



## JOINT COMMITTEE ON THE STATUS OF WOMEN



HARVARD MEDICAL SCHOOL

HARVARD SCHOOL OF DENTAL MEDICINE

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December 15, 2016

George Q. Daley, MD  
Dean of the Faculty of Medicine  
Harvard Medical School  
25 Shattuck St.  
Boston, MA 02115

Dear Dean Daley:

Enclosed is the 2015-2016 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 membership information, as well as an overview of the work of our committees as outlined in the strategic plan for the 2016 fiscal year.

This past year we continued to focus on women's issues in our community and advocate for improvement. We increased our membership of faculty, students, and post docs. Staff membership remained static. Our total membership increased from 274 the previous year to 346 by the end of 2015-2016. We continued to increase the number of special programming event with 10 special guest speaker events, which will be detailed further in this report.

Major committee initiatives focused on developing a new strategic plan, increasing the number of programming events, and well-attended panel events on Women in Medicine and Eldercare/End-of-Life. These areas are further discussed in the attached document, along with the strategic plan (Appendix A) for FY2016-2020.

We look forward to working with you in the future towards our common goals and thank you for your continued support.

Respectfully submitted,

Ingrid Katz, M.D., MPH

Rebecca Caruso, MPH

Cc: Maureen T. Connelly, M.D., M.P.H.  
Dean for Faculty Affairs  
Carol K. Bates, M.D.  
Associate Dean, Office for Faculty Affairs

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

**ANNUAL REPORT 2015-2016**

**Summary**

The Joint Committee on the Status of Women (JCSW) is a Standing Committee of the Dean of Harvard Medical School with a fifty-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 progress in our community that will improve the lives of all employees at all levels.

**Major JCSW Activities and Initiatives 2015-2016**

- Creation of JCSW Strategic Plan 2016-2020
- Women in Medicine panel event
- Career advancement Panel
- Eldercare/End of Life panel event
- Established Twitter and LinkedIn presence for JCSW
- Monthly Programming events
- Continued Expansion of a JCSW reference section in the Countway Library of Medicine
- Opportunities for networking across hospitals and institutions
- Review of the JCSW Bylaws
- Outreach events to HMS and affiliated hospitals

**Administrative**

The JCSW is overseen in the Office for Faculty Affairs and is led by a ten-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 Diana Longden through the Office of Faculty Affairs.

**Steering Committee 2015-2016**

- **Co-Chairs:** Ingrid Katz, M.D., MHS and Rebecca Caruso, M.P.H. **Co-Vice Chairs:** Maria Kontaridis, Ph.D., and Sheila Nutt, Ed.D.
- **At-large members:** Stephanie Mueller, M.D. *Faculty at-large member* and Sabune Winkler, J.D. *Staff at-large member*
- **Dean's Appointees:** Carol Bates, M.D., Associate Dean of Faculty Affairs, Donna Lawton, Executive Director of the Center for Faculty Development at Massachusetts General Hospital, Ellen McCarthy, Ph.D., Assistant Dean of Development and Diversity, and Maria Tarullo, Strategy and Management Consultant, Human Resources, HMS

- **Administrative assistance:** Diana Longden

### **Strategic Plan Fiscal Years 2012-2016**

This was the fifth year of the 5-year JCSW strategic plan. As outlined in Appendix A, committees focusing on priorities for this fiscal year.

The new strategic plan runs from 2016-2020. Outgoing JCSW Co-Chairs Yasmin Mashhoon and Kristen Uekermann agreed to chair the Strategic Plan Committee. This committee, alongside the Steering Committee, built the strategic plan for beyond 2016. The committee assessed the success of the JCSW through 2012-2016, particularly as related to the open membership, and carefully sought input from membership re: the future of the JCSW from multiple stakeholders, including, but not limited to, former and current members, the Dean's office, committee chairs and target groups for the JCSW (staff, post-docs and faculty). They integrated these findings into JCSW goals and the strategic plan.

*Appendix A: Strategic Plan for 2016-2020*

### **Membership 2015-2016**

The open membership structure continued for a fifth year. As before, 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 increased our membership numbers from the previous years for faculty, staff, students and post docs. HMS, Beth Israel Deaconess Medical Center, Brigham and Women's Hospital and Massachusetts General Hospital rank the highest in membership.

*Appendix B: JCSW Membership Roster 2015-2016*

*Appendix C: JCSW Membership Data and Membership Comparison FY15-FY16*

### **Meeting Structure**

We have continued to hold each of our nine monthly meetings as joint meetings (faculty/staff, post docs and students), to jointly address the concerns of women at HMS/HSDM. In an effort to provide more time for committee work, the first hour of our monthly meeting is used to address collective JCSW business/announcements and to host guest speaker events. Most of the second hour is dedicated time for committees to meet and discuss their projects. This invaluable, "protected" committee time is integral to success – committee members use this time to brainstorm, engage and assign tasks and projects.

### **Committees for 2015-2016**

Committees do most of the work of the JCSW. They are comprised of faculty, staff, post docs and student members. According to the 2015-16 strategic plan, the following JCSW committees and taskforces were active with particular tasks and priorities:

- **Joseph B. Martin Dean's Leadership Award for the Advancement of Women Membership Faculty and Staff committees**

- **Work/Life**
- **Community Engagement**
- **Professional Equity**
- **Career Advancement**
- **Strategic Plan**

### **Dean's Award for Leadership in the Advancement of Women**

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 Awards were 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. Separate faculty and staff committees advise the Dean on proposed award winners.

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

- Staff Dean's Award: **Emily R. Novak Gustainis, M.L.S.,**
- Faculty Dean's Award: **Jerrold F. Rosenbaum, M.D.,**

### **Work/Life:**

This year the Work/Life committee sponsored two JCSW seminars. The first was a session on work/life integration led by Susanna Katsman, Work/Life Co-Chair. In her talk, Susanna focused on integrating different domains of one's life to get a better sense of control and improved wellness. The second session was a panel on eldercare and included Audrey Zabin, an eldercare expert, Sheila Nutt, who shared her personal experience and also Rachelle Bernacki, who provided the perspective of a clinician in geriatrics and palliative care.

In addition, Ms. Katsman provided a presentation to HMS quad faculty about benefits that led to renewed interest in the LMA family childcare network. This network was created to fill a gap in response to concerns about availability and affordability of childcare around Longwood (Note: This network has since been dissolved). She is working to raise awareness about the supplemental funds at HMS and how they are distributed. The members of this committee are continuing to evaluate ways that the JCSW can support the growth and development of childcare options for caregivers at HMS and affiliated hospitals. Another major goal this year was to make services more widely available, therefore the sessions sponsored by work/life were videotaped, so that they could be available to people who could not attend. The committee is currently examining live streaming options and hopes to make the sessions more interactive when possible. The next work/life panel is scheduled for November 2016.

### **Community Engagement:**

The committee worked over the past year to establish a Twitter and LinkedIn presence for JCSW. The overall goal was to utilize social media to promote JCSW events and connect with

community. The committee also updated integrated communication plan for outreach. The committee led a presentation entitled “JCSW in the 21st Century!” and concluded with a Social Media workshop. The committee also participated in a JCSW luncheon within the Department of Surgery and created a proposal for hiring a JCSW communication intern.

### **Professional Equity Committee**

The committee worked toward professional equity discussions and has met with Deans Tarbell, Connelly and Bates to discuss their next steps. The committee is currently working on setting up a meeting with leaders at our affiliate institutions to gain insights to gain a better understanding of gender inequities and their solutions to these inequities; our goal is to gain insight on best practices. The committee is hoping to expand membership in the current year.

### **Career Advancement**

The committee aims to support women faculty and staff in obtaining the tools and support they need to advance their careers and achieve their full potential. The focus is on three areas: 1) Mentorship, 2) Sponsorship, and 3) Leadership. The committee members are developing group mentoring opportunities for women faculty and staff. The committee helps plan events on topics including sponsorship and leadership. The committee conducted the following events this past year:

- Professional Headshot Day (occurred in April and May).
- Working Mothers’ Group.
- Career Advancement Training (rather than a speaker).
- Mentoring Brown Bag Lunches. Also, request to assist with mentoring from medical students.
- Sponsorship Resources One-Pager.
- Women in Medicine Series.

### **Strategic Plan**

The strategic plan committee focused on the successful development of the 2016-2020 Strategic Plan. This involved engagement of various groups within JCSW, presentation to the Leadership Council and JCSW Committee members. A copy of this plan is included in Appendix A.

**Appendix A: Strategic Plan for 2016-2020**

**Appendix B: JCSW Membership Roster 2015-2016**

**Appendix C: JCSW Membership Data and Membership Comparison FY15-FY16**

**Appendix D: JCSW Programming Events for 2015-2016**



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

***Strategic Plan  
For  
Fiscal Years 2017 through 2021***

Submitted by the Joint Committee on the Status of Women Strategic Planning Committee

Kristen Uekermann, A.L.M., Co---Chair  
Carol Bates, M.D.  
Jean Klig, M.D.  
Donna Lawton, M.S.  
Anne Nicholson---Weller, M.D.

Yasmin Mashhoon, Ph.D., Co---Chair  
Megan Halligan, B.A.  
Maria Kontaridis, Ph.D.  
Mary Loeken, M.D.  
Susan Coyne, M.A., M.S. (Facilitator)

May 27, 2016

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## Introduction

The Joint Committee on the Status of Women (JCSW) was established in 1973 as a standing committee of the Dean of the Faculty of Medicine at Harvard Medical School (HMS) that represents an inclusive constituency of faculty, staff, fellows, residents, and students of HMS, Harvard School of Dental Medicine (HSDM), and affiliated hospitals and institutions. Notable achievements of the JCSW include contributing towards creation of the Longwood Ombudsperson Office and the Office of Work and Family at HMS, formal recommendations that women serve on all faculty search committees, establishing Mother's Rooms at HMS, creating the Child Care Summit to address childcare issues at HMS and HSDM, and establishing the HMS Joseph B. Martin Dean's Leadership Award for the Advancement of Women Faculty and Staff Awards. Through the efforts of its members, the JCSW represents a voice for change through advocacy, action, education, networking, and visibility.

The JCSW established a Strategic Planning (SP) Committee in the summer of 2015 to create a strategic plan for the next five fiscal years (the period beginning July 1, 2016 through June 30, 2021). This strategic plan document is the culmination of seven months of work, from November 2015 through May 2016, by the nine committee members representing faculty and staff.

Strategic planning is an iterative process designed to help the JCSW determine its vision, statement of purpose, and values, and identify priorities and suggested projects/actions to be taken. During the past seven months, discussions were held with JCSW stakeholders and member representatives from HMS, HSDM, and affiliated institutions, as well as the JCSW membership as a whole, and a review of JCSW strengths and vulnerabilities completed. JCSW members were strongly and regularly encouraged to share their ideas with the SP committee. (See Appendix A: Strategic Planning Process: Approach)

In recognition of the JCSW's evolution as a standing committee of the HMS Dean, the SP committee's efforts and conversations have centered upon: *strengthening the JCSW to proactively engage with and influence HMS and HSDM's policy and culture, and encouraging leadership by and in support of women.*

Based on this focus and informed by stakeholder input, the SP committee proposes revisions to the JCSW vision, statement of purpose, and values (See Page 3). It has identified critical priorities for the next five years aligned with those proposed changes. By committing, as an organization and as individual JCSW members, to the priorities highlighted below, the JCSW will be well positioned to significantly impact the greater HMS/HSDM community.

The following will advance the JCSW by broadening the:

- **Understanding of the JCSW Statement of Purpose**
  - The JCSW should be recognized, both internally and externally, as a committee of action on professional equity, inclusion, leadership opportunities and development, and work/life integration.
- **Influence of the JCSW**
  - Greater awareness of the JCSW goals and accomplishments will enhance the committee's influence and generate opportunities for partnership and collaboration with HMS/HSDM academic and administrative leaders, and affiliated institutions.

- **Visibility and Inclusiveness of the JCSW**
  - The JCSW's reputation across the HMS/HSDM community should be one of inclusivity. We will focus on concrete actions and outcomes that will both affect positive change within the HMS community and will strengthen the perception of the JCSW.
  
- **Outreach and Network of the JCSW**
  - We will continue to develop the JCSW brand, increase communication and strengthen networks with the broader HMS/HSDM and hospital affiliate communities.
  
- **Leadership Opportunities**
  - Empowering women with and through multiple leadership opportunities is central to the JCSW's mission. The JCSW will continue to offer leadership positions to support women across the HMS/HSDM community in cultivating valuable leadership skills.

Success is dependent on the vitality and commitment of the JCSW members, the nimbleness of its leaders and members to adjust priorities and focus areas based on new emerging interests or national conversations in academic medicine, a positive mindset and focus, and by communicating actions and results to all stakeholders.

The strategic plan is a *living* document designed to inform, not limit, the JCSW roadmap for the next five years. Future JCSW leaders and members are strongly encouraged to adapt and modify the plan as needed, with approval by the JCSW Leadership Council.

It is with great hope, enthusiasm, passion and confidence in the future of JCSW, that the SP committee created this strategic plan.

# **Vision Statement, Statement of Purpose, and Values of the JCSW**

## ***Vision Statement***

To facilitate and promote leadership, career development, professional advancement, community building, and work life integration for women faculty, trainees (fellows and residents), students (graduate, medical and dental) and staff at Harvard Medical School (HMS) and Harvard School of Dental Medicine (HSDM).

## ***Statement of Purpose***

This inclusive committee exists to:

- Promote professional equity and inclusion
- Cultivate leadership and personal advocacy skills
- Facilitate mentorship for women staff, trainees, students and faculty
- Provide community and enhance networking opportunities within the JCSW
- Influence policies that advance women
- Support work---life integration
- Facilitate community outreach to help empower women
- Identify issues, barriers and challenges within the HMS and HSDM community
- Offer resolutions and recommendations to the Dean's Office and administration

## ***Values Important to the JCSW and HMS***

In addition to the HMS Community Values (Collaboration and Service, Diversity and Respect, Integrity and Accountability, Lifelong Learning and Wellness and Balance) JCSW has identified the following as its core values:

- Make a Difference
- Power and Influence
- Take Initiative
- Inclusive

## **JCSW Priority Issues with Suggested Projects/Actions**

These priority issues are purposefully identified as key to the JCSW's success during the next five years. Drawn from collective stakeholders' insights, the SP subcommittee has documented the importance of these priority issues to the JCSW and provided suggested projects /actions.

It is important to emphasize that the suggested projects/actions are designed to inform JCSW subcommittees' decisions on how they may choose to move the priority forward. They may, for example, select one to two projects/actions to pursue, or identify new ones, as the need arises. The JCSW will be best served by being agile and open to additional projects and actions as the future unfolds. Subcommittees will be expected to submit a progress report to the JCSW members on a semi---annual basis and provide this information on the website as well as in the annual report.

### **Advancing the JCSW by: Broadening the Understanding of the JCSW and its Statement of Purpose**

#### ***Why It Matters to the JCSW:***

It is essential to have a consistent "voice" which reflects the scope and direction of the JCSW. A purpose statement provides a specific and succinct means for defining the JCSW, tracking its progress, and emphasizing greater communication on its key strategic priorities of: visibility, inclusiveness, outreach, influence and leadership opportunities.

#### ***Suggested Projects/Actions to be considered:***

- Develop and implement a communication plan, including an "elevator pitch," to facilitate understanding of the JCSW's Statement of Purpose by internal and external audiences. This includes a broad dialogue within the JCSW on both the Statement of Purpose and the "elevator pitch" so both can be consistently used as needed for internal and external communication. The elevator pitch should include JCSW accomplishments, as well as future goals.
- Create a simplified means for monitoring each of the elements of the JCSW's Statement of Purpose.
- Direct JCSW committee's to report on progress that pertains to each of these elements.

### **Advancing the JCSW by: Broadening the Influence of the JCSW**

#### ***Why It Matters to the JCSW:***

The growth and influence of the JCSW vitally depends on the commitment of its members. Environmental assessments revealed that our committee members want to work on projects within specific subcommittees and attend JCSW meetings but they also want to see a meaningful impact resulting from their contribution and more awareness of our efforts within the greater HMS/HSDM community. Bringing more awareness to

the goals achieved by our committee, as well as to the resources and vision of the JCSW, will broaden our visibility and consequently enhance our influence.

***Suggested Projects/Actions to be considered:***

- Obtain a role for a faculty member to sit on Faculty Council as a JCSW representative
- Obtain a role for a staff member to present at HMS and HSDM town hall meetings and offer committee updates as a JCSW representative
- Obtain a role for a JCSW faculty representative to sit on the HMS Council of Mentors to engage with senior leadership regarding issues and resources related to mentoring at HMS/HSDM that are discussed at JCSW meetings.
- Two major career development and advancement programs each year will be highly publicized to the HMS/HSDM community and senior leadership should be invited to attend
  - A web broadcast should be made available for the two major programs
  - The programs should be announced via email to HSDM and HMS staff and faculty, either via respective---Offices of Communications & External Relations, HMS/HSDM Postdoc offices, and/or HMS---OFA programs, as well as affiliate hospital Faculty Development and Diversity offices and programs.
- An annual meeting should be initiated with the HMS Dean for the committee co---chairs to discuss and review the Annual Report of the JCSW and to make recommendations and/or solicit feedback for new ideas and priority areas.
- The JCSW will develop a communication pipeline and designate specific liaisons for a one or two---year term to regularly connect with HMS/HSDM and affiliate hospitals' postdoctoral offices and associations as well as with professional development leaders at each affiliate each month in order to remind them of upcoming programming and meetings.
- The JCSW will actively propose partnerships with other groups at HMS/HSDM and affiliates to sponsor speakers, workshops, and panels in order to broaden our audience, visibility, and name recognition.
- Ensure that each annual report is available on the website and actively partner with the HMS Office of Communications and External Relations (OCER) and HSDM Office of Development and Alumni Relations to ensure dissemination to the broader HMS/HSDM community.
- At the end of each academic year, the Community Engagement committee should produce a brief list of 'JCSW Highlights' that outline accomplished goals and major programming initiatives, which will be circulated to HMS/HSDM academic and administrative senior leadership (i.e., Dean for Academic Affairs, Dean of Students, Chief Human Resources Officer)

## **Advancing the JCSW by: Broadening the Visibility and Inclusiveness of the JCSW**

### ***Why It Matters to the JCSW:***

Our aim is for the JCSW to reflect the diverse institutions we represent, and for these institutions to understand the scope and breadth of the JCSW. As we seek to gain influence and move to affect policies across the HMS and the affiliated hospitals, it is imperative for the JCSW to be seen as inclusive and action-oriented, and to be recognized for being collaborative and capable problem-solvers.

### **Suggested Projects/Actions to be considered:**

- The JCSW will create a Re-branding / Restructuring subcommittee or task force to focus on the following:
  - Consider changes to the JCSW name and subcommittee structure
  - Examine logistics re: the convenience of meeting times and lengths – Can technology be harnessed to create greater access? Could subcommittees work at different times/online, etc...?
  - Establish metrics for success – How does the JCSW measure its influence?
  - Examine structure of similar organizations/institutions – what are some best practices that could be adopted by the JCSW?
  - Map the JCSW network to bring clarity and focus re: with whom we should outreach/partner – this step can also assist in clarifying our direction and guide our decision making
  - Liase with the appropriate deans and offices at affiliated hospitals to build bridges and connections into the JCSW
- Broaden the scope of the Dean's Award:
  - Broaden the scope and reach through expanding the award to include junior, mid-career AND senior recognition across institutions
  - Create a video for the JCSW website of Dr. Joseph R. Martin describing the establishment of Dean's Leadership Award and its continued importance to him and to the greater HMS/HSDM community (for reference, see the videos of Dr. Barbara J. McNeil and Dr. Daniel D. Federman describing the establishment of Faculty and Staff Awards for Exceptional Service to HMS/HSDM, respectively, named in their honor and available on the Office for Diversity Inclusion & Community Partnership website).
  - Examine methods to partner with similar institutions to recognize champions outside the construct of the Dean's Award
  - Encourage increased nominations for the staff award
- The JCSW Community Engagement subcommittee will:
  - Liase with the appropriate deans and with internal affinity groups, including LGBTQ and student groups like AMWA – how can these groups intersect?
  - Target membership outreach to women of color, staff, post-docs, students and trainees and under-represented affiliated institutions
  - Work with the appropriate deans to determine methods to become more inclusive in membership, actions, policy recommendations and programming
  - Focus on external presentation and create a public relations plan targeted to decision makers, potential membership and the general HMS audience, along with metrics for success.

## **Advancing the JCSW by: Broadening the Outreach and Network of the JCSW**

### ***Why It Matters to the JCSW:***

To promote awareness and garner support for the mission and vision of the JCSW, the Committee must build greater networking, communication, access and collaboration with the broader HMS/HSDM and hospital affiliate communities. Therefore, we must make an effort to reach out, develop the JCSW brand, recruit new leaders to the organization, and build collaboration and unification between and amongst HMS, HSDM, and the affiliated hospitals.

### ***Suggested Projects / Actions to be considered:***

- Appoint a designated JCSW member as “Ambassador” to each affiliated institution. That person will converse with the local women’s support group and exchange information monthly and report back to the leadership council.
  - post docs, graduate, medical and dental students at HMS/HSDM and hospital affiliates:
    - Ambassador will put up signs in relevant areas about JCSW programs.
    - If a local post--doc affinity group exists, make a connection with that person
  - faculty and staff:
    - collaborate and coordinate with existing Offices for Women’s Careers/Centers for Faculty and/or Staff Development
- Network outside JCSW:
  - Build opportunities for leadership, networking within the broader HMS/HSDM and hospital affiliate community
  - Community outreach subcommittee will facilitate strengthening of interactions with hospitals/institutions and JCSW leadership to help build networks
- Allow greater access to JCSW events from all affiliated institutions
  - Have a designated JCSW member serve to facilitate the live/taped streaming events to each affiliated institution. That person will converse with the local women’s support group and exchange information monthly and report back to Chair and vice Chair of JCSW.
    - JCSW would need to facilitate the technology and provide instructions on how to access information/meetings on the announcements or webpage
    - We need a system that is reliable and low budget (WebEx, Skype, Conference Call line) or taped recording to be viewed anytime
    - Set up live streaming of programming events to a particular conference room at each hospital, with dates identified early so conference rooms can be reserved

## **Advancing the JCSW by: Broadening Leadership Opportunities**

### ***Why It Matters to the JCSW:***

The JCSW should focus its attention and resources on helping its own membership succeed and grow into leaders in meaningful leadership positions. The JCSW will be working towards grooming leaders and keeping metrics on women in leadership positions within the HMS/HSDM community. “If we don’t do this.... who will?”

### **Suggested Projects/Actions to be considered:**

- Ask JCSW Co---chairs and subcommittee members to keep leadership development as a key part of their focus and deliverables, by coordinating speakers, opportunities, and workshops.
- Investigate possibility of how leadership can be included as a focus in the JCSW:
  - Conduct a needs assessment; survey landscape, etc. of how other women’s groups and HMS/affiliates are delivering leadership skills
  - Decide on how this is done: programmatic theme versus course (with consideration of and deference to resources, budget, etc.)
  - Facilitation of topic will complement and not duplicate existing course content.
  - Investigate collaborating with existing Office for Women’s Careers/Centers for Faculty Development/Harvard University
- Identify and “pool” leadership resources so that members have access to a tool kit to draw from:
  - Harvard---based resources: Compile available resources via Harvard University, HMS/HDM and affiliated institutions (e.g. Harvard University Lynda.com and HarvardManageMentor (HMM))
  - Externally---based resources: Association of American Medical Colleges (AAMC), Group on Faculty Affairs (GFA), Group on Women in Medicine and Science (GWIMS), and Executive Leadership in Academic Medicine (ELAM), Association for Women in Science (AWIS), and Healthcare Businesswomen’s Association (HBA).
- Create and monitor metrics on women in HMS/affiliate leadership positions
  - Identify benchmarks (AAMC, peer institutions, etc.) and compare with HMS data
  - Prepare annual report of metrics for presentation to JCSW members, senior leadership, and affiliate institutions

## **JCSW Committee Proposed Action Items**

In keeping with the identified JCSW priority areas, yet acknowledging that the JCSW will maintain flexibility and agility in directing attention and resources to dynamic new areas of focus, the following action items for each subcommittee are proposed to move priority goals forward. There is no specific timeline mandated for these action items. Logistically, we do recommend addressing some items, such as creating a more cohesive onboarding process for new members, appointing and delegating responsibility to JCSW ambassadors, and establishing a web broadcast system for annual keynote programs and events, quickly in order to rapidly improve connections both within the JCSW and between the JCSW, HMS/HSDM, and affiliate institutions.

### **Career Advancement Committee**

- Set up a network of promotion mentors to assist with pulling together promotion materials, advising on promotion timelines and process
- Outline promotion processes for different groups (i.e. pre-clinical, research, quad) and publish on JCSW website.
- Continue and expand mentoring circles (and explore meeting 'virtually' as an option)
- Create a Women's Leadership Program
- Build a mentorship matching system between JCSW members and trainees (i.e., postdocs, dental and medical students, and graduate students).

### **Professional Equity Committee**

- In collaboration with HMS/HSDM administrative and academic offices, create a "best practices" handbook / white paper / tool-kit for Department Chairs on creating an equitable department
- Develop a set of questions that can be incorporated into Departmental 5-year reviews to assess professional equity reviews at a departmental level at HMS quad and affiliate institutions
- Organize a Professional Equity symposium that specifically includes an invited audience of senior leadership who can make meaningful decisions about equity reviews and establishing professional equity in their departments and divisions.

### **Work / Life Integration Committee**

- In collaboration with HMS/HSDM administrative and academic offices, create "best practices" handbook / white paper for Department Chairs on staff flex time / work from home policies
- Research different paths and experiences of women clinicians who have worked flex time or part time positions. What were the challenges and benefits? What are the paths to hold these types of positions and still achieve career advancement?

## **Community Engagement Committee**

- Onboarding for new JCSW members:
  - Create a brief 'Welcome to the JCSW' packet to give to new members with information about the subcommittees and priority areas (perhaps a copy of this Strategic Plan!)
  - Assign new members a "buddy" who will meet them at their first JCSW meeting, introduce them to others, and generally help them feel comfortable
  - Give new members contact information for the co---chairs of the new subcommittee they have joined
  - Give subcommittee chairs the names of all potential new subcommittee members so chairs can reach out ahead of meetings to welcome new members
- Appoint JCSW ambassadors for each institution who will:
  - Maintain connections with their institute's professional development office and keep that office informed about JCSW programs and workshops
  - Be the point person at that affiliate for any potential new JCSW members
- Targeted membership to: post---docs, women of color, staff and institutions that are not strongly represented in JCSW – work with different affinity groups in these areas, as well as the appropriate deans.
- Create a member directory that includes information about hospital affiliation and identifies if the member is a JCSW ambassador and/or past leader
- Public Relations:
  - Ensure that our programs and achievements are broadcast more widely
  - Emphasize that the JCSW is an inclusive space
- Connect with the hospitals and member institutions – what would you ask of the JCSW to address? How can we work together? How do we turn our de---centralization into strength?
- Enhance the JCSW website to ensure that information is up---to---date and accurate, and that meeting dates and times are easily accessible. The member directory and list of JCSW Ambassadors should also be made accessible on the website.
- Generate document detailing "best practices" for producing diverse programs / policies

## **Dean's Award Committee**

- In collaboration with the HMS Dean's office, evaluate the established criteria for the Dean's Award for the Advancement of Women and determine if changes should be made to current criteria to recognize accomplishments of those who do not hold senior leadership positions.
- Other Awards? Fund raise for a named chair?

## **Rebranding / Restructuring Committee**

- Develop strategy and execute plan to:
  - Pursue a rebranding 'name change'
  - Critically evaluate each subcommittee's structure and purpose
  - Introduce the new JCSW to HMS and HSDM
- Determine the optimal structure and length of time for JCSW meetings
- Examine structure of other institutions

- Establish metrics for evaluating the JCSW's success in achieving priority goals and accomplishing action items.

## Appendix A

### *Strategic Planning Process: Approach*

The SP subcommittee utilized a consensus approach to decision making throughout the iterative process outlined below.




<b><i>Organization Mandates</i></b>	<ul style="list-style-type: none"> <li>• Reviewed 2011---2016 JCSW Strategic Plan</li> <li>• Reviewed HMS/HSDM Missions</li> </ul>
<b><i>Statement of Purpose</i></b>	<ul style="list-style-type: none"> <li>•Reviewed current JCSW Statement of Purpose</li> <li>•Revised JCSW Statement of Purpose</li> </ul>
<b><i>Vision Statement</i></b>	<ul style="list-style-type: none"> <li>•Reviewed current JCSW Vision</li> <li>•Revised JCSW Vision Statement</li> </ul>
<b><i>Organization Values</i></b>	<ul style="list-style-type: none"> <li>• Created a list of values to make explicit JCSW implied values</li> </ul>
<b><i>Environmental Scan</i></b>	<ul style="list-style-type: none"> <li>• JCSW members' provided responses at the December 2015 JCSW monthly meeting</li> <li>• JCSW subcommittee Co---chairs' input was provided via email</li> <li>• JCSW SP committee identified JCSW strengths, weaknesses, opportunities, and threats</li> <li>• Identified JCSW faculty, staff, student representatives, and hospital representatives to invite to participate</li> <li>• Interviewed and collected data via phone, email and in person</li> <li>• Identified themes</li> </ul>
<b><i>Identify Priorities</i></b>	<ul style="list-style-type: none"> <li>• Priority Issues were identified based on data collected and reviewed in prior stages of the process</li> <li>• Articulated why the identified priority issues matter to JCSW and suggested projects/actions for each issue</li> <li>• Confirm alignment with data collected and reviewed throughout the strategic planning process</li> </ul>

## Appendix B

### *Environmental Scan Summary Strengths, Weaknesses, Opportunities and Threats (SWOT)*

JCSW members including subcommittee co---chairs, SP committee members, hospital liaisons and student representatives were invited to participate in the environmental scan, otherwise known as a SWOT analysis. SP subcommittee members conducted in person interviews, phone interviews, and reviewed responses sent via email.

The current internal strengths and weaknesses, and external opportunities and threats to the JCSW identified through this process are outlined below, and were integral to the identification of priority issues and suggested projects/action items for fiscal years 2017 through 2021.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Programming</li> <li>• Networking</li> <li>• Opportunities for Leadership</li> <li>• Open and welcoming</li> <li>• Well positioned to be an advocate for change</li> </ul>	<ul style="list-style-type: none"> <li>• Scheduling / Structure</li> <li>• Outreach / Perception</li> <li>• Difficulty moving ideas to action</li> <li>• Disconnected from like organizations &amp; decision---makers</li> <li>• Onboarding new members</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Outreach to affinity groups, affiliates, the new HMS Dean (Yet to be selected by the University), current HSDM Dean</li> <li>• Partner w/ similar organizations, HMS/HSDM and hospital decision---makers</li> <li>• Rebranding / Renaming / Restructuring</li> <li>• Technology</li> <li>• Leveraging members' strengths</li> </ul>	<ul style="list-style-type: none"> <li>• New HMS Dean (Yet to be selected by the University)</li> <li>• Visibility</li> <li>• Perceived Redundancy</li> <li>• Isolation</li> <li>• Lack of Clarity of Mission</li> </ul>

***Environmental Scan Summary  
List of Interviewees and Respondents***

Below in alphabetical order is the list of JCSW members, HMS/HSDM faculty and staff, student representatives, and affiliated institutional representatives that participated in the environmental scan.

- Consortium of Harvard Affiliated Faculty Development and Diversity (CHADD) Meeting, March 2016
- Dr. Sharon Brody---Wright, BIDMC
- Dr. Maureen Connelly, HMS Dean for Faculty Affairs
- Dr. Marie Demay, MGH
- Dr. Ed Hundert, HMS Dean for Medical Education
- Dr. Ellen McCarthy, HMS Assistant Dean of Development and Diversity, and BIDMC
- Dr. Joan Reede, HMS Dean for Diversity and Community Partnership
- Dr. Kathy Rexrode, BWH
- Dr. Nancy Rigotti, MGH
- Dr. Nancy Tarbell, HMS Dean for Academic and Clinical Affairs, and MGH
- Dr. Eileen Reynolds, BIDMC
- Dr. Jeanine Weiner – Kronish, MGH
- JCSW Membership in attendance at the December 2015 monthly meeting
- JCSW subcommittee Co---chairs, 2015---2016
- Rebecca Lijek, Chair, HMS Post Docs Association (HMPA)
- Julie Stanley, HMS Chief Human Resources Officer
- Maria Tarullo, HMS HR Strategy and Management Consultant, and Dean’s Representative to the JCSW

***List of Questions***

- Consider the current JCSW; what should it continue to do? Why?
- What should it start doing? Why?
- What should it stop doing? Why?
- How would you describe the JCSW’s ability to build effective relationships across the HMS/HSDM community? What might be done to further enhance the effectiveness?
- What is the JCSW’s reputation across the HMS/HSDM community?
- What trends/issues across the HMS/HSDM community may impact the JCSW’s success over the next 3---5 years?
- What impact could the JCSW have over the next 3---5 years? What would you like to see the JCSW do/accomplish during the next 3---5 years?
- What do you know about the JCSW?
- How can the JCSW complement the work that your organization is doing?
- What are the barriers to women within the HMS and HSDM community?
- How can we enhance the collaboration between your organization and the JCSW?

**JOINT COMMITTEE**  
**ON THE STATUS OF WOMEN**

This committee was appointed by the Faculty of Medicine on June 8, 1973, with the charge “to survey yearly the status of women at the Harvard Medical and Dental Schools [and] to suggest ways of increasing the number of women on the Faculty and within the Harvard Medical and Dental Schools.”

**Steering Committee Members**

- Ingrid Katz, M.D. *Faculty Co-chair*
- Rebecca Caruso, M.P.H. *Staff Co-Chair*
- Maria Kontaridis, P.D. *Faculty Vice co-chair*
- Sheila Nutt, Ed.D. *Staff Vice co-chair*
- Stephanie Mueller, M.D. *Faculty at-large member*
- Sabune Winkler, J.D. *Staff at-large member*
- Carol Bates, M.D. *Dean’s Office Representative*
- Donna Lawton, M.S. *Dean’s Office Representative*
- Maria Tarullo, *Dean’s Office Representative*
- Ellen McCarthy, Ph.D. *Dean’s Office Representative*

**\*Participating Members:**

*\*Participating members are defined as those that attend a minimum of 50% of the JCSW monthly joint faculty/staff meetings. This list is based on 2015--2016 meeting attendance.*

Ayse Atasoylu  
Bhanu Bahl  
Carol Bates  
Trina Burrous  
Rebecca Caruso  
Divitya Chirumamilla  
Dagmara Cotti  
Laura Dodge  
Elif Engin  
Gail Gazelle  
Megan Halligan  
Joan Ilacqua  
Susanna Katsman  
Ingrid Katz  
Jean Klig  
Maria Kontaridis  
Donna Lawton  
Christine Lian  
Mary Loeken  
Joelle Lomax  
Yasmin Mashhoon

Jonathan Matsui  
Ellen McCarthy  
Maxine Milstein  
Renee Moran  
Stephanie Mueller  
Anne Nicholson-Weller  
Sheila Nutt  
Elizabeth Pomerantz  
Christine Power  
Jennifer Ryan  
Kristen Scannell  
Christine Sieberg  
Jo Solet  
Maria Tarullo  
Kristen Uekermann  
Christa Van Dort  
Rebecca Vautour  
Hiroko Wakimoto  
Elissa Wilker  
Sabune Winkler

**Other Members:**

Kathryn Aberle  
Janet Abrahm  
Sophia Adamia  
Angela Alberti

Amal Al-Gawari  
Paula Anderson  
Eman Ansari  
Emilia Arimah

Yukako Asai  
Jooeun Bae  
Vineeta Bajaj  
Dusica Bajic

## Appendix B: JCSW Membership Roster 2015-2016

Barbara Balestrieri	Rosemary Duda	Elsbeth Kalenderian
Miranda Balkin	Ellen Dutta	Nazila Kamaly
Aleena Banerji	Aun Em	Kari Kansal
Anca Barbu	S. Jean Emans	Elizabeth Kass
Natalie Barteneva	Amy Evenson	Nancy Keating
Amy Baughman	Huma Farid	Ayesha Khalid
Jennifer Beach	Andrea Farkas Patenaude	Pinor Kilicci-Kret
Irmgard Behlau	Susan Farrell	Aram Kim
Carol Benoit	Erin Farren	Nancy Kim
Rhonda Bentley-Lewis	Pouneh Fazeli	Hannah Kinney
Alice Berger	Fiona Fennessy	Jonathan Knight
Nancy Berliner	Therese Fitzgerald	Elizabeth Koby
Bonnie Lee Bermas	Idalid Franco	Anjali Koka
Carolyn Bernstein	Paola Friedrich	Lauren Kreisberg
Suzie Bertisch	Dana Fugelso	Marina Kvaskoff
Kriti Bhatia	Nadine Gaab	Karen Kwass
Abhinav Bhushan	Denisa Gace	Deborah Kwolek
Simone Biver-LeBlanc	Amanda Garza	Galit Lahav
Katharine Black	Tina Gelsomino	Tanya Laidlaw
Laura Bookman	Lauren Gleason	Michelle Lee
Hollie Borek DeSilva	Gricelda Gomez	Leslie Lehmann
Gabriella Boulting	Elizabeth Goodman	Brendan Lehnert
Eileen Boye	Sarah Gray	Karen Leitner
Donna Brezinski	Amanda Guise	Amy Levenson
Melissa Brodrick	Anita Gupta	Deborah Levine
David Brown	Jennifer Haas	Aili Lewis
Elizabeth Buchbinder	Michelle Hacker	Chia-Cheng Li
Trina Burrous	Neena Haider	Jia Li
Michael Cahalane	Kathryn Hall	Christine Lian
Francesca Cardarelli	Mei-Hua Hall	Linda Lieberman
Diana Carlone	Elizabeth Harry	Tami Lieberman
Phyllis Carr	Tayyaba Hasan	Lin Lin
Jocelyn Carter	Karameh Hawash	Ming Lin
Jacqueline Cellini	Carolyn Hayes	Cindy Liu
Maria Cervone	Jamie Heath	Leah Liu
Martha Cesena	Selena Heman-Ackah	Jay Loeffler
Alexandra Chabrerie	Dina Hirshfeld-Becker	Jessica Loew
Maria Chahrour	Cynthia Hobbs-Barrett	Mary Frances Lopez
Elliot Chaikof	Alison Holliday	Chenning Lu
Paulette Chandler	Laura Holzen	Christine Lu
Julia Charles	Lindsay Honeycutt	Nicole Maestas
Melissa Chee	Rosy Hosking	Brianne Mahoney
Zeina Chemali	Brooke Howitt	Ernest Mandel
Dong Feng Chen	Yichuan Hsieh	Eleftheria Maratos-Flier
Lucy Chen	Jing Hua	Anna Marmalidou
Nithya Chickmagalur	Yuefei Huang	Melissa Mattison
Andrea Christopher	Anita Hurwitz	Mary Ellen McCann
Helen Christou	Katarina Illanes	Lauren Mednick
Adrienne Clark	Sharon Inouye	Andrea Merrill
Kathryn Commons	Carleen Irwin	Debra Metcalfe
Maureen Connelly	Margaret Ivins	Deborah Milstein
Dagmara Cotti	Linda Jaffee	Jennifer Mitty
Devin Cromartie	Alex Jahangirvand	Wanda Mock
Lorna Cryan	Otana Jakpor	Elinor Mody
Mary Daly	Susie Jang	Amanda Moore-Owens
Shannon Daly	Kate Jeffrey	Andrea Moreira
Helen D' Couto	Lynda Kabbash	Mary Mullen
Lauren Dewey Platt	Ursula Kaiser	Heather Mumford

*Appendix B: JCSW Membership Roster 2015-2016*

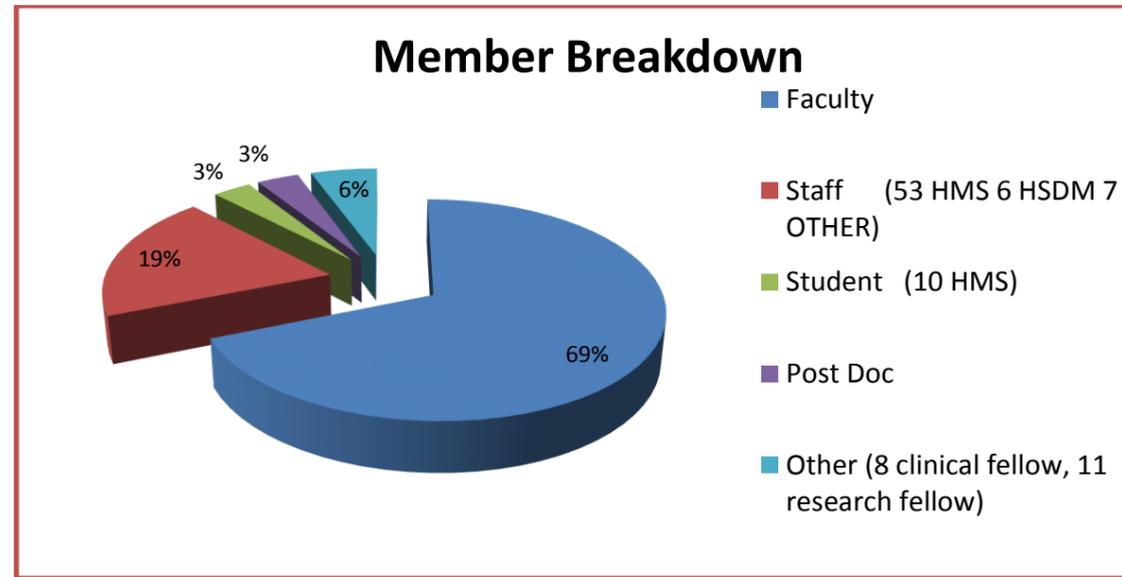
Jessica Murphy  
Ayesha Murshid  
Grace Mushrush  
Carol Nadelson  
Deborah Nagle  
Christine Narsjo  
Viviane Nasr  
Siripanth Nippita  
Trista North  
Malkah Notman  
Vera Novak  
Michelle Ocana  
Marjorie Oettinger  
Hiroe Ohyama  
Emily Oken  
Danielle Oliver  
Christine Olsen  
Daniele Olveczky  
Musacide Z Ordulu Sahin  
Samia Osman  
Bonnie Padwa  
Stephanie Page  
Evangelia Papavasileiou  
Hannah Parker  
Hannah Parzen  
Manasa Patna  
Anne Patrick  
Porsche Paulding  
Nina Paynter  
Carrie Peek  
Beverly Philip  
May Pian-Smith  
Rebecca Plank  
Jennifer Potter  
Jenessa Price  
Yakeel Quiroz-Gaviria  
Sadeq Quraishi  
Alia Qureshi  
Teniel Ramikie  
Adrienne Randolph  
Angela Reese

Kathryn Rexrode  
Rachel Reynolds  
Hope Ricciotti  
Elizabeth Rider  
Bobbie Riley  
Susan Ritter  
Rachel Rodrigues  
Lindy Romanovsky  
Sylvia Rosas  
Vicki Rosen  
Linda Ross  
Lisa Rotenstein  
Celeste Royce  
Noelle Saillant  
Magali Saint-Geniez  
Saira Salahuddin  
Lisa Samelson  
Dana Sarvey  
Jessica Saulnier  
Barbara Schildkrout  
Rachel Schmitt  
Ellen Seely  
Brittany Seymour  
Sherin Shaaban  
Uzma Shah  
Vonda Shannon  
Ranjna Sharma  
Lynette Sholl  
Jenifer Siegelman  
Sabina Signoretti  
Marisa Silveri  
Laura Simons  
Tatiana Sitnikova  
Ann Skoczenski  
Anna Jo Smith  
Glorian Sorensen  
Carmen Soto-Rivera  
Jacqueline Spencer  
Samantha Spencer  
Anne Marie Stack  
Diane Stafford

Catherine Stamoulis  
Fatima Cody Stanford  
Martina Stippler  
Maryellen Sun  
Amy Szarkowski  
Maryam Bitra Tabrizi  
Nancy Tarbell  
Flavia Teles  
Lisa Teot  
Carey Thomson  
Nicole Tolan  
Nurhun Torun  
Christine Tower  
Yu-Hua Tseng  
Ailis Tweed-Kent  
Nicole Ullrich  
Meghan Underhill  
Trudy Van Houten  
Hetal Verma  
Yael Vin  
Shana Wagner  
Susan Waisbren  
Rochelle Walensky  
Albeta Wang  
Carol Warfield  
Wilma Wasco  
Diana Wasserman  
Jaclyn Watkins  
Barbara Wegiel  
Ellen Weinberg  
Bethany Westlund  
Jackie Wolf  
Julia Wong  
Lynn Wood Harwell  
Christiane Wrann  
Katherine Wrenn  
Vionnie Yu  
Shelley Zhang  
Lilla Zollei

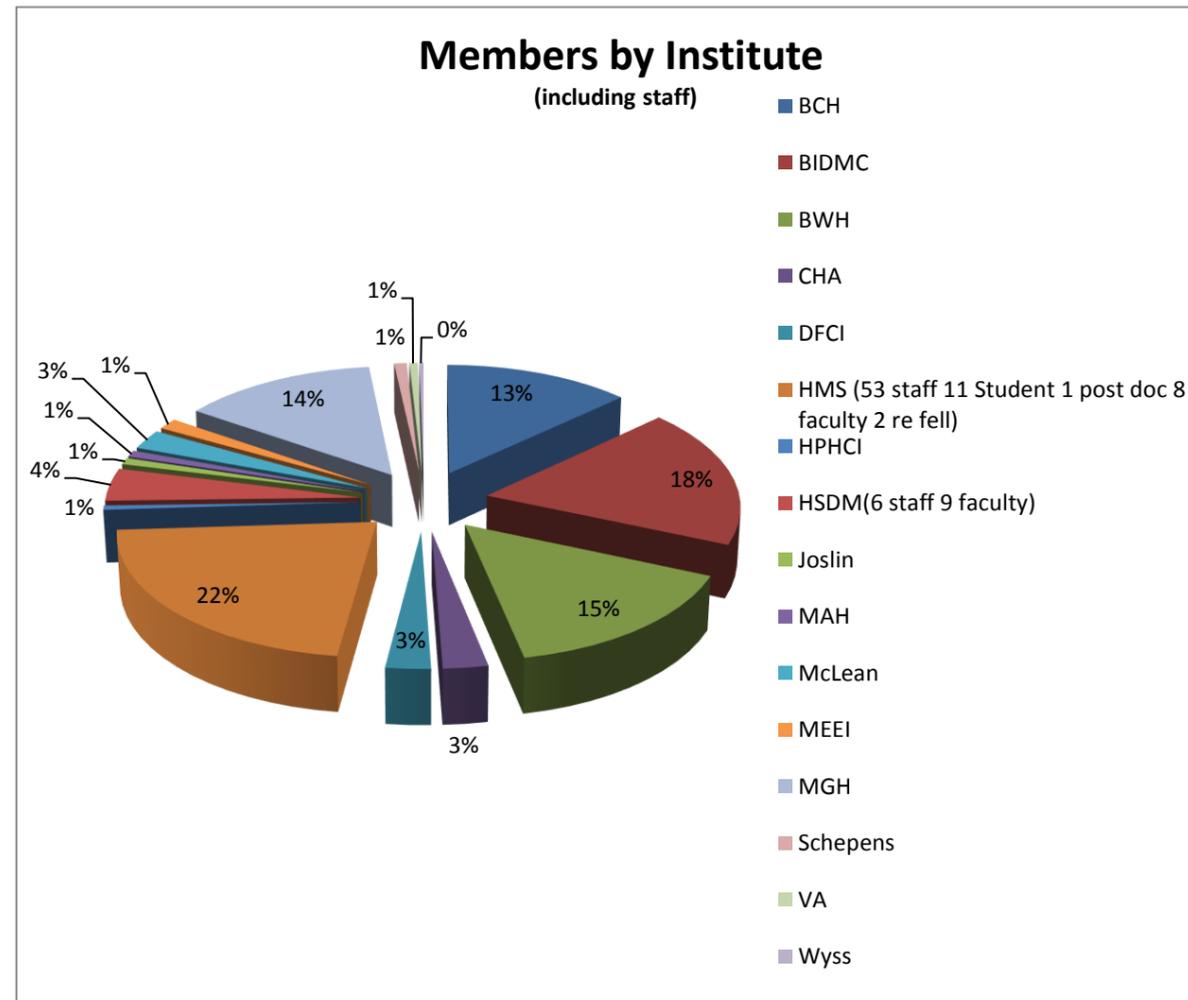
### Member Breakdown

Faculty	238
Staff (53 HMS 6 HSDM 7 OTHER)	66
Student (10 HMS)	11
Post Doc	12
Other (8 clinical fellow, 11 research fellow)	19
<b>Total Members</b>	<b>346</b>

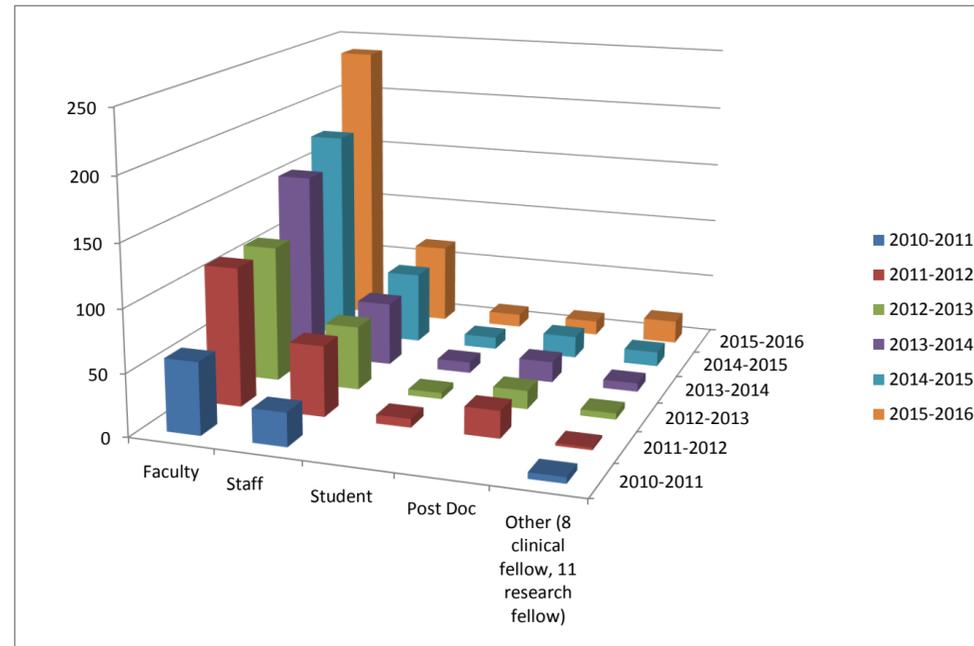


### Members by Institute

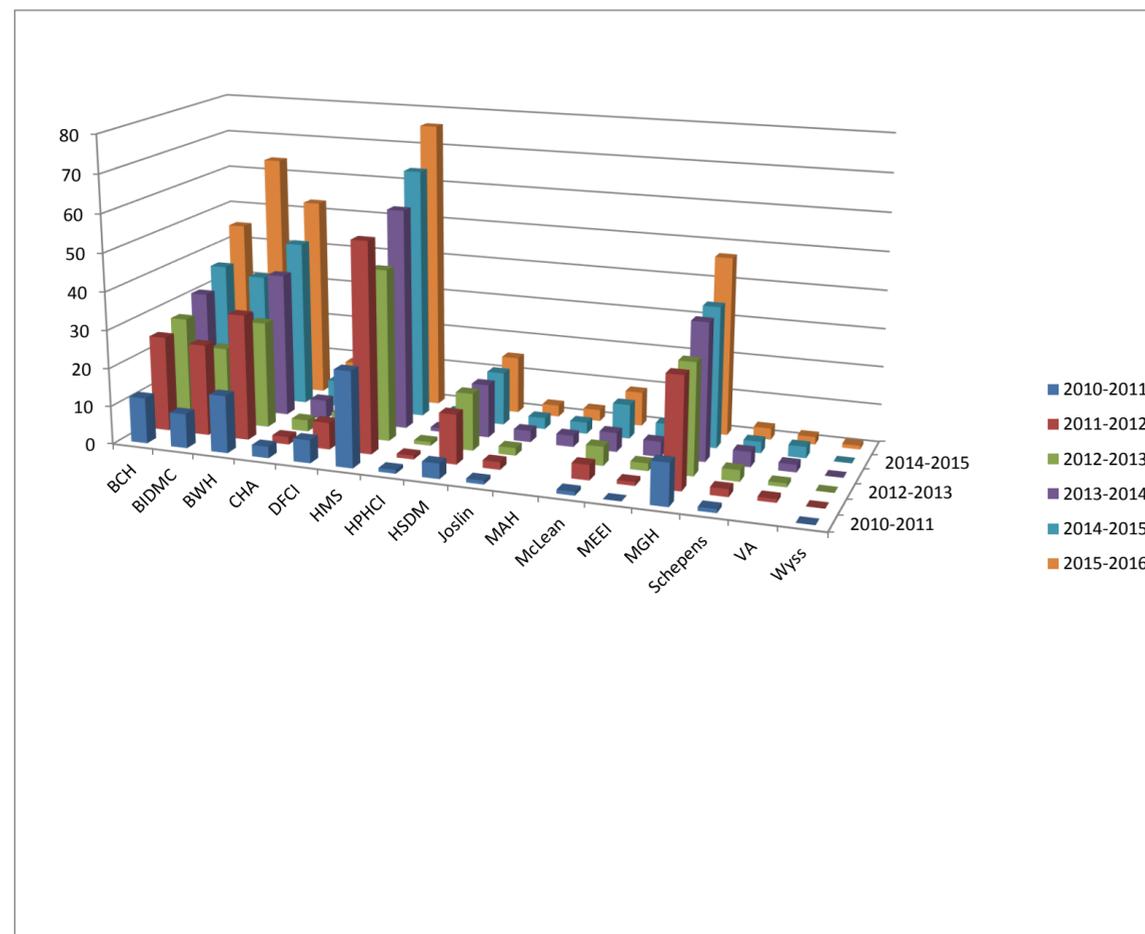
BCH	45
BIDMC	64
BWH	53
CHA	9
DFCI	9
HMS (53 staff 11 Student 1 post doc 8 faculty 2 re fel)	76
HPHCI	2
HSDM(6 staff 9 faculty)	15
Joslin	3
MAH	3
McLean	9
MEEI	5
MGH	47
Schepens	3
VA	2
Wyss	1
<b>Total</b>	<b>346</b>



Membership Comparison	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Faculty	58	112	111	154	175	238
Staff	27	57	52	52	59	66
Student		7	5	9	10	11
Post Doc		22	15	17	18	12
Other (8 clinical fellow, 11 research fellow)	5	2	5	7	12	19
<b>Total Members</b>	<b>90</b>	<b>200</b>	<b>188</b>	<b>239</b>	<b>274</b>	<b>346</b>

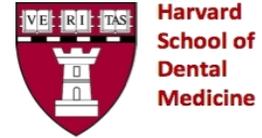


Membership Comparison by Institute	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
BCH	12	25	27	31	36	45
BIDMC	9	24	20	26	34	64
BWH	15	33	28	38	44	53
CHA	3	2	3	5	7	9
DFCI	6	7	6	8	7	9
HMS	25	55	45	58	66	76
HPHCI	1	1	1	1	2	2
HSDM	4	13	15	14	14	15
Joslin	1	2	2	3	3	3
MAH				3	3	3
McLean	1	4	5	5	9	9
MEEI	0	1	2	4	5	5
MGH	11	29	29	36	37	47
Schepens	1	2	3	4	3	3
VA		1	1	2	3	2
Wyss	0	0	0	0	0	1
<b>Total</b>	<b>77</b>	<b>199</b>	<b>187</b>	<b>238</b>	<b>273</b>	<b>346</b>





**JCSW** The Joint  
Committee  
on the Status  
of Women



**2015 - 2016  
JCSW  
Joint Committee Meeting Dates**

DATE	TIME	LOCATION
Thursday, September 17, 2015 <b>Women in Medicine Panel</b> Nancy Tarbell, Joan Brugge, Maureen Connelly	12:00pm - 2:00pm	Gordon Hall, Waterhouse Room, 1 <sup>st</sup> Floor
Monday, October 5, 2015 <b>Speed Networking</b> Kathy Rexrode	9:30am - 11:30am	Gordon Hall, Waterhouse Room, 1 <sup>st</sup> Floor
Thursday, November 5, 2015 <b>Ellen Zane- Leadership</b>	12:00pm - 2:00pm	Gordon Hall, Waterhouse Room, 1 <sup>st</sup> Floor
Monday, December 14, 2015 <b>Frances Frei- Career Advancement</b>	12:00pm - 2:00pm	Gordon Hall, Waterhouse Room, 1 <sup>st</sup> Floor
Thursday, January 7, 2016 <b>Susanna Katsman – Work/Life</b>	9:30am - 11:30am	Gordon Hall, Waterhouse Room, 1 <sup>st</sup> Floor
Monday, February 1, 2016 <b>JCSW in the 21<sup>st</sup> Century</b> Bhanu Bahl	12:00pm - 2:00pm	Countway Library, Minot Room, 5 <sup>th</sup> Floor
Thursday, March 3, 2016 <b>Salary Equity Symposium III-</b> Cristina Ferrone	12:00pm - 2:00pm	Gordon Hall, Waterhouse Room, 1 <sup>st</sup> Floor
Monday, April 4, 2016 <b>Salary Equity – Evelyn Murphy</b>	9:30am - 11:30am	Gordon Hall, Waterhouse Room, 1 <sup>st</sup> Floor
Thursday, May 5, 2016 <b>Audrey Zabin speaker.</b> Panel- Sheila Nutt, Audrey Zabin, Rachelle Bernacki	12:00pm - 2:00pm	Gordon Hall, Waterhouse Room, 1 <sup>st</sup> Floor
Thursday, June 2, 2016 <b>Dean’s Award Meeting</b> Dean Flier	12:00pm - 2:00pm	Gordon Hall, Waterhouse Room, 1 <sup>st</sup> Floor

Contact: [JCSW\\_AdminAssist@hms.harvard.edu](mailto:JCSW_AdminAssist@hms.harvard.edu)