



HARVARD
MEDICAL SCHOOL



The Joint
Committee
on the Status
of Women



HARVARD
School of Dental Medicine

January 17, 2019

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 2017-2018 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 2018 fiscal year.

This past year we focused on women's issues in our community, including a review of the new Massachusetts Equal Pay Law, and hosted Workshops on salary negotiation and crafting an award nomination. Our total membership increased from 360 the previous year to 394 at the end of 2017-2018, with staff and faculty memberships both increasing. In addition, we sponsored 10 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, increasing the number of JCSW members, and organizing well-attended and timely panel events on Overcoming Bias and Human Trafficking. In addition, this year we collaborated with the Committee on Concerns for Women (CCW) to co-host a Salary Negotiation Workshop. These areas are further discussed in the attached document, along with the strategic plan (Appendix A) for FY2017-2021.

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

Respectfully submitted,

Whitney Dodds, J.D.

Cc: Nancy J. Tarbell, M.D., Dean for Academic and Clinical 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 2017-2018

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 2017-2018

- Continue implementation of the JCSW Strategic Plan 2017-2021
- Panel on new MA Pay Equity Law
- Overcoming Bias Event and Panel
- Panel on Human Trafficking
- Personal Finance Event
- Promotion of Women Faculty Event
- Co-sponsored event with the Committee on Concerns for Women (CCW) on Salary Negotiation
- 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 is provided by Diana Longden through the Office of Faculty Affairs.

Steering Committee 2017-2018

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:** Whitney Dodds, J.D., *Staff co-chair*; and Elissa Wilker, Sc.D. *Faculty co-chair*; Stephanie Mueller, M.D. *Faculty Vice co-chair*; and Michaela Tally *Staff Vice co-chair*
- **At-large members:** Valerie Dobiesz, M.D. *Faculty at-large member* and Meredith Solomon, *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 Nadgie Moten, *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 2017-2018

The open membership structure continued for a seventh 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 2017-2018

Appendix C: JCSW Membership Data and Membership Comparison FY17-FY18

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 2017-2018

Committees for 2017-2018

Committees do most of the work of the JCSW. They are comprised of faculty, staff, post docs and student members. 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**

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

Co-Chairs: Maria Kontaridis and Sheila Nutt

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: **Dominic Hall, M.A.**, *Curator of the Warren Anatomical Museum, Center for the History of Medicine, Countway Library, Harvard Medical School*
- Faculty Dean's Award: **Keith Lillemoe, M.D.**, *W. Gerald Austen Professor of Surgery, Surgeon-in-Chief, Massachusetts General Hospital*

The Faculty Dean's Award Committee has developed a proposal for a second faculty award. The proposed criteria will be presented to School Leadership at a later date.

Work/Life:

Co-chairs: Nina Dickerman and Dr. Jonathan Matsui

The Work/Life committee focused on laying the groundwork for a white paper on "Work/Life Practices" as outlined by the JCSW 2017-2021 strategic plan. The charge to the committee is to identify a frame work and key elements for a white paper/"best practices" focusing on Work/Life as it relates to clinicians, investigators, and staff. One area that the committee has spent time on is to review the literature from the business and health sectors and perceptions of clinicians/investigators on flexible working models. Also, the committee has devoted their efforts on identifying different benefits offered to staff and faculty by different HMS/HSDM affiliates as it pertains to parental leave (birth mothers vs. non-birth mothers, fathers, adoptive and foster parents), child care benefits, lactation support, elder care benefits, emergency back-up

care, wellness programs and employee assistance programs. The committee has also compiled known family-friendly policies for NIH-funded investigators.

Community Engagement:

Co-chairs: Jim Gould, Ph.D. and Valerie Dobiesz, M.D.

The committee worked over the past year to increase our visibility to incoming members and to highlight our social media and outreach to our membership. The committee also worked to revitalize the Ambassador program 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 made strides in following up on the initial JCSW welcome email with the intent to help ease the onboarding process of new/interested members. The committee also proposed a one day summit for the 'Advancement of Women in Academic Medicine' that would address many issues for early academics (postdocs), junior faculty, and clinician-researchers.

Professional Equity Committee

Co-Chairs: Anjali Koka, MD, Maryam Asgari, MD, Trista North, PhD

The Professional Equity Committee organized a 1.5 hour symposium on May 18th, 2018 to educate the HMS community and relevant stakeholders the new Massachusetts Equal Pay Act (MEPA), which went into effect on July 1, 2018. Our speakers presented an introduction of MEPA with description of its components including purpose and implications. Panel members from HMS and affiliated institutions commented on implementation efforts and special challenges in science and medicine. A list of ten questions composed by committee members that was posed to the symposium panel is attached in *Appendix E*. The symposium specifically included an invited audience of senior leadership poised to meaningful decisions about equity reviews and establishing professional equity in their departments and divisions. The symposium was well-attended (approximately 60 attendees), sparked important conversations, and served as the impetus for our goal for this academic year (see below).

The committee has benefited from increased interest and an expanded membership (a concrete goal articulated last year). We hope to leverage this for ongoing efforts moving forward.

Career Advancement

Co-chairs: Dr. Christine Lian and Mary-Kathleen Deloge

The committee aims to support women faculty and staff by accessing information, sharing experience, obtaining the tools and support they need to advance their careers and achieve their full potential. The focus is on three areas: 1) Expanding mentorship opportunities throughout the academic community; 2) Outlining and disseminating promotion information, and 3) Defining and establishing a Women's Leadership Program.

Appendix A: Strategic Plan for 2017-2021

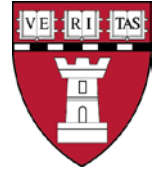
Appendix B: JCSW Membership Roster 2017-2018

Appendix C: JCSW Membership Data and Membership Comparison FY17-FY18

Appendix D: JCSW Programming Events for 2017-2018

Appendix E: Salary Equity Symposium Panelists 2018

Appendix F: Questions for Symposium Panelists



**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.

<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

- Elissa Wilker, Ph.D. *Faculty Co-chair*
- Whitney Dodds, J.D., *Staff Co-Chair*
- Stephanie Mueller, M.D. *Faculty Vice co-chair*
- Michaela Tally, MAT, *Staff Vice co-chair*
- Valerie Dobiesz, M.D. *Faculty at-large member*
- Meredith Solomon, *Staff at-large member*
- Carol Bates, M.D. *Dean’s Office Representative*
- Donna Lawton, M.S. *Dean’s Office Representative*
- Nadgie Moten, *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 2017--2018 meeting attendance.*

Hibo Abdi
Maryam Asgari
Ayse Atasoylu
Dusica Bajic
Carol Bates
Rebecca Caruso
Mary-Kathleen Deloge
Nina Dickerman
Valerie Dobiesz
Whitney Dodds
Susan Farrell
Ishani Ganguli
James Gould
Anne Grossestreuer
Carolyn Hoban
Joan Ilacqua
Ingrid Katz
Kimberly Kicielinski

Anjali Koka
Maria Kontaridis
Joanna Korecka-Roet
Savithri Kota
Tara Lauriat
Donna Lawton
Willy Lensch
Christine Lian
Robin Lindsay
Joelle Lomax
Jonathan Matsui
Ellen McCarthy
Shan Meltzer
Maxine Milstein
Renee Moran
Nadgie Moten
Stephanie Mueller
Carol Nadelson

Trista North
Sheila Nutt
Christine Power
Hardeep Ranu
Kathryn Rexrode
Linda Ross
Christine Sieberg
Jo Solet
Meredith Solomon
Maryrose Sullivan
Michaela Tally
Nancy Tarbell
Nicole Ullrich
Hiroko Wakimoto
Barbara Wegiel
Bethany Westlund
Elissa Wilker

Appendix B: JCSW Membership Roster 2017-2018

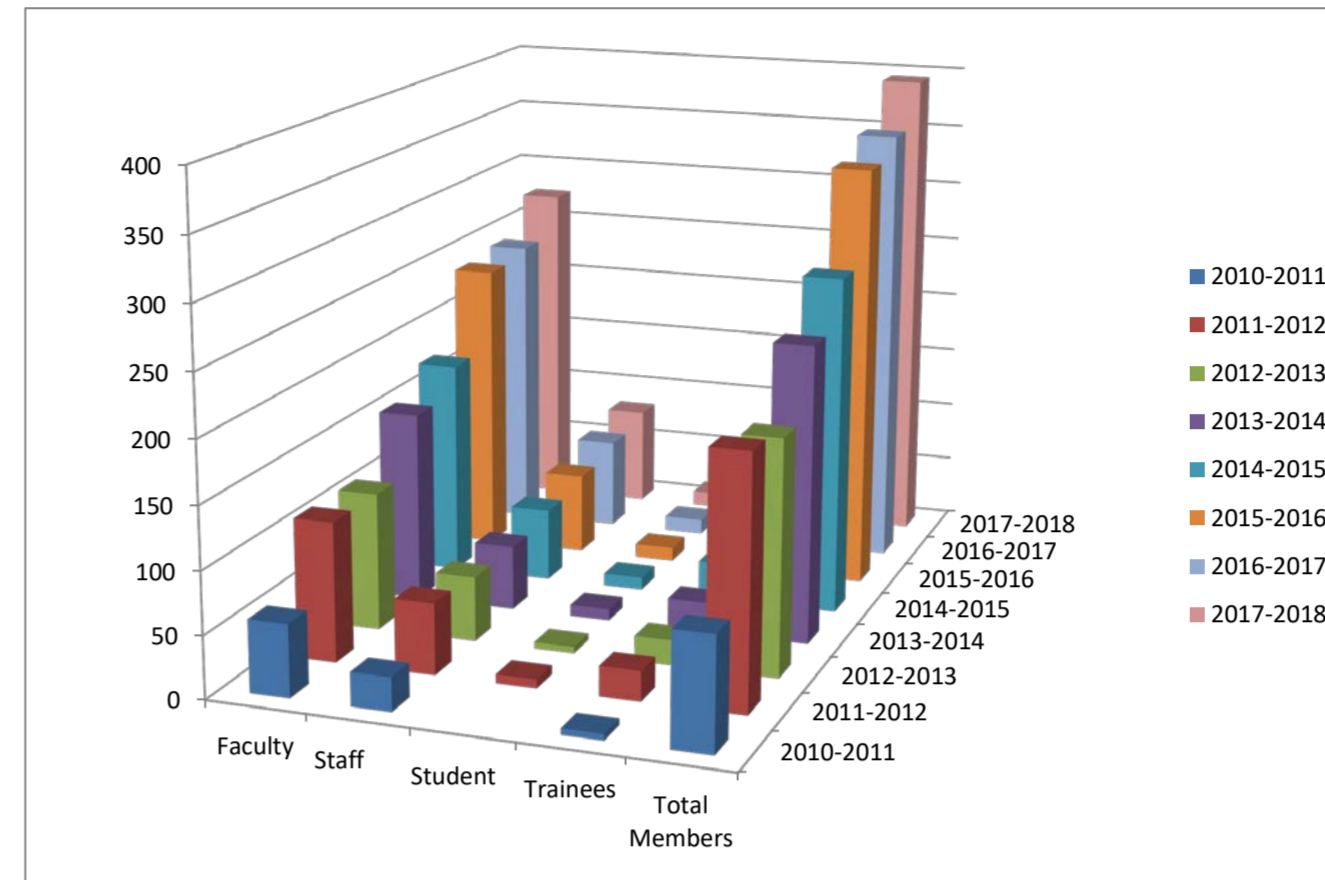
Other Members:

Kathryn Aberle	Zeina Chemali	Elizabeth Harry
Janet Abraham	Dong Feng Chen	Tayyaba Hasan
Kathryn Ackerman	Lucy Chen	Marissa Hauptman
Sophia Adamia	Helen Christou	Karameh Hawash
Angela Alberti	Alanna Church	Carolyn Hayes
Jehan Alladina	Adrienne Clark	Jamie Heath
Donia Allen	Alicia Clark	Bethany Hedt-Gauthier
Paula Anderson	Kathryn Commons	Dina Hirshfeld-Becker
Eman Ansari	Maureen Connelly	Cynthia Hobbs-Barrett
Dominique Arce	Dagmara Cotti	Allison Holliday
Yukako Asai	Devin Cromartie	Laura Holsen
Danielle Auriemma	Mary Daly	Alexandra Hovaguimian
Yanik Bababekov	Shannon Daly	Yichuan Hsieh
Joeun Bae	Helen D' Couto	Nadia Huancahuari
Barbara Balestrieri	Lauren Dewey Platt	Yuefei Huang
Miranda Balkin	India Dittmore	Anita Hurwitz
Aleena Banerji	Laura E. Dodge	Katarina Illanes
Nadia Barakat	Rosemary Duda	Sharon Inouye
Benji Baran	Kelly Dumais	Margaret Ivins
Patrick Barton	Ellen Dutta	Otana Jakpor
Amy Baughman	S. Jean Emans	Susie Jang
Jennifer Beach	Elif Engin	Kate Jeffrey
Irmgard Behlau	Amy Evenson	Lynda Kabbash
Carol Benoit	Huma Farid	Blair Kahn
Rhonda Bentley-Lewis	Andrea Farkas Patenaude	Ursula Kaiser
Nancy Berliner	Erin Farren	Kari Kansal
Miya Bernson-Leung	Pouneh Fazeli	Tamara Kaplan
Carolyn Bernstein	Fiona Fennessy	Susanna Katsman
Suzie Bertisch	Maria de la paz Fernandez	Sabra Katz-Wise
Simone Biver-LeBlanc	Idalid Franco	Nancy Keating
Katharine Black	Dana Fugelso	Christina Kennedy
Laura Bookman	Nadine Gaab	Ayesha Khalid
Hollie Borek DeSilva	Denisa Gace	Aoife Kilcoyne
Gabriella Boulting	Lilit Garibyan	Pinar Kilicci-Kret
Rebecca Breslow	Amanda Garza	Aram Kim
Melissa Brodrick	Gail Gazelle	Nancy Kim
David Brown	Tina Gelsomino	Hannah Kinney
Elizabeth Buchbinder	Tina Gelsomino	Jean Klig
Trina Burros	Wolfram Goessling	Jonathan Knight
Michael Cahalane	Gricelda Gomez	Lauren Kreisberg
Katia Canenguez	Elizabeth Goodman	Jonathan Kusner
Judith Cantlin	Kelly Graham	Karen Kwass
Francesca Cardarelli	Sarah Gray	Deborah Kwolek
Diana Carlone	Cristol Gregory	Galit Lahav
Phyllis Carr	Amanda Guise	Tanya Laidlaw
Claire Carswell	Nupur Gupta	Clare Lamont
Jocelyn Carter	Jennifer Haas	Maria Lazaro
Michelle Casey	Michele Hacker	Hyeri Lee
Jacqueline Cellini	Samar Hafida	Jennifer Lee
Maria Cervone	Neena Haider	Leslie Lehmann
Martha Cesena	Kathryn Hall	Brendan Lehnert
Alexandra Chabrierie	Mei-Hua Hall	Karen Leitner
Elliot Chaikof	Megan Halligan	Deborah Levine
Paulette Chandler	Elizabeth Halprin	Aili Lewis
Julia Charles	Jessica Harder	Carman Li
Melissa Chee	Dana Harrar	Chia-Cheng Li

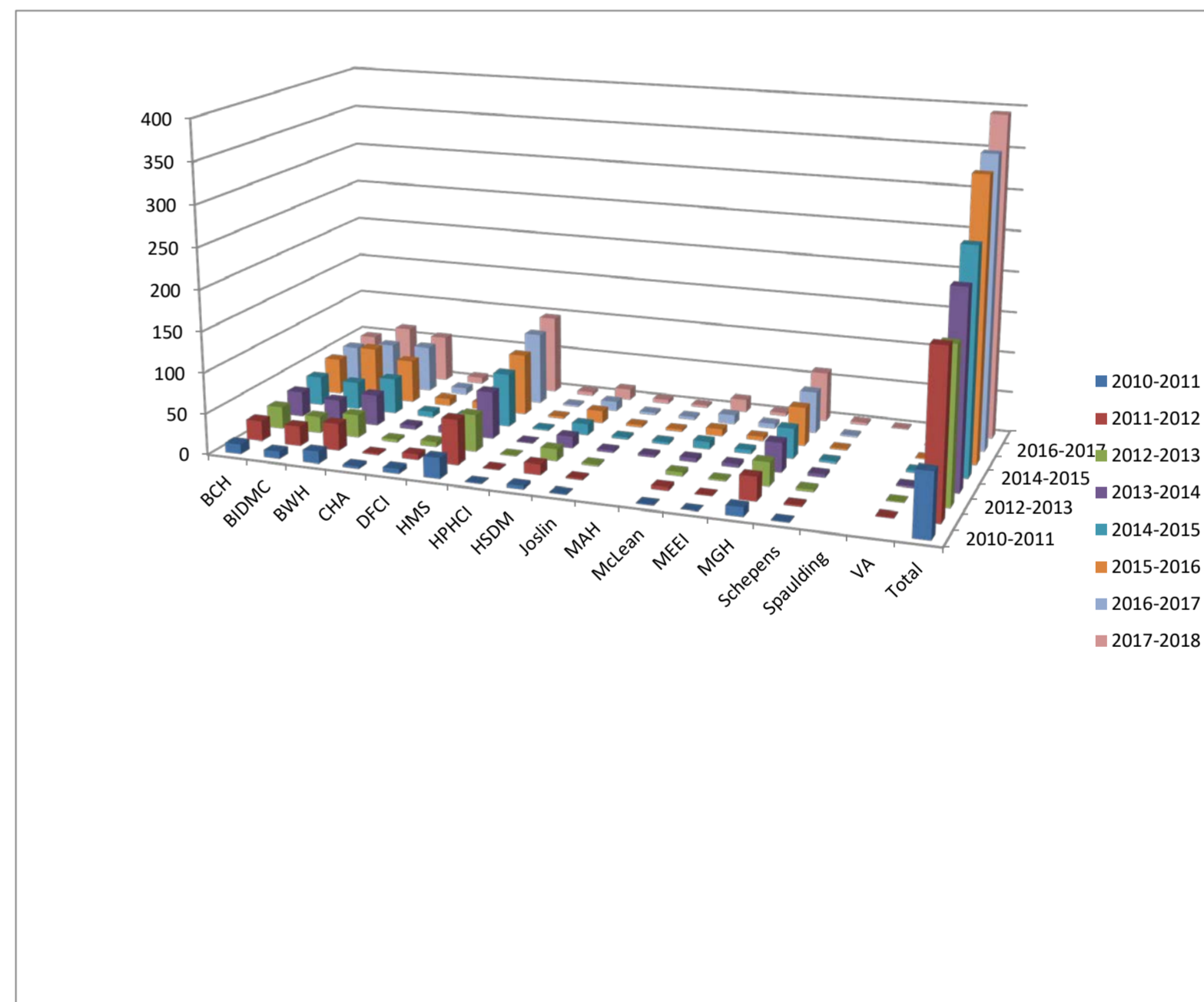
Appendix B: JCSW Membership Roster 2017-2018

Li Li	Elizabeth Olson	Sabina Signoretti
Xiaojuan Li	Daniele Olveczky	Marisa Silveri
Tami Lieberman	Musacide Z Ordu Sahin	Laura Simons
Lin Lin	Samia Osman	Tatiana Sitnikova
Ming Lin	Bonnie Padwa	Ann Skoczenski
Kathryn Link	Stephanie Page	Chloe Slocum
Cindy Liu	Aparna Parikh	Carmen Soto-Rivera
Leah Liu	Hannah Parker	Christine Spadola
Tina Liu	Hannah Parzen	Jacqueline Spencer
Jay Loeffler	Manasa Patna	Samantha Spencer
Mary Loeken	Anne Patrick	Jacqueline Sperling
Jessica Loew	Porsche Paulding	Anna Sromek
Mary Frances Lopez	Nina Paynter	Anne Marie Stack
Parisa Lotfi	Carrie Peek	Diane Stafford
Chenning Lu	Beverly Philip	Catherine Stamoulis
Christine Lu	Elizabeth Phung	Fatima Cody Stanford
Jennifer Lyons	May Pian-Smith	Martina Stippler
Nicole Maestas	Rebecca Plank	Amy Szarkowski
Brianne Mahoney	Elizabeth Pomerantz	Maryam Bitra Tabrizi
Ernest Mandel	Jennifer Potter	Viviany Taqueti
Eleftheria Maratos-Flier	Yakeel Quiroz-Gaviria	Lisa Teot
Anna Marmalidou	Sadeq Quraishi	Carey Thomson
Shawna Marquis	Alia Qureshi	Nurhun Torun
Marina Martinez Garcia	Rima Rachid	Christine Tower
Yasmin Mashhoon	Teniel Ramikie	Yu-Hua Tseng
Joanne Matott	Adrienne Randolph	Ailis Tweed-Kent
Melissa Mattison	Angela Reese	Kristen Uekermann
Mary Ellen McCann	Kerry Reynolds	Meghan Underhill
Ellen McCarthy	Rachel Reynolds	Christa Van Dort
Julie McCarthy	Hope Ricciotti	Trudy Van Houten
Alicia McConnell	Elizabeth Rider	Judith Vance
Lauren Mednick	Bobbie Riley	Sarinnapha Vasunilashorn
Nicte Mejia	Susan Ritter	Rebecca Vautour
Andrea Merrill	Jamie Robertson	Hetal Verma
Nithya Minnah	Rachel Rodrigues	Yael Vin
Wanda Mock	Sylvia Rosas	Shana Wagner
Elinor Mody	Vicki Rosen	Susan Waisbren
Andrea Moreira	Rachel Ross	Rochelle Walensky
Danna Moustafa	Lisa Rotenstein	Alberta Wang
Mary Mullen	Shada Rouhani	Valerie Ward
Heather Mumford	Celeste Royce	Carol Warfield
Christine Riedy Murphy	Jennifer Ryan	Wilma Wasco
Jessica Murphy	Noelle Saillant	Diana Wasserman
Ayesha Murshid	Magali Saint-Geniez	Paula Watnick
Grace Mushrush	Fatoumata (Fatima) Sakho	Elissa Wilker
Deborah Nagle	Saira Salahuddin	Jackie Wolf
Viviane Nasr	Lisa Samelson	Jenna Wong
Ruvandhi Nathavitharana	Dana Sarvey	Julia Wong
A NeMoyer	Jessica Saulnier	Lynn Wood Harwell
Anne Nicholson-Weller	Barbara Schildkrout	Christiane Wrann
Siripanth Nippita	Rachel Schmitt	Katherine Wrenn
Elizabeth Norian	Ellen Seely	Cynthia Young
Malkah Notman	Lecia Sequist	Shelley Zhang
Vera Novak	Brittany Seymour	Lilla Zollei
Michelle Ocana	Uzma Shah	Nevena Zubcevik
Marjorie Oettinger	Vonda Shannon	
Hiroe Ohyama	Ranjna Sharma	
Bisola Ojikutu	Amy Ship	
Emily Oken	Lynette Sholl	
Danielle Oliver	Maryum Shoukat	

Membership Comparison	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Faculty	58	112	111	154	175	238	243	274
Staff	27	57	52	52	59	66	74	81
Student		7	5	9	10	11	12	12
Trainees	5	24	20	24	30	31	31	27
Total Members	90	200	188	239	274	346	360	394

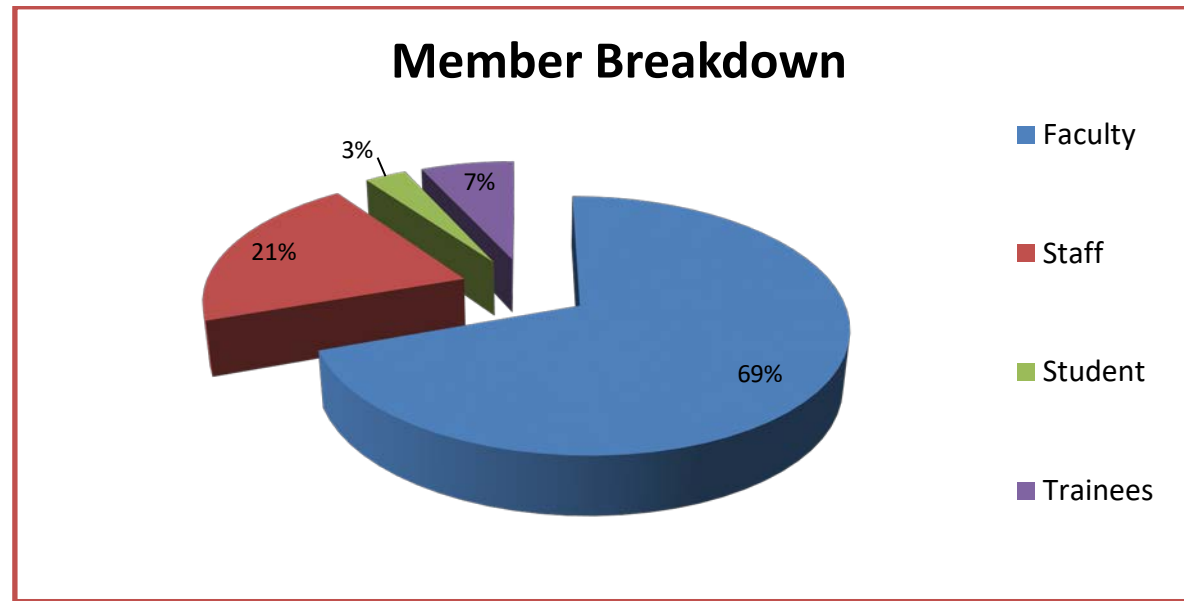


Membership Comparison by Institute	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
BCH	12	25	27	31	36	45	47	48
BIDMC	9	24	20	26	34	64	55	64
BWH	15	33	28	38	44	53	57	57
CHA	3	2	3	5	7	9	8	8
DFCI	6	7	6	8	7	9	10	7
HMS	25	55	45	58	66	76	89	97
HPHCI	1	1	1	1	2	2	2	4
HSDM	4	13	15	14	14	15	12	13
Joslin	1	2	2	3	3	3	3	5
MAH				3	3	3	3	3
McLean	1	4	5	5	9	9	11	16
MEEI	0	1	2	4	5	5	6	4
MGH	11	29	29	36	37	47	51	61
Schepens	1	2	3	4	3	2	2	3
Spaulding								1
VA		1	1	2	3	1	1	3
Total	77	199	187	238	273	343	357	394



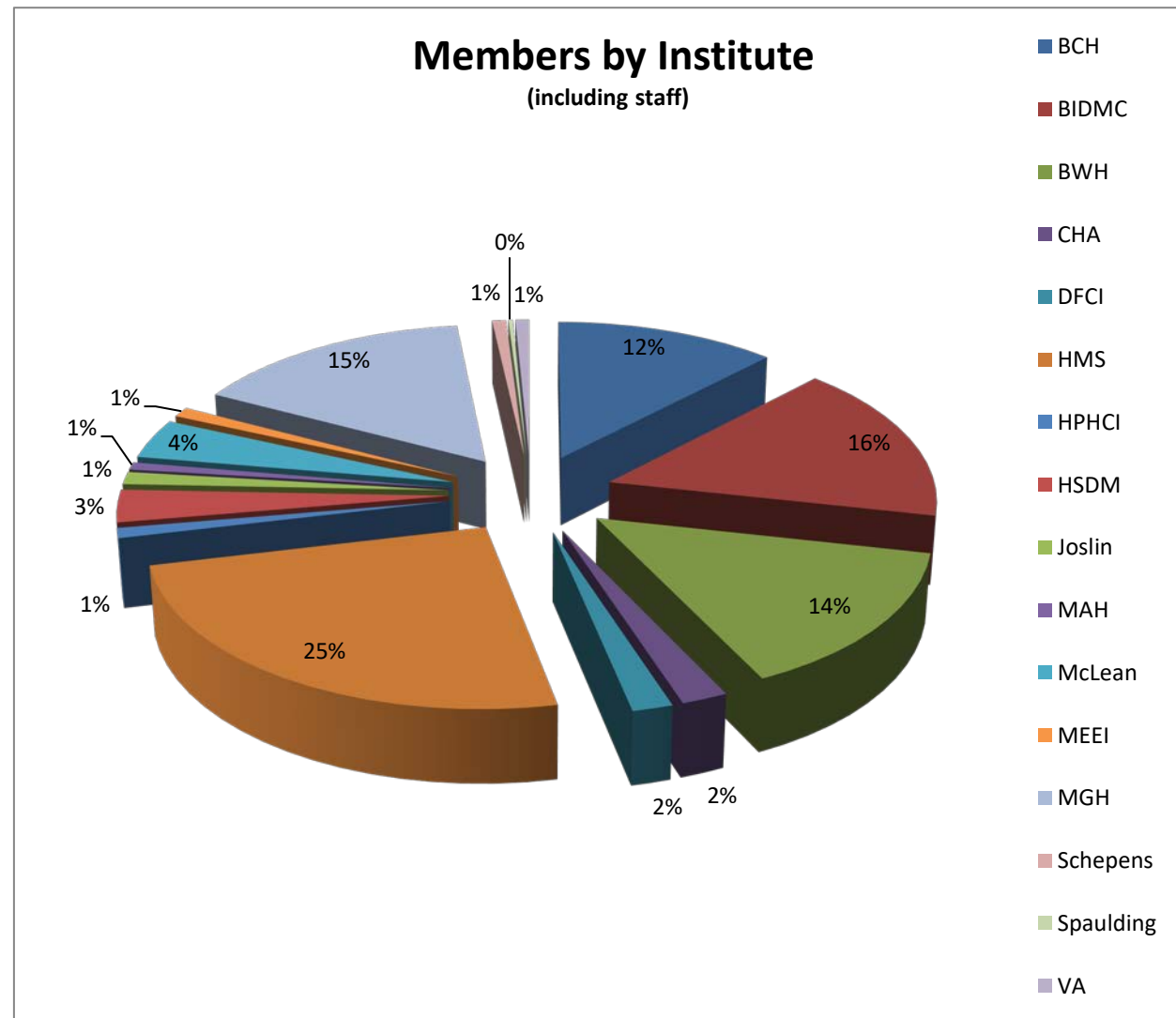
Member Breakdown

Faculty	274
Staff	81
Student	12
Trainees	27
Total Members	394



Members by Institute

BCH	48
BIDMC	64
BWH	57
CHA	8
DFCI	7
HMS	97
HPHCI	4
HSDM	13
Joslin	5
MAH	3
McLean	16
MEEI	4
MGH	61
Schepens	3
Spaulding	1
VA	3
Total	394





**2017 - 2018
JCSW
Joint Committee Meeting Dates**

DATE	TIME	LOCATION
Thursday, September 14, 2017 Draft title: Overcoming Bias Moderator: Jessica Halem Panelists: Cheri Blauwet, Hibo Abdi, Nawal Nour,	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Thursday, October 5, 2017 Promotion of Women Faculty, Presenting JCSW former chair survey results Maureen Connelly, Carol Bates	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Tuesday, November 7, 2017 Melissa Brodrick – Dealing Effectively with Abrasive Behaviors	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Thursday, December 7, 2017 Co-Sponsor with CCW- Salary and Negotiation Workshop	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Thursday, January 11, 2018 Crafting an Award Nomination with Jocelyn Chertoff, MD	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Thursday, February 8, 2018 Ombud’s Annual Report and Committee Updates	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Thursday, March 1, 2018 Panel on Human Trafficking	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Thursday, April 5, 2018 Personal Finance	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor
Friday, May 18, 2018 Panel on new MA Equal Pay Law	1:30-3:00	TMEC Amphitheater
Monday, June 4, 2018 Dean’s Award	11:45am - 2:00pm	Gordon Hall, Waterhouse Room, 1 st Floor

Please join the JCSW's Professional Equity Committee to learn about the new **Massachusetts Equal Pay Act**

Speakers:



Patricia Jehlen
Massachusetts Senate
Assistant Majority Leader
Massachusetts Equal Pay Act
Bill Co-Sponsor



Victoria A. Budson
Executive Director
Women & Public Policy Program
Harvard Kennedy School
of Government

Moderator: Willy Lensch, Ph.D.

Chief of Staff, Dean's Office
Harvard Medical School

Panelists:

Jim Heffernan

Senior Vice President, Finance & Treasurer,
Massachusetts General Hospital Physicians Organization

Kathleen McDaniel

Chief Human Resources Officer
Harvard Medical School

Alayna Van Tassel

Deputy Treasurer & Executive Director of the Office of Economic Empowerment
Commonwealth of Massachusetts

Questions for the Massachusetts Equal Pay Act (MEPA) Forum

Through discussions and interviews, common themes and questions have arisen that may be worthy of coverage during our May 18, HMS program. We anticipate the majority of those attending will not yet be familiar with the MEPA history or components. So we will need our headline speakers to present an introduction, with description of these components including purpose and implications. We anticipate panel members from HMS and affiliated institutions will comment on implementation efforts and special challenges in science and medicine.

The sections below have been organized to help guide program planning:

1. Who is covered by MEPA? Who is not covered?

For purposes of MEPA, an “employee” is defined as “any person employed for hire by an employer in any lawful employment . . .,” with very limited exceptions for babysitters and other domestic workers under age eighteen, agricultural workers, and employees of social clubs and similar associations. This definition covers the vast majority of employees, including full-time, part-time, seasonal, per-diem, and temporary employees. It does not, however, apply to employees of the federal government.

2. Clarifying employee rights and transparency

(this one doesn't have the blurb to point out the section of applicable law)

- How do employees ensure that salary reviews are performed frequently, appropriately and transparently, and results are shared with relevant employees?
- Do employees have any right to information about what their peers (similar seniority and level of productivity) are paid within their organization?
- If employers will not provide peer salary information, is there a mechanism, other than filing a lawsuit and undertaking discovery, through which employees can find this information?
- It would be valuable to understand any positive requirements for transparency, especially with regard to offers to new hires and how those compare with salary levels of comparable employees.

3. Clarifying the process

(this one doesn't have the blurb to point out the section of applicable law)

- When employers perform salary reviews how many years does that need to go back? Just one year?
- How are the requirements for reasonable detail and scope to be understood?

4. Clarifying employer liability

The Affirmative Defense provision it states “complete defense for any employer that, within the previous three years and **before** an action is filed against it, has conducted a good faith, reasonable self-evaluation of its pay practices”.

- If this review is accomplished, must results be made available to employees?
- If an employer conducts a self-evaluation within this time-frame – are they no longer liable for double the pay differential or legal costs of the petitioner?
- Is redress or restitution available for years before MEPA through earlier statutes? After self-evaluation, is the employer relieved of damages for past inequities?

5. Clarifying definitions of “comparable work”

MEPA permits differences in pay for comparable work only when based upon:

- (i) a system that rewards seniority with the employer (provided, however, that time spent on leave due to a pregnancy-related condition and protected parental, family and medical leave, shall not reduce seniority);
- (ii) a merit system;
- (iii) a system which measures earnings by quantity or quality of production, sales, or revenue;
- (iv) the geographic location in which a job is performed;
- (v) education, training or experience to the extent such factors are reasonably related to the particular job in question; or
- (vi) travel, if the travel is a regular and necessary condition of the particular job.

- How do panelists envision a “merit system” for comparable work will be defined in an academic/medical setting (i.e. # publications, h-index, # grants, # number of patients seen/RVUs, # teaching hours, supervision of trainees)?
- Are there any transparency requirements or expectations allowing an employee to self-evaluate using stated criteria for merit?

6. Clarifying total compensation

Total compensation takes many forms: base pay, start-up packages, bonus pay, health benefits, vacation time, travel expenses. In particular, for clinicians and researchers, support staff and dedicated space are vital drivers of the ability to generate revenue. How should hospitals account for disparities in support staff and clinical and research space that directly impact revenue and therefore assessment of productivity?

7. Ensuring that all employees have equal pay, not just new hires

Does the new law make a provision to ensure that mid- and long-term employees are provided equal pay in the same way the new measures impact new employees?

8. Clarifying best practices and concrete recommendation for HMS leadership

What recommendations do you have for hospitals and/or departments to address compensation concerns made by their faculty?

9. Retaliation (again, may need blurb of law here for context)

What qualifies, and how it is to be brought forward and addressed? What is the process requirement? Does an employee have any alternatives other than filing suit?

10. Implementation across HMS affiliates

Most HMS faculty are not actually HMS employees,

but rather are employees of affiliated hospitals and institutions.

- Will HMS exercise any leadership or develop models for organizing salary equity processes and MEPA compliance across affiliates? For example, as related to self-evaluation, record keeping, accessibility and transparency, for oversight or appeals?
- Have HMS and/or affiliates already undertaken self-evaluation processes? If not, are these anticipated? How will employees be informed about the findings?
- In the past, there has been some suggestion that questions/ surveying about salary levels across “affiliates” constituted “anti-trust” violations. Would exchanging or surveying salary levels as colleagues across hospital affiliates constitute a legal violation?