



JOINT COMMITTEE ON THE STATUS OF WOMEN



HARVARD MEDICAL SCHOOL

HARVARD SCHOOL OF DENTAL MEDICINE

January 23, 2018

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 2016-2017 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 2017 fiscal year.

This past year we focused on women's issues in our community, including review of title IX and salary equity, and spent much of our time rebranding, outreaching and advocating for the improvement of women's career opportunities here at Harvard. Our Work/Life committee focused on creating a "Defining the Childcare Challenge at HMS" document, which details the history, the challenges, and possible ways of thinking about the challenges and options related to childcare here on campus. We increased our membership of faculty, students, and post docs. Our total membership increased from 346 the previous year to 360 at the end of 2016-2017, with staff and faculty memberships both increasing. In addition, we sponsored 11 special programming events, which will be detailed further in this report.

Major committee initiatives focused on implementing our new strategic plan, particularly as it relates to outreach and rebranding, increasing the number of programming events, and organizing well-attended and timely panel events on Salary Equity and Title IX. In addition, this year we partnered with the Diversity, Inclusion and Community Partnership (DICP) and the Committee on Concerns for Women (CCW) to co-host speaker events on topics relevant to our constituency. 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,

Maria I. Kontaridis, Ph.D.

Sheila Nutt, Ed.D.

Cc: Nancy J. Tarbell, M.D., Dean for Academic and Clinical Affairs
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 2016-2017

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

- Begin implementation of the JCSW Strategic Plan 2016-2020
- Salary Equity Symposium
- Review of Title IX Policy
- Work/Life panel event
- Career advancement event
- Community Engagement event
- Co-sponsored event with Diversity, Inclusion and Community Partnership (DICP)
- Co-sponsored event with the Committee on Concerns for Women (CCW)
- Monthly Programming events
- Opportunities for networking across hospitals and institutions
- Outreach events to HMS and affiliated hospitals
- Dean's Award

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 2016-2017

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

- **Co-Chairs:** Maria Kontaridis, Ph.D., *Faculty co-chair*; and Sheila Nutt, Ed.D., *Staff co-chair*; Elissa Wilker, Ph.D. *Faculty Vice co-chair*; and Sabune Winkler, J.D., *Staff Vice co-chair*
- **At-large members:** Stephanie Mueller, M.D. *Faculty at-large member* and Whitney Dodds, J.D., *Staff at-large member*
- **Dean's Appointees:** Carol Bates, M.D., *Associate Dean of Faculty Affairs*, Donna Lawton, M.S., *Executive Director of the Center for Faculty Development at Massachusetts General Hospital*, Ellen McCarthy, Ph.D., *Assistant Dean of Development and Diversity*, and Trina Burrous, *Human Resources, HMS*
- **Administrative assistance:** Diana Longden

Strategic Plan Fiscal Years 2017-2021

The new strategic plan runs from 2017-2021, making this the first year of implementation its implementation. The strategic plan was developed in FY 2015-2016, with input from former and current members, the Dean's office, committee chairs and target groups for the JCSW (staff, post-docs and faculty). The focus for this year was outreach and rebranding.

Appendix A: Strategic Plan for 2017-2021

Membership 2016-2017

The open membership structure continued for a sixth 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 2016-2017

Appendix C: JCSW Membership Data and Membership Comparison FY16-FY17

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.

Appendix D: JCSW Programming Events for 2016-2017

Committees for 2016-2017

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 / Restructuring & Rebranding**

Dean's Award for Leadership in the Advancement of Women:

Co-Chairs: Rebecca Caruso and Dr. Ingrid Katz

The Dean's Leadership award was established by Dr. Joseph B. 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: **Gretchen Brodnicki, J.D.**, *Dean for Faculty and Research Integrity, Harvard Medical School*
- Faculty Dean's Award: **Steve Calderwood, M.D.**, *Morton N. Swartz, MD Academy Professor of Medicine (Microbiology and Immunobiology), Harvard Medical School; Chief, Division of Infectious Diseases, Director, Undergraduate Medical Education, Massachusetts General Hospital*

This coming year, we are proposing the addition of a second Dean's Award, one tailored for more junior Faculty and Staff to be recognized for their efforts in bringing women forward, establishing mentoring relationships, and impacting professional development and career advancement in basic/clinical medicine, research, teaching, or administration. Criteria proposed:

- Young Mentor Award at the rank of Instructor to Associate Professor (for the faculty award) or employment within HMS for 10 years or less (for the staff award). Faculty with a rank of Professor or staff with a rank of Manager/Director would not be eligible for this Young Mentor Award. We propose naming this award after the first chair of the JCSW, Dr. Shirley Driscoll (faculty).
- We would rename the Senior Mentor Award as the Dr. Joseph B. Martin Lifetime Achievement Award, and will require a rank of Professor and/or employment with HMS for 11

or more years.

Work/Life:

Co-chairs: Susanna Katsman and Dr. Elissa Wilker

This year the Work/Life committee focused on creating a “Defining the Childcare Challenge at HMS” document. This document details the history, the challenges, and possible ways of thinking about the challenges and options related to childcare. “Defining the Childcare Challenge at HMS” was presented to multiple stakeholders including Jim Gould (HMS Postdoc Office), Julie Stanley (former CHRO), and the JSCW Leadership Council. Ms. Katsman and Dr. Wilker would welcome an opportunity to present “Defining the Childcare Challenge at HMS” to Dean Daley and his Senior Leadership Team.

Ms. Katsman submitted a budget request for increased funding for HMS/HSDM Supplemental Childcare Scholarships. The request for additional \$50K was approved and in AY18 scholarship cycle we will award a total of \$175K in Supplemental Childcare Scholarships. The group that is expected to benefit the most from this increased funding is the HMS/HSDM postdoctoral fellow.

Ms. Katsman and Dr. Wilker assembled a panel of HMS affiliate faculty members to talk about experiences integrating professional and personal aspects of their life. The panelists were stellar and the audience was moved by the rich stories of challenges, losses and triumphs shared by Eman Ansari, MD, MPH (BCH), Sabra L. Katz-Wise, PhD (BCH), Nicté I. Mejía, MD, MPH (MGH), and Amy N. Ship, MD (BIDMC). The video is available now here:

<http://ecommons.med.harvard.edu/MediaPlayer/Player.aspx?v=%7b4E94937E-598F-4D81-AF53-33BEF0843D47%7d>

Appendix E: Defining the Childcare Challenge at HMS

Community Engagement:

Co-chairs: Bhanu Bahl, Dr. Gail Gazelle, and Dr. Christine Lian

The committee worked over the past year to establish an introduction brochure to distribute to incoming members and to solicit to the HMS community for interest in joining our membership. The committee also worked to identify outreach and communications liaisons to further our mission at the affiliated HMS hospitals, allowing for greater dissemination of information between HMS and the hospitals and also to recognize common, and sometimes, unique areas of interest and need for development. The committee also led a presentation entitled “Positive Introductions: Getting to Know Your Strengths” with Dr. Gail Gazelle, and concluded the year with a session on understanding the importance of “Personal Branding.” The committee also created a proposal for hiring a JCSW communication intern that is under consideration.

Professional Equity Committee

Co-chairs: Drs. Renee Moran and Anjali Koka

The committee worked toward professional equity discussions and is 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. This year they hosted a “Salary Equity Symposium,” which hosted a series of key thought leaders from around the HMS community as panelists-See Appendix F. General questions included:

- What has been the driving force for your institutional efforts to address equity?
- What is your general approach in analysis?
- What have you found to date?
- What progress have you made?
- What are the sticky points?

Appendix F: Salary Equity Symposium Panelists

Career Advancement

Co-chairs: Jen Ryan and Dr. Christa Van Dort

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 also helps plan events on topics including sponsorship and leadership. The committee hosted Dr. Julie Silver this year, on the topic for “How to Lead High Impact Strategic Initiatives to Rapidly Improve Healthcare Workforce & Delivery Disparities.”

Strategic Plan / Re-structuring and Rebranding Committee

Co-chairs: Kristen Uekermann and Dr. Yasmin Mashhoon

The strategic plan committee focused on the successful rollout of the 2017-2021 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.

As part of the rollout, the strategic planning committee morphed into a restructuring and rebranding committee to focus on: (1) Developing strategy for pursuing a potential ‘name change,’ (2) Critically evaluating the structure and purpose of all individual subcommittees, and (3) developing action items and a plan for soliciting feedback from the JCSW on rebranding and the potential name change. The committee worked over the past year with longtime JCSW members to learn the historical context behind the origination of the JCSW name and began brainstorming potential name changes based on prior feedback and current input collected from JCSW community members. The list of potential name changes will be presented to the membership for discussion and revision within the next year. The committee is also in early stages of determining the administrative path of approval in the future for proposing a potential name change to senior leadership and the Dean of the Medical School. Upcoming efforts for the committee also include determining specific deliverables for increasing visibility of and disseminating information about the JCSW to aid with ‘rebranding’ efforts. The committee is hoping to expand membership in the current year.

Appendix A: Strategic Plan for 2017-2021

Appendix B: JCSW Membership Roster 2016-2017

Appendix C: JCSW Membership Data and Membership Comparison FY16-FY17

Appendix D: JCSW Programming Events for 2016-2017

Appendix E: Defining the Childcare Challenge at HMS

Appendix F: Salary Equity Symposium Panelists 2017



**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.
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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.



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



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.

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

***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

- Maria Kontaridis, Ph.D. *Faculty Co-chair*
- Sheila Nutt Ed.D. *Staff Co-Chair*
- Elissa Wilker, Ph.D. *Faculty Vice co-chair*
- Sabune Winkler, J.D. *Staff Vice co-chair*
- Stephanie Mueller, M.D. *Faculty at-large member*
- Whitney Dodds, J.D. *Staff at-large member*
- Carol Bates, M.D. *Dean’s Office Representative*
- Donna Lawton, M.S. *Dean’s Office Representative*
- Trina Burrous, *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 2016--2017 meeting attendance.*

Ayse Atasoylu
Bhanu Bahl
Carol Bates
Miya Bernson-Leung
Trina Burrous
Rebecca Caruso
Dagmara Cotti
Mary-Kathleen Deloge
Nina Dickerman
Valerie Dobiesz
Whitney Dodds
Elif Engin
Ishani Ganguli
Gail Gazelle
James Gould
Anita Hurwitz
Joan Ilacqua

Susanna Katsman
Ingrid Katz
Sabra Katz-Wise
Anjali Koka
Maria Kontaridis
Tara Lauriat
Donna Lawton
Willy Lensch
Christine Lian
Lin Lin
Mary Loeken
Joelle Lomax
Jonathan Matsui
Ellen McCarthy
Maxine Milstein
Renee Moran
Stephanie Mueller

Jessica Murphy
Anne Nicholson-Weller
Trista North
Sheila Nutt
Hiroe Ohyama
Christine Power
Kathryn Rexrode
Linda Ross
Jennifer Ryan
Christine Sieberg
Jo Solet
Christa Van Dort
Rebecca Vautour
Hiroko Wakimoto
Barbara Wegiel
Elissa Wilker
Sabune Winkler

Appendix B: JCSW Membership Roster 2016-2017

Other Members:

Hibo Abdi	Lucy Chen	Cynthia Hobbs-Barrett
Kathryn Aberle	Nithya Chickmagalur	Allison Holliday
Janet Abraham	Divya Chirumamilla	Laura Holten
Sophia Adamia	Andrea Christopher	Alexandra Hovaguimian
Angela Alberti	Helen Christou	Brooke Howitt
Jehan Alladina	Alanna Church	Yichuan Hsieh
Donia Allen	Adrienne Clark	Jing Hua
Paula Anderson	Kathryn Commons	Nadia Huancahuari
Eman Ansari	Maureen Connelly	Yuefei Huang
Dominique Arce	Devin Cromartie	Katarina Illanes
Emilia Arimah	Mary Daly	Sharon Inouye
Yukako Asai	Shannon Daly	Margaret Ivins
Joeun Bae	Helen D'Couto	Linda Jaffee
Dusica Bajic	Lauren Dewey Platt	Otana Jakpor
Barbara Balestrieri	Laura E. Dodge	Susie Jang
Miranda Balkin	Rosemary Duda	Kate Jeffrey
Aleena Banerji	Kelly Dumais	Lynda Kabbash
Natalie Barteneva	Ellen Dutta	Ursula Kaiser
Amy Baughman	Aun Em	Kari Kansal
Jennifer Beach	S. Jean Emans	Nancy Keating
Irmgard Behlau	Amy Evenson	Ayesha Khalid
Carol Benoit	Huma Farid	Nealia Khan
Rhonda Bentley-Lewis	Andrea Farkas Patenaude	Aoife Kilcoyne
Alice Berger	Susan Farrell	Pinar Kilicci-Kret
Nancy Berliner	Erin Farren	Aram Kim
Bonnie Lee Bermas	Pouneh Fazeli	Nancy Kim
Carolyn Bernstein	Fiona Fennessy	Hannah Kinney
Suzie Bertisch	Maria de la paz Fernandez	Jean Klig
Kriti Bhatia	Idalid Franco	Jonathan Knight
Abhinav Bhushan	Dana Fugelso	Joanna Korecka-Roet
Simone Biver-LeBlanc	Nadine Gaab	Savithri Kota
Katharine Black	Denisa Gace	Lauren Kreisberg
Laura Bookman	Amanda Garza	Jonathan Kusner
Hollie Borek DeSilva	Tina Gelsomino	Karen Kwass
Gabriella Boulting	Wolfram Goessling	Deborah Kwolek
Melissa Brodrick	Gricelda Gomez	Galit Lahav
David Brown	Elizabeth Goodman	Tanya Laidlaw
Elizabeth Buchbinder	Sarah Gray	Leslie Lehmann
Michael Cahalane	Cristol Gregory	Brendan Lehnert
Katia Canenguez	Anne Grossestreuer	Karen Leitner
Judith Cantlin	Amanda Guise	Amy Levenson
Francesca Cardarelli	Nupur Gupta	Deborah Levine
Diana Carlone	Jennifer Haas	Aili Lewis
Phyllis Carr	Michele Hacker	Carman Li
Jocelyn Carter	Neena Haider	Chia-Cheng Li
Michelle Casey	Kathryn Hall	Li Li
Jacqueline Cellini	Mei-Hua Hall	Tami Lieberman
Maria Cervone	Megan Halligan	Ming Lin
Martha Cesena	Dana Harrar	Robin Lindsay
Alexandra Chabrerie	Elizabeth Harry	Cindy Liu
Elliot Chaikof	Tayyaba Hasan	Leah Liu
Paulette Chandler	Marissa Hauptman	Jay Loeffler
Julia Charles	Karameh Hawash	Jessica Loew
Melissa Chee	Carolyn Hayes	Mary Frances Lopez
Zeina Chemali	Jamie Heath	Chenning Lu
Dong Feng Chen	Dina Hirshfeld-Becker	Christine Lu

Appendix B: JCSW Membership Roster 2016-2017

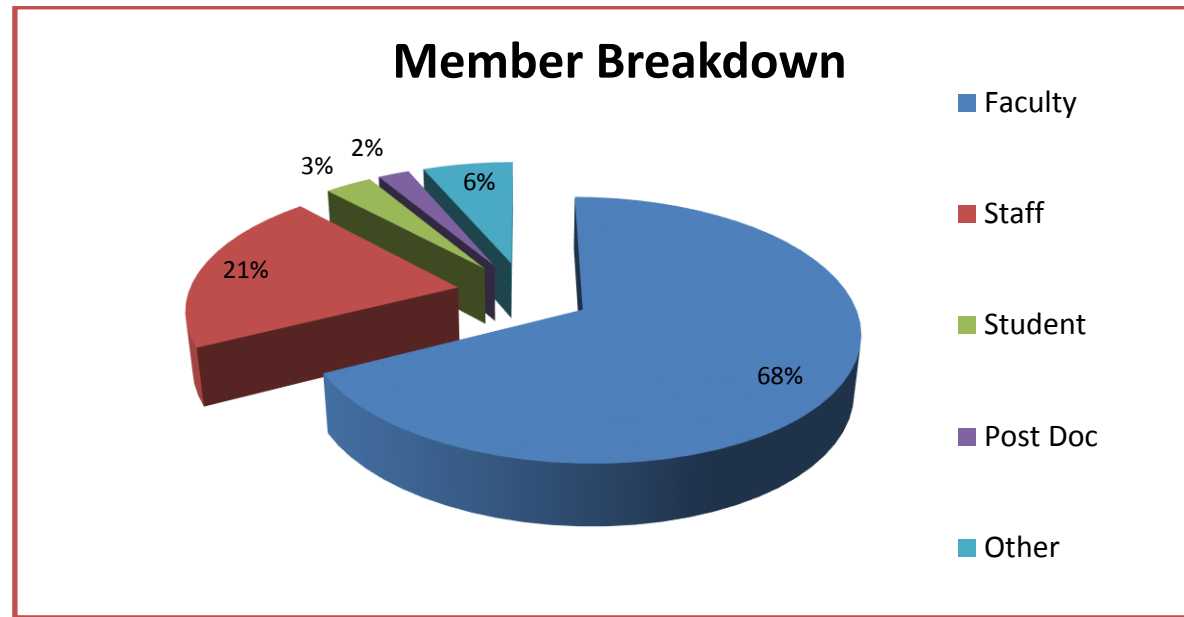
Jennifer Lyons	Alia Qureshi	Carey Thomson
Nicole Maestas	Teniel Ramikie	Nicole Tolan
Damien Mahiet	Adrienne Randolph	Nurhun Torun
Brianne Mahoney	Angela Reese	Christine Tower
Ernest Mandel	Kerry Reynolds	Yu-Hua Tseng
Eleftheria Maratos-Flier	Rachel Reynolds	Ailis Tweed-Kent
Anna Marmalidou	Hope Ricciotti	Kristen Uekermann
Yasmin Mashhoon	Elizabeth Rider	Nicole Ullrich
Joanne Matott	Bobbie Riley	Meghan Underhill
Melissa Mattison	Susan Ritter	Trudy Van Houten
Mary Ellen McCann	Jamie Robertson	Hetal Verma
Julie McCarthy	Rachel Rodrigues	Yael Vin
Alicia McConnell	Sylvia Rosas	Shana Wagner
Lauren Mednick	Vicki Rosen	Susan Waisbren
Nicte Mejia	Lisa Rotenstein	Rochelle Walensky
Andrea Merrill	Shada Rouhani	Alberta Wang
Wanda Mock	Celeste Royce	Carol Warfield
Elinor Mody	Noelle Saillant	Wilma Wasco
Brian Monson	Magali Saint-Geniez	Diana Wasserman
Amanda Moore-Owens	Saira Salahuddin	Jaclyn Watkins
Andrea Moreira	Lisa Samelson	Paula Watnick
Danna Moustafa	Dana Sarvey	Bethany Westlund
Mary Mullen	Jessica Saulnier	Jackie Wolf
Heather Mumford	Barbara Schildkrout	Julia Wong
Christine Riedy Murphy	Rachel Schmitt	Lynn Wood Harwell
Ayesha Murshid	Ellen Seely	Woodward
Grace Mushrush	Lecia Sequist	Christiane Wrann
Carol Nadelson	Brittany Seymour	Katherine Wrenn
Deborah Nagle	Uzma Shah	Raquel Yotti
Viviane Nasr	Vonda Shannon	Shelley Zhang
Siripanth Nippita	Ranjna Sharma	Lilla Zollei
Malkah Notman	Amy Ship	
Vera Novak	Lynette Sholl	
Michelle Ocana	Jenifer Siegelman	
Marjorie Oettinger	Sabina Signoretti	
Emily Oken	Marisa Silveri	
Danielle Oliver	Laura Simons	
Daniele Olveczky	Tatiana Sitnikova	
Musacide Z Ordulu Sahin	Ann Skoczenski	
Samia Osman	Chloe Slocum	
Bonnie Padwa	Meredith Solomon	
Stephanie Page	Glorian Sorensen	
Hannah Parker	Carmen Soto-Rivera	
Hannah Parzen	Christine Spadola	
Manasa Patna	Jacqueline Spencer	
Anne Patrick	Samantha Spencer	
Porsche Paulding	Anne Marie Stack	
Nina Paynter	Diane Stafford	
Carrie Peek	Catherine Stamoulis	
Beverly Philip	Fatima Cody Stanford	
Elizabeth Phung	Martina Stippler	
May Pian-Smith	Maryellen Sun	
Rebecca Plank	Amy Szarkowski	
Elizabeth Pomerantz	Maryam Bita Tabrizi	
Jennifer Potter	Viviany Taqueti	
Akanksha Prasad	Nancy Tarbell	
Yakeel Quiroz-Gaviria	Maria Tarullo	
Sadeq Quraishi	Lisa Teot	

Last updated: 10/19/2017

All Member Data FY17

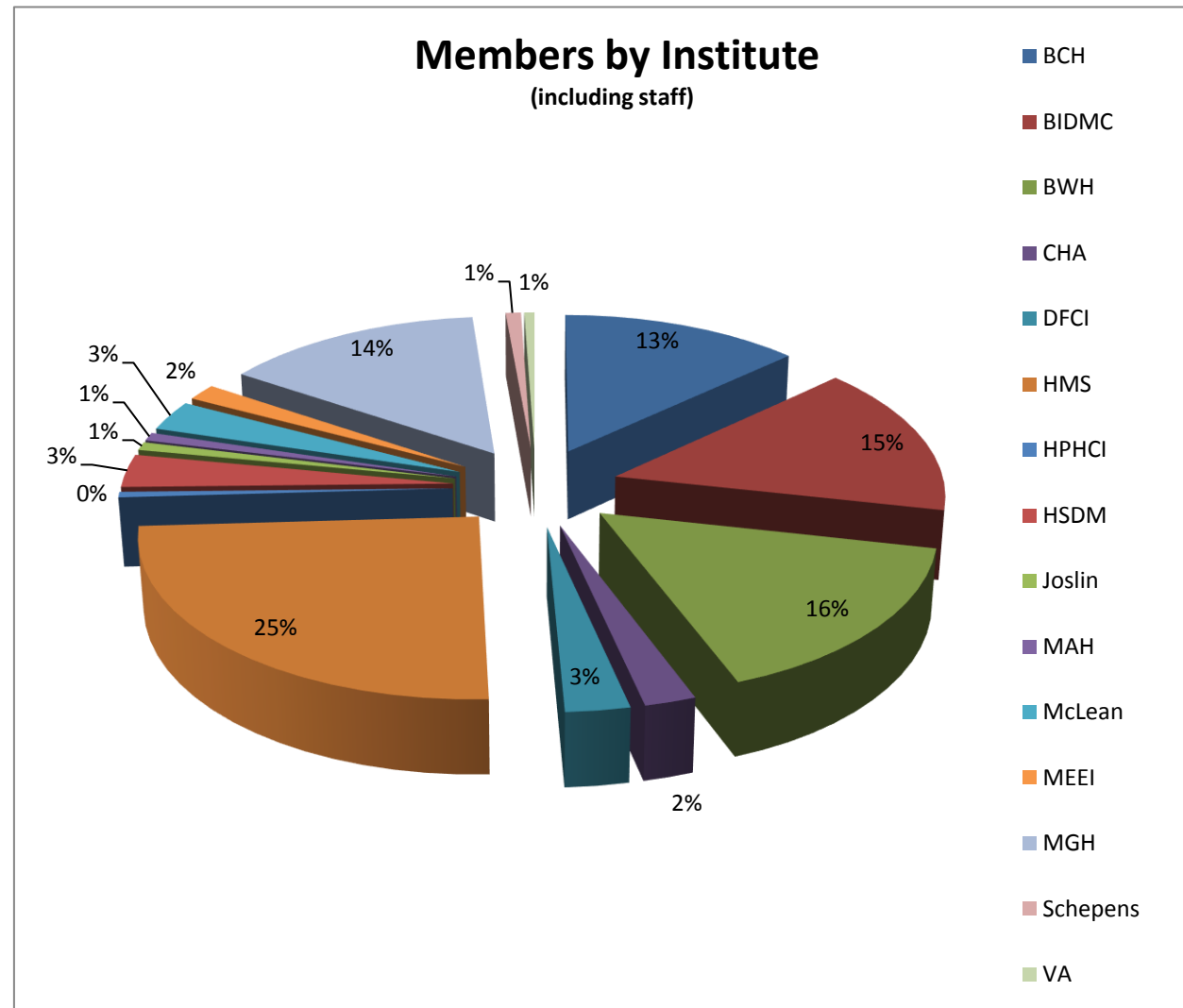
Member Breakdown

Faculty	243
Staff	74
Student	12
Post Doc	8
Other	23
Total Members	360



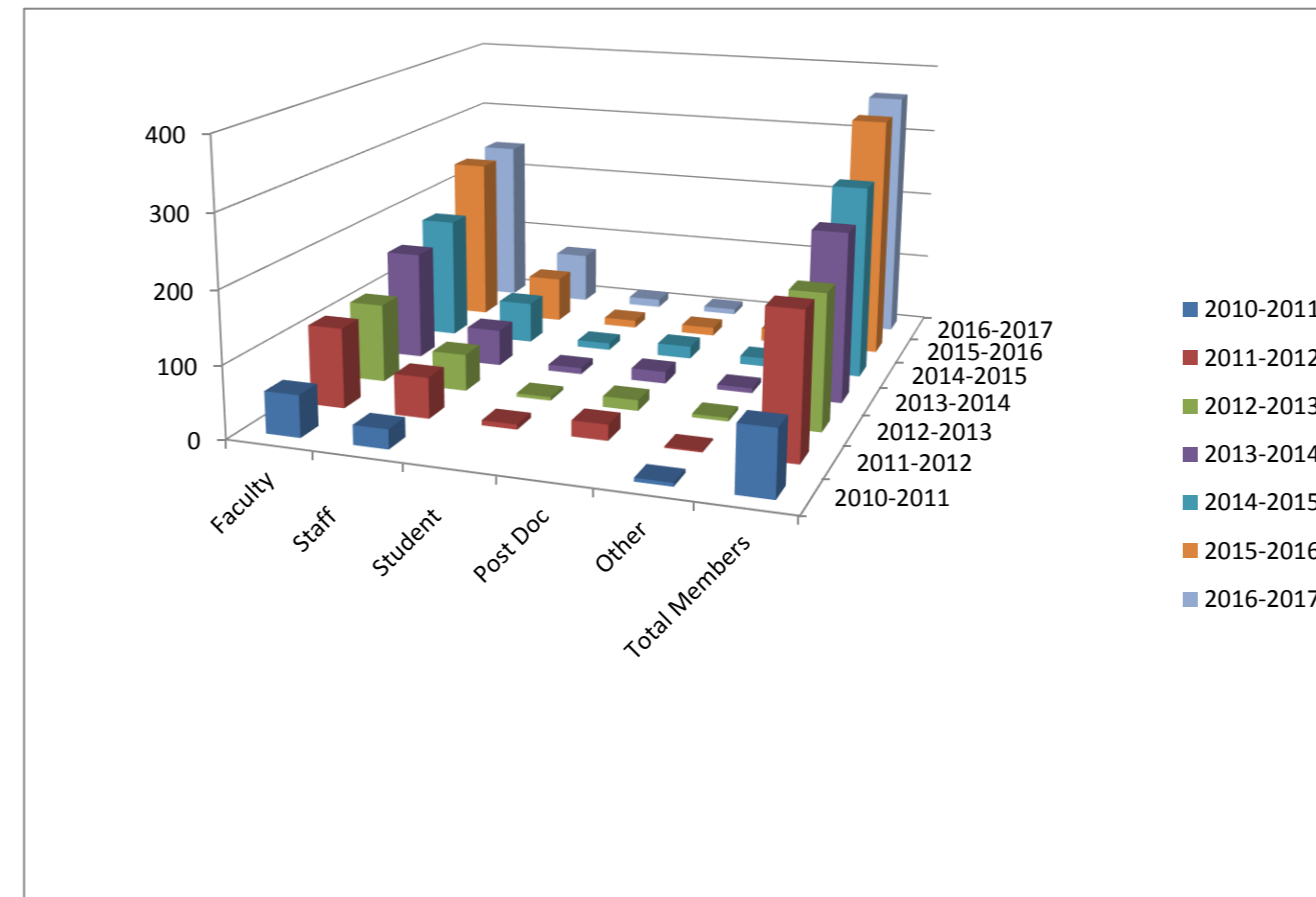
Members by Institute

BCH	47
BIDMC	55
BWH	57
CHA	8
DFCI	10
HMS	89
HPHCI	2
HSDM	12
Joslin	3
MAH	3
McLean	11
MEEI	6
MGH	51
Schepens	3
VA	2
Wyss	1
Total	360

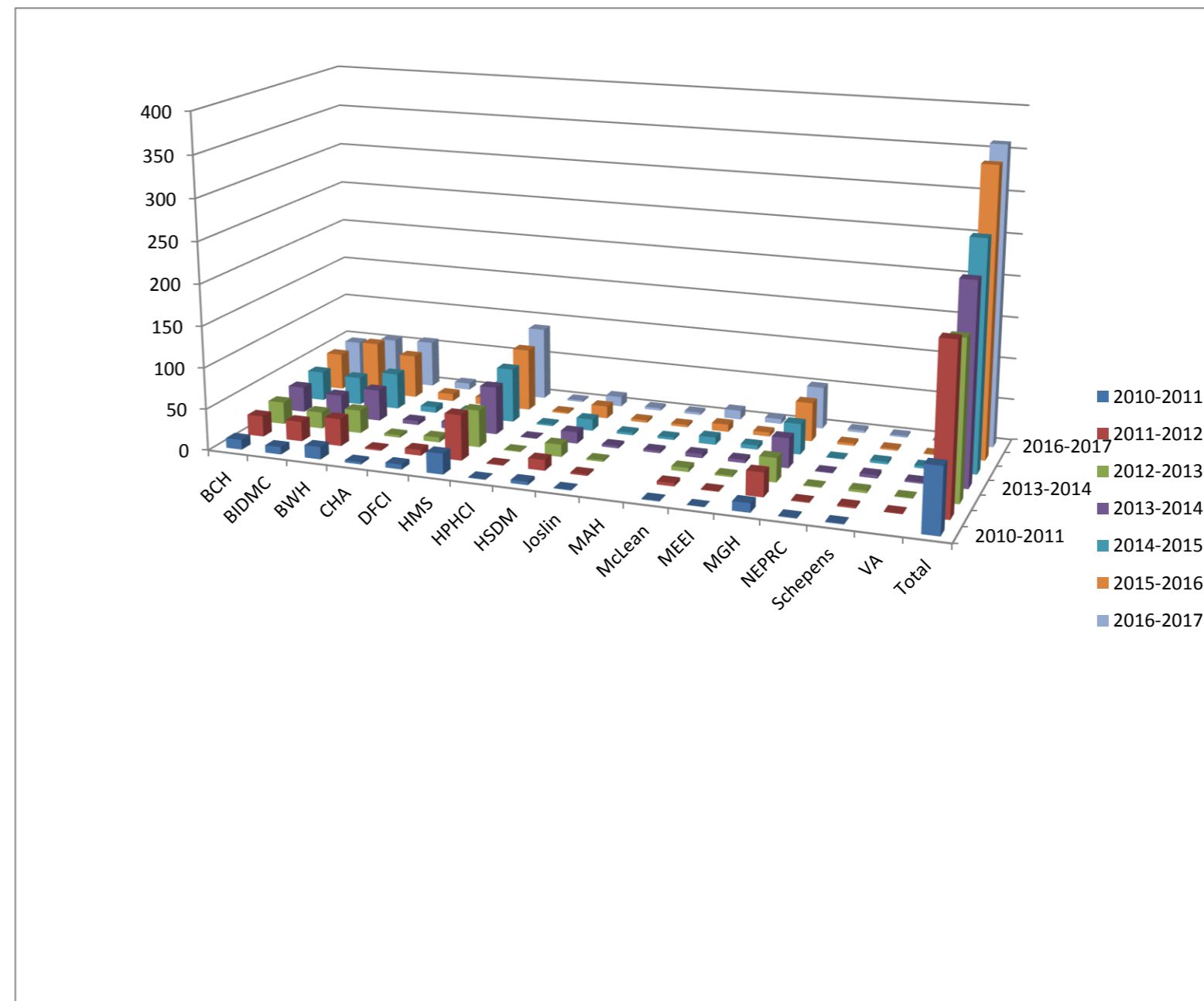


Member Data Comparison FY16-FY17

Membership Comparison	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Faculty	58	112	111	154	175	238	243
Staff	27	57	52	52	59	66	74
Student		7	5	9	10	11	12
Post Doc		22	15	17	18	12	8
Other	5	2	5	7	12	19	23
Total Members	90	200	188	239	274	346	360



Membership Comparison by Institute	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
BCH	12	25	27	31	36	45	47
BIDMC	9	24	20	26	34	64	55
BWH	15	33	28	38	44	53	57
CHA	3	2	3	5	7	9	8
DFCI	6	7	6	8	7	9	10
HMS	25	55	45	58	66	76	89
HPHCI	1	1	1	1	2	2	2
HSDM	4	13	15	14	14	15	12
Joslin	1	2	2	3	3	3	3
MAH				3	3	3	3
McLean	1	4	5	5	9	9	11
MEEI	0	1	2	4	5	5	6
MGH	11	29	29	36	37	47	51
NEPRC	1	1	1	1	1	3	3
Schepens	1	2	3	4	3	2	2
VA		1	1	2	3	1	1
Total	78	200	188	239	274	346	360





Harvard
Medical
School

JCSW The Joint
Committee
on the Status
of Women



Harvard
School of
Dental
Medicine

2016 - 2017
JCSW
Joint Committee Meeting Dates

DATE	TIME	LOCATION
Thursday, September 15, 2016 "Positive Introductions: Getting to Know Your Strengths" with Gail Gazelle	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Tuesday, October 4, 2016 "Sexual Harassment: Harvard's Title IX Policy" Carol Bates and Brigid Harrington	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Thursday, November 3, 2016 Work/Life Panel	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Tuesday, November 29, 2016 Iris Bohnet Co-sponsored with DICP	12:30-2:00pm	TMEC Amphitheater, 2 nd Floor 260 Longwood Ave.
Thursday, December 15, 2016 Growth Mindset: Lourdes Aleman	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Thursday, January 5, 2017 Create More Flow with Camille Preston	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Tuesday, February 7, 2017 Julie Silver	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Thursday, March 2, 2017 What Does Gender Look like in your workplace? Co-sponsor with CCW	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Thursday, April 6, 2017 Salary Equity Symposium	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Thursday, May 4, 2017 Personal Branding – Community Engagement	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Friday, June 23, 2017 Dean's Award Meeting	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor

Contact: JCSW_AdminAssist@hms.harvard.edu

Defining the Childcare Challenge at HMS



How do we know that childcare is a challenge?

- Faculty Climate Survey
- Inquiries from staff
- Feedback from postdocs



Purpose of this Presentation

- Frame childcare related challenges
- Solicit input from various stakeholders on how they perceive childcare related challenges
- This is not the time to draw up and execute an action plan



What are the problems to be solved?

Institutional Awareness

- Existing childcare resources

Financial Burden

- Equity of financial assistance

Access to care

- Priority consideration

Location

- Proximity to HMS vs. home

**Institutional Awareness:
Presently MASCO offers (2015 snapshot)**

- LMA Child Care Center
 - 19 priority access slots reserved for HMS/HSDM/SPH families
 - 80 waitlisted
- Bright Horizons @Landmark
 - 21 priority access slots reserved for HMS/HSDM/SPH families
 - 3 waitlisted



**Institutional Awareness:
Presently Harvard offers**

- 5 childcare centers in Cambridge*
- 1 childcare center in Allston near HBS*
- 1 childcare center to be built in Allston
- Care.com subscription for caregiver services
- Discounted access to American Nanny Company

*Currently not meeting demand. Susanna to obtain number of families waitlisted



Institutional Awareness: Presently Harvard offers

- Childcare Scholarship Programs
 - caps at ~5K for staff, postdocs, non-tenure track faculty with household income under \$135K
 - \$5-20K for tenured and tenure track faculty with household income under \$175K and children under 6 years of age
- Subsidy for Occasional, Unplanned, and Respite Care Expenses
 - \$350 per year for staff with salary under \$75K



Institutional Awareness: Presently HMS offers

- HMS/HSDM Supplemental Childcare Scholarship Program
 - caps at ~3K for staff, postdocs, non-tenure track faculty who were recipients of University Child Care Scholarships
 - \$125K given out to ~60 HMS/HSDM employees per year (~200 employees receive HU/Union scholarships and are eligible for consideration for HMS HSDM Supplemental Childcare Scholarship Program)
 - FY18 budget request to raise the funds in order to raise the award cap for HMS/HSDM employees in the lower household income range (up to \$51K)



Institutional Awareness: Childcare Search and Consultation

- Employee Assistance Program: 7 HMS inquiries in FY16
- HLC Work Life Program Manager
- University Work/Life Office



Financial Burden: Challenges

- Major concern for mid-lower salary tier
 - **Massachusetts** average cost for full time infant care:
 - \$1,400/month or \$16,800/year
 - **Boston area** costs for full time infant care are even higher

Program	Full Time Monthly Infant Rate (most rates are from 2015/16)	Estimated Annual Tuition (full time infant care)
Family Child Care range (locations various)	\$880 - \$1500	\$10,560 - \$18,000
Nurtury Centers (locations various)	\$1700	\$20,400
A Small World Childcare Center (Jamaica Plain)	\$1850	\$22,200
Sunshine Academy (Brookline)	\$2300	\$27,600
LMA CCC (Longwood Ave)	\$2400	\$28,800
Harvard Affiliated Centers (Cambridge, Allston)	\$2800	\$33,600
Bright Horizons @ Landmark	\$2900	\$34,800



Access to Care

- For those in higher salary tier – priority access and guaranteed slots in centers
- Most acute at a point of recruitment of faculty and senior administrative staff who are asked to relocate



Location:

Proximity to HMS vs. home

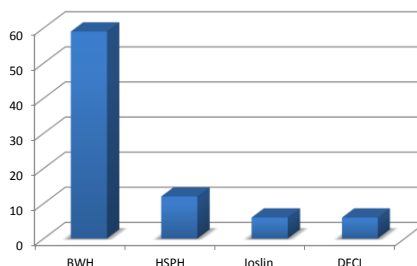
- Surveys do not accurately reflect parents' plans for where they need childcare
 - HMS infant/toddler childcare center on Longwood Ave closed due to under enrollment in 1990
- Location is one of many factors parents consider in choosing childcare (cost, type of care, program quality, chemistry with provider, etc.)



HMS Affiliate Perspective: LMA Child Care Center

- Limited slots at local centers
- Availability varies by institutional affiliation

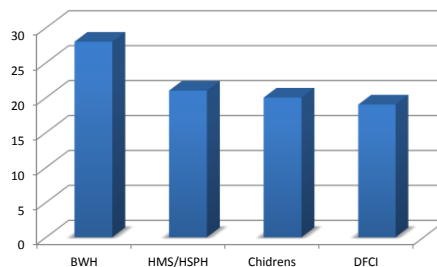
LMA CCC Priority Slots



HMS Affiliate Perspective: Bright Horizons @Landmark

- Limited slots at local centers
- Availability varies by institutional affiliation

Bright Horizons Priority Slots



HMS Affiliate Perspective

- HMS affiliation does not include childcare benefits unless pay and benefits come directly from HMS
- Some HMS affiliates offer childcare subsidies
- Wide range of coverage and options across institutions
 - BIDMC: after closing its onsite childcare center has not participated in MASCO offered childcare programs
 - Children's Hospital: doubling the capacity of its onsite childcare center to 80+



Your input needed on:

- What are the major issues related to childcare as you think about the future of HMS?
- What questions need to be answered in order to make well informed decisions about childcare challenges of: access, proximity, equity of financial assistance, institutional awareness?



Looking Back

- **1984 – 1990 The Harvard Medical Area Child Care Center is open** for infants and toddlers only at (164 Longwood Avenue)
- **1989/1991** - HMS/HSDM and HSPH join MASCO and participate in Longwood Medical Area Child Care Center (LMACCC)



Looking Back

- LMA Family Child Care Network Pilot
 - Outcome of 2011 JCSW Childcare Summit
 - MASCO sponsored pilot 2013 – 2016
 - 15 Family Childcare Providers in LMA and surrounding communities
 - 50 LMA families served
 - 4 HMS families served





HARVARD
MEDICAL SCHOOL



The Joint
Committee
on the Status
of Women



HARVARD
School of Dental Medicine

The JCSW cordially invites you to attend the

Professional Equity Symposium

Understand the intent of the new Massachusetts equity law

Thursday, April 6, 2017

11:45 am – 2:00 pm

Waterhouse Room, Gordon Hall, HMS

Moderator:

M. William Lensch, PhD

Chief of Staff, Dean's Office, Harvard Medical School

Panel members:

Marcela del Carmen, MD

Chief Medical Officer, Massachusetts General Physicians Organization

Alexa Kimball, MD, MPH

CEO and President, Harvard Medical Faculty Physicians, BIDMC

Andrea Litvak, M. Phil

Statistician, Massachusetts General Hospital

Assaad Sayah, MD

Chief Medical Officer, Cambridge Health Alliance

Ellen Seely, MD

Vice Chair for Faculty Development in the Department of Medicine at BWH

11:45 AM

Lunch and seating; welcome and panel introduction

12:00 – 1:00 PM

Panel commentary

1:00 – 2:00 PM

Q&A