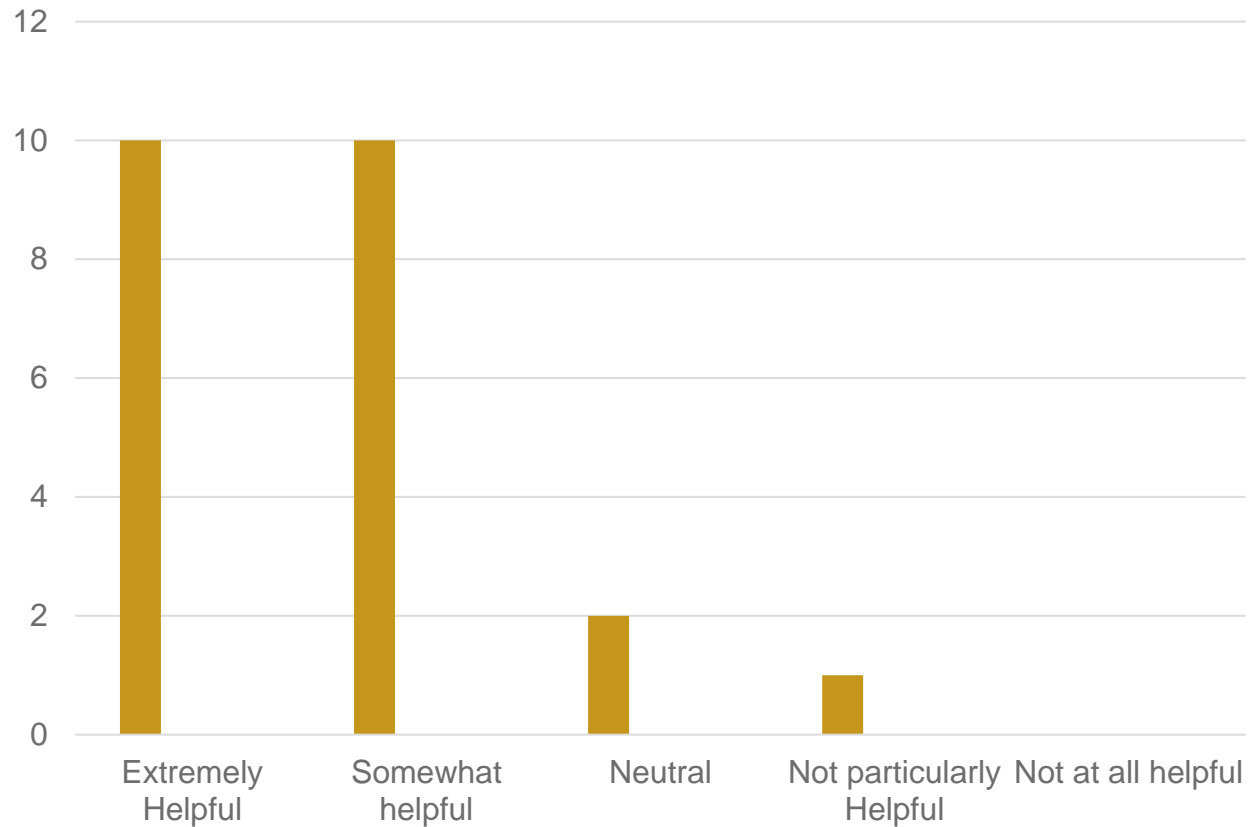


**To what degree do you perceive
your JCSW leadership role to
have contributed to your...**

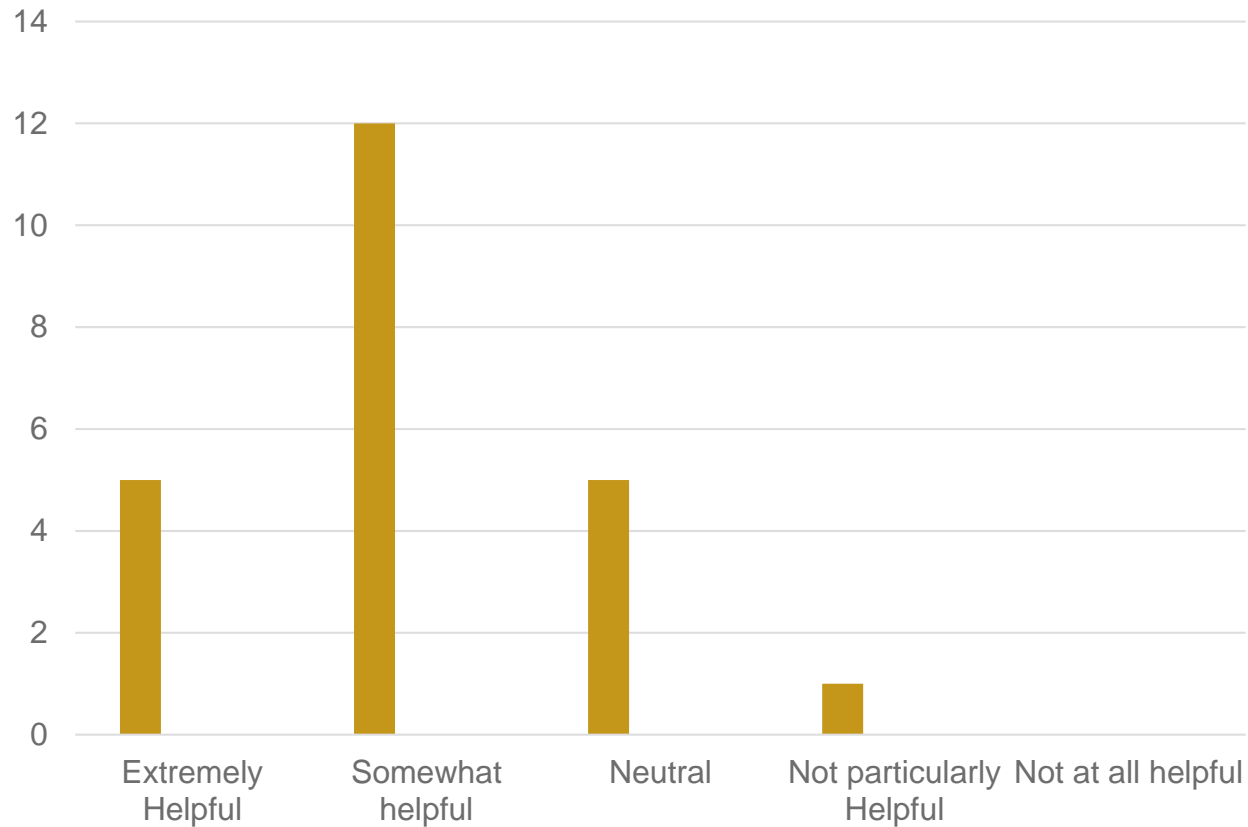
Network of personal mentors



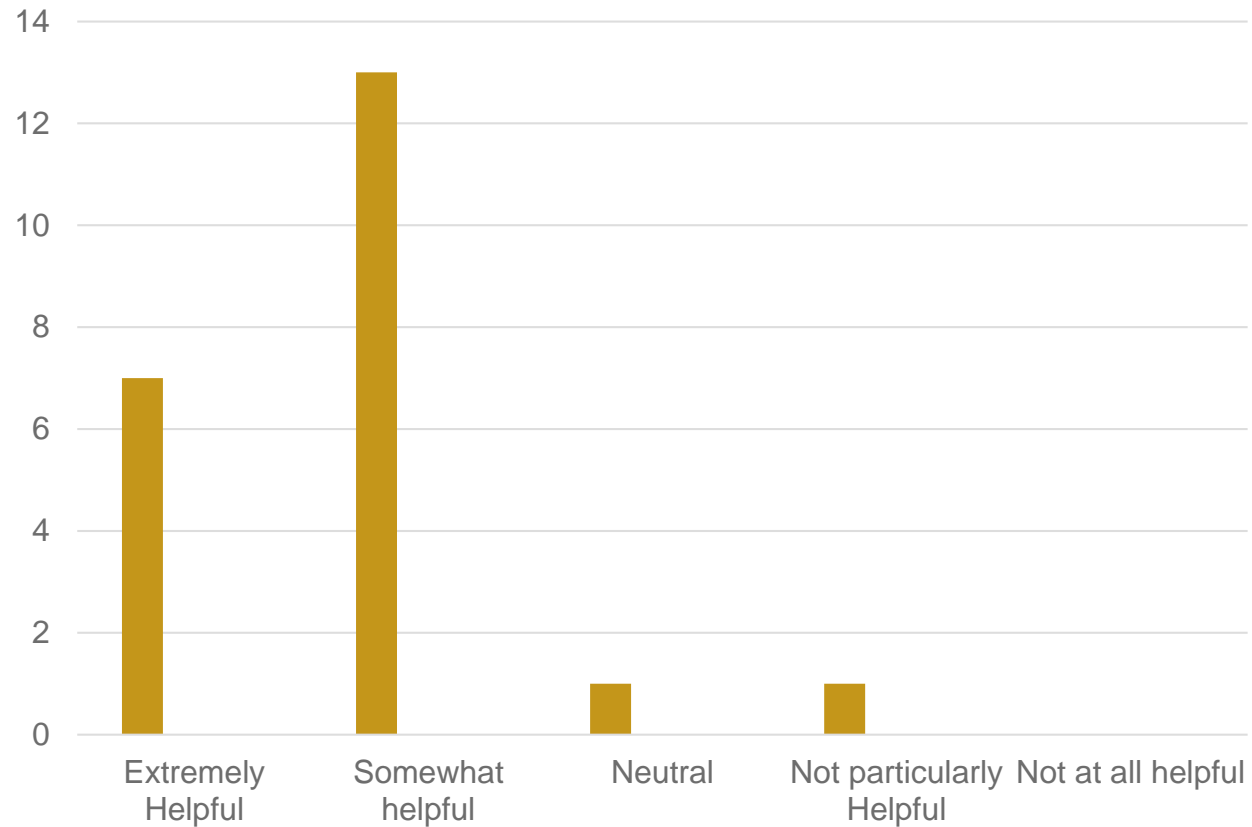
Additional leadership roles



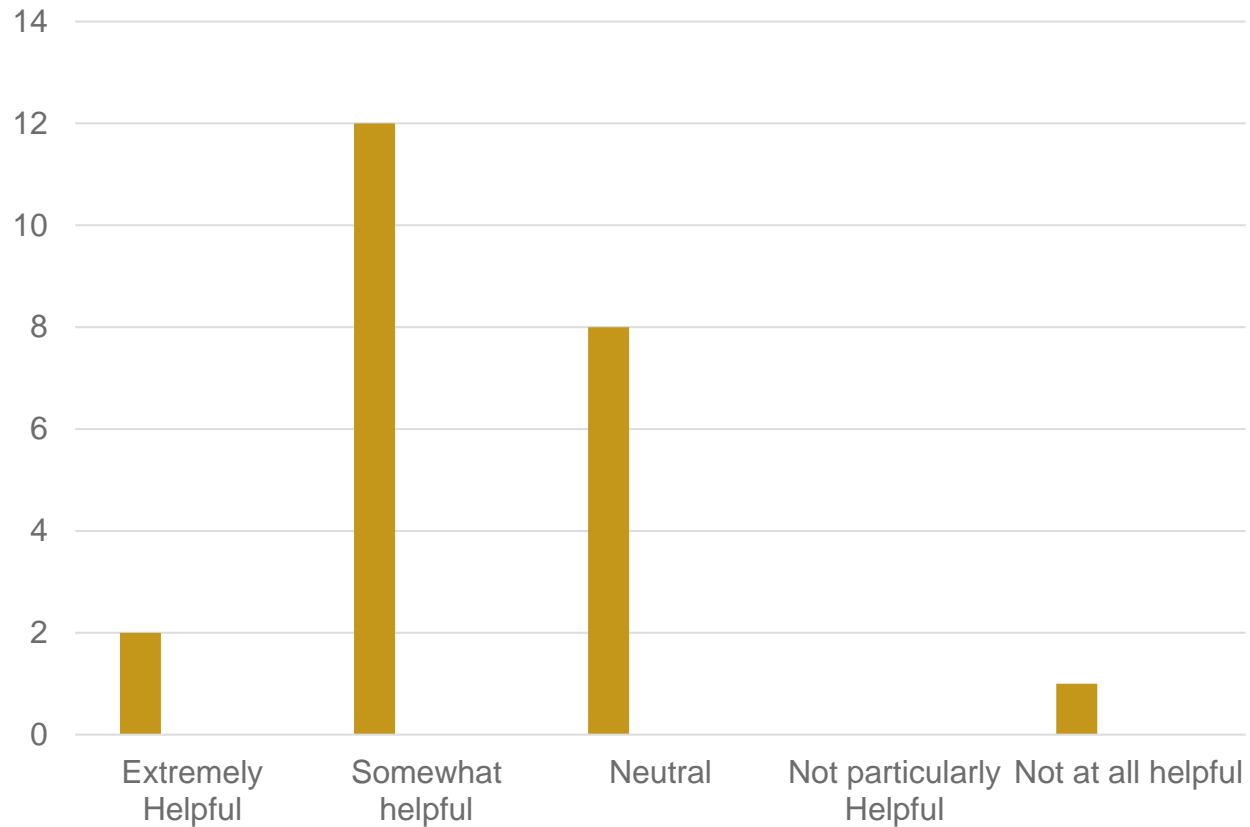
Personal, academic and/or career promotion



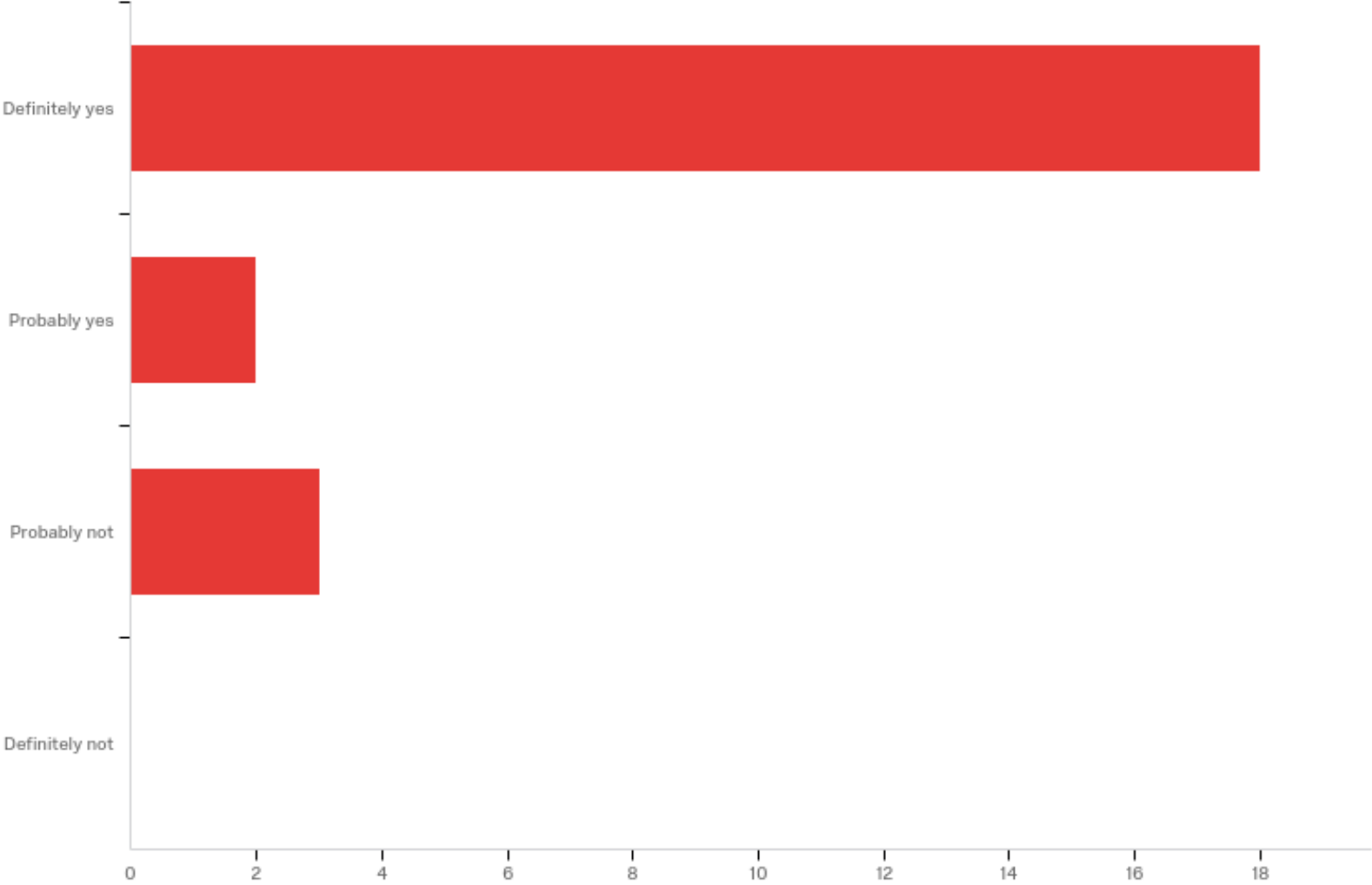
Other personal career successes



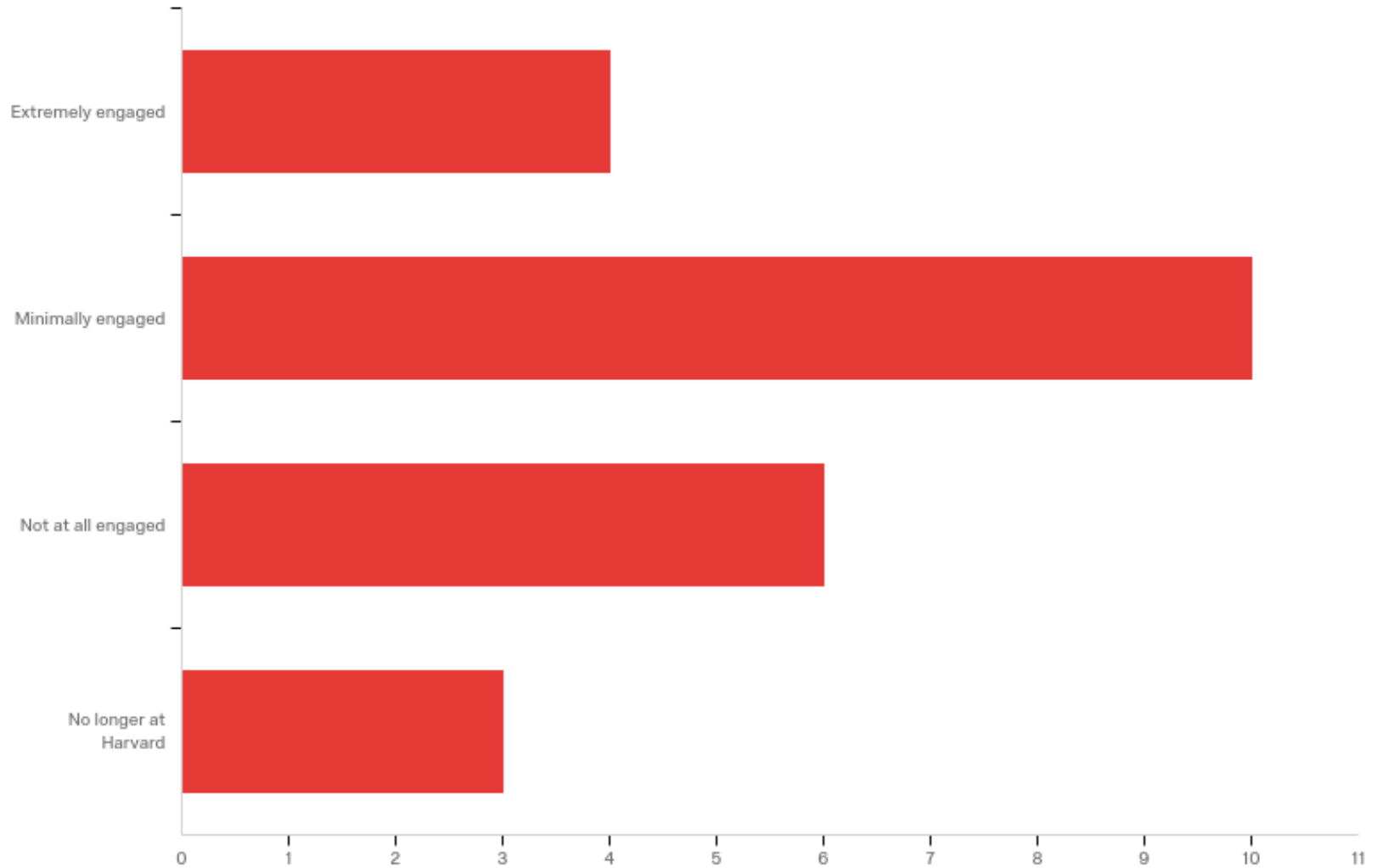
Work/life integration



If you could turn back the clock, would you still agree to serve as co-chair?



How engaged are you now in the JCSW?



What has prompted you to decrease your involvement with the JCSW?

the change in structure has made it so that **each meeting there is a different cohort of folks** there - I think this can impeded progress. Also the **timing of the meetings** exactly matches my clinics and I cannot cancel clinics to attend.

Increased work load at my home institution, as well as new committee work on HMS and Partners committees. Increases in my lab's grant success, and my own progress towards my next promotion to full professor, will hopefully help to liberate my time within the next 5 years, so that I could return to more active membership.

It is only b/c I am in the middle of an extremely **busy** year. I hope to be back and fully involved asap. JCSW is important to me.

Increased **work load** at work

I have several part-time jobs and multiple commitments that make it hard for me to get to monthly meetings.

Time and work schedule. I made more time as a leader in JCSW, but once that position finished, I needed to focus on other matters.

What has prompted you to decrease your involvement with the JCSW?

Busy with other projects. As I near retirement I do not know if my input would be of value.

I was promoted, so my calendar is more meeting filled. I also am co-chairing another joint committee (union/management problem solving) which is more meaningful for me.

I just don't have the time. I would be more involved if I could.

I have focused my efforts on other committees that have a more immediate benefit to the HMS and Harvard environments (I currently serve on the HUCTW Executive Board and I also work for the Regional Problem Solving Team, where I help Staff and Managers who are in conflict develop solutions for their issues)

Too much time is focused on faculty issues. I still attend most meeting and participate on subcommittees, but the lack of attention to staff programming or needs is becoming difficult to overlook.

My lack of contact is related to having **increased responsibilities** at MGH- I am unable to get away from my clinical campus

Lack of time, i think it would be great if all the co-chairs could meet to strategize on the future of JCSW

Please share any additional comments that you feel would be useful ...

Having a joint committee helped everyone to think differently, and to join together. I'm glad to see that it continues to bring value to HMS.

I thought it was one of the most rewarding and fulfilling experiences of my time at HMS, and a really unique opportunity to engage in leadership

It was very valuable and rewarding. Having a letter of support be sent to supervisor or Dept Chair would be helpful for all Steering Committee and Committee Chairs.

In my time as chair (not sure if this has changed since), there always seemed to be a lack of a standard operating procedure, and as a result, a constant reinventing of the wheel. I also think there had been (up until this survey) a general lack of input from prior chairs regarding their successes, failures and ideas (thus the reinventing the wheel). All in all, serving as Chair of the JCSW will always be one of my career accomplishments of which I am most proud.

I would encourage members of JCSW to step up to leadership positions. I learned valuable skills, built valued relationships, and also, frankly, had a lot of fun.

I appreciated that the staff task force had male members, and I hope that if it hasn't already happened that the faculty task force does as well. We didn't have much interaction with students or postdocs at the time - I hope that there is now more opportunity to do so. The practice of organizing subcommittees to focus on specific areas worked well and helped create opportunity for genuine collaboration between faculty and staff constituents.

Please share any additional comments that you feel would be useful about yo...

I refer the JCSW announcements to all of the women in my clinical faculty group.

During my leadership many more senior women participated, we had strong links with parallel efforts at the affiliates, we had more autonomy, a bigger budget and much more admin support

Being a co-chair is a huge commitment of time and energy. It is critical for both co-chairs--and not just the faculty co-chair--to have access to administrative help. A good JCSW coordinator makes a world of difference.

I continue to value the wonderful relationships I developed with chairs, vice-chairs of both the faculty and staff groups

I had fun as a co-chair and working with my co-chair was extremely rewarding.

Comments in favor of joint meetings

Even though faculty and staff have many differences in their overall work experiences- differences in career advancement, leadership structure, and career mobility, not to mention pay scales and 'class' issues, **I found great value in meeting Jointly**. By having access to a view of how the women of each group negotiates the very real challenges of their careers and environments I felt more informed and better prepared to develop more creative strategies for these challenges, not only for staffers, but for medical and research careerists. We get good ideas from each other & cannibalizing parts of strategies benefits everyone. This, coupled with the networking among these groups provided a boost to each groups strengths. The clinicians and researchers among us gained from the knowledge of the staffers- insights into the systems that runs the medical school; access to staffers who can help them understand the confusing promotions process, staffers who are able to solve the mysteries, like the culture at HMS or technical issues, especially in technology. It is my opinion that in organizations that look to advance groups that historically get the short ends of many sticks can capitalize on increased power through numbers and diversity of it's members. Meeting Jointly helps this.

This change occurred just before our tenure as chairs; the **larger group felt more inclusive** and better able to strategize around joint concerns and efforts

Comments in favor of separate meetings

Often has different focus for staff and faculty

It was useful to have some meetings together and some separate, as there are clearly unique issues that arise for each group. I was less active when membership became open, but it seemed less effective to NOT have at least some separate meetings.

I liked the structure of alternating separate and joint meetings. Staff concerns re: Harvard as a workplace were very different from faculty concerns re: faculty hiring/promotions, etc. and it was good to have dedicated time to work on these issues separately.

The two groups have some different and some similar issues, allowing focus on the separate issues allows targeted work

The joint meetings were helpful in theory, but in part because the faculty so outnumbered the staff, the agendas were often overly dominated by faculty issues.

Most of the programming was faculty based. Staff may be able to pull a few bits, but its not enough for most staff to take time away from their work.

The combination has neutralized the ability of the staff to tackle the truly hard questions about faculty gender inequality. I see no progress and much time spent on the easier issues.

Comments:

It was a pleasure serving the JCSW, both from a professional and personal standpoint. My participation has dropped this year, but this is simply for reasons of my own availability, not my desire to attend.

I learned a lot about inclusion and belonging through my work with JCSW, and I made connections with individuals that persist years later.

This was a great opportunity for me to work closely with other faculty and staff. The staff co-chair and I became close friends. I met many like-minded people from the HMS community, as well as several mentors/leaders.

Also helped me to serve in mentoring roles

I learned to know many women colleagues through JCSW. It was at this time that the careers offices at individual hospitals were formed and their leaders and I as JCSW chair met regularly. It was an exciting and productive time.

The best part of being a member of the JCSW for me was getting to know people from across so many parts of HMS. It was a supportive and interesting community and I learned a lot about the organizations.

It was an important step in taking my career to the next level, allowing me to demonstrate leadership and develop important professional relationships

It is the intangible tremendous connections that occur in the JCSW that lead to my personal growth as a person and a professional.

What was your proudest accomplishment as a JCSW leader?

Bringing in great speakers like Rosabeth Moss Kantor, Juliet Schor, etc

I was very proud of the programming we had planned for the year and that we had piloted a morning meeting program in order to test if that would improve engagement and attendance.

I really enjoyed everything about the year as Co-Chair. I especially enjoyed working on the Deans Committee selecting a candidate and giving input to shape the Strategic Plan. My favorite parts were the lecture series over the year and reshaping the Committees new structure..

I was JCSW leader at time of anniversary celebration and transition of HMS leadership; my greatest accomplishment was engaging JCSW with leadership at that transition time and helping to vocalize concerns of academic women and academic faculty. We also did a huge amount of outreach prior to and during that transition, to expand visibility of JCSW and promotion and engage other harvard affiliated institutions in JCSW.

Leading the membership, from March to June, through receipt of the news of the decision for the structural change in the JCSW, and helping to field the difficult questions surrounding the change.

A successful year of programming, and the completion of a five year strategic plan

What was your proudest accomplishment as a JCSW leader?

We had an event with Larry Summers where we were able to present to him the work of JCSW and the status of women at HMS/HSDM

Assembling a strategic plan-introducing programming based on survey of interests

Increased membership after the 2010 structure changes. Members more diverse and strategic plans in place for future implementation.

The child-care summit that we planned and hosted that January.

Leading the meeting w President Larry Summers at HMS

During my tenure as chair several initiatives took form. The deans award for supporting women's advancement was initiated. The archives project was initiated. And we separated the faculty and staff committees.

Being able to present the Staff Dean's Award to a colleague who was most deserving.

Getting JCSW onto the dean's radar and him to JCSW meetings so that there could be a constructive dialogue.

Things were pretty divisive between Staff and Faculty before my co-chair and I entered our term. I think we did a good job of demonstrating to the Joint Committee how to identify important areas to collaborate & this seemed to trickle down to all members. Making our committee more cohesive is something I'm proud of.

What was your proudest accomplishment as a JCSW leader?

Having social media become integrated with the JCSW mission

Helping restructure the Committees on JCSW to be more thematic in its focus. And helping bring in some great speakers!

Named the deans award after Dr Martin

Working with my co-chair, and Ombudsperson we met with Dean Martin regarding the issues facing women faculty and staff and made a formal commitment to support these programs.