



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

***Strategic Plan
For
Fiscal Years 2012 through 2016***

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

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March 31, 2011

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Introduction and Overview

The Joint Committee on the Status of Women (JCSW) established a Strategic Planning (SP) Subcommittee in the summer of 2010 to create a strategic plan for the next five fiscal years (the period beginning July 1, 2011 through June 30, 2016). This strategic plan document is the culmination of seven months of work, from September 2010 through March 2011, by the eight subcommittee members representing faculty and staff.

The SP Subcommittee was formed as a result of the JCSW restructuring. The JCSW co-chairs extended an open invitation to all JCSW members to join the subcommittee. Strategic planning is an iterative process designed to help the JCSW determine its future for a specified period of time, the priorities and steps to be taken, and how it will know if it got there or not. It is a disciplined effort to produce decisions and actions that will shape and guide the JCSW in what it is, what it does, and why it does it. The process focuses on planning with the intent to implement. It is future focused and driven. The strategic planning process was open and transparent with JCSW members strongly and regularly encouraged to share their ideas with the subcommittee.

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

The SP subcommittee utilized a consensus approach to decision making throughout the iterative process outlined below (Please see Page 5 for details on the approach). The strategic plan is a *living* document that serves as a roadmap for the JCSW that is flexible and can be modified, as needed, and approved by the JCSW Steering Committee.

- **Identify Organizational Mandates.** This included reviewing JCSW history and prior strategic plan created by a subcommittee with staff representation only, and confirming mandates from HMS/HSDM Deans.
- **Review Statement of Purpose.** The subcommittee focused on Section I as it serves as a mission statement – why the JCSW exists - and proposed a new Section I. The succeeding sections of the Statement of Purpose remain the same.
- **Create a Vision Statement.** Looking ahead to the next five years and where the JCSW should be as an organization, the vision statement is designed to be both inspirational and realistic in nature, and to guide the JCSW from where it is today to where it will be.
- **Affirm Organizational Values.** A list of organization values was obtained to affirm what is important to the JCSW and its members.

- **Conduct an Environmental Scan.** This purpose of this scan was to ascertain current internal strengths and weaknesses, and determine external opportunities and threats. Information was gathered from 29 JCSW faculty, staff, hospital liaisons and student representatives through one-on-one interviews and email responses.
- **Identify Priority Issues.** Based on information gathered, the SP subcommittee identified two major priority issues. The basis for these priority issues is outlined in the document. The SP subcommittee established goals and actions in the following areas:

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

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

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

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

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

Strategic Planning Process: Approach

<i>Organization Mandates</i>	<ul style="list-style-type: none"> • Reviewed JCSW history include restructuring plan • Reviewed 2004 Staff Taskforce plan; Interviewed Mary Cassesso, HSDM Dean for Administration and Finance, and JCSW member and 2004 plan development leader • Reviewed HMS/HSDM Deans' Mission • Reviewed HMS Dean Task Force on FDD Recommendations
<i>Statement of Purpose</i>	<ul style="list-style-type: none"> • Reviewed current SOP Section I • Determined if, given current org mandates, revision was needed • Revised and recommends revision of SOP section I
<i>Vision Statement</i>	<ul style="list-style-type: none"> • Designed to be inspirational, encouraging, realistic and forward thinking • Created a 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"> • SP Subcommittee responded to five questions <ul style="list-style-type: none"> • What should the JCSW start? • What should the JCSW continue? • What should the JCSW stop? • What would you like to see the JCSW do/accomplish during the next five years? • What do you value most about the JCSW? • Identified JCSW faculty, staff, and hospital liaisons and staff representatives to invite to respond to same questions as the subcommittee. • Interviewed and collected data via phone, email and in person • Identified themes
<i>Identify Priorities</i>	<ul style="list-style-type: none"> • Two Priority Issues were identified based on data collected and reviewed in prior stages: <ul style="list-style-type: none"> • Organization Efficiency • Career Satisfaction and Advocacy • Development of goals and why it matters to JCSW including action plans. • Discussed resources needed to implement the action plan • Confirm alignment with data collected and reviewed throughout the strategic planning process



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

Statement of Purpose, Section I – Proposed Revision

To facilitate the development and contributions of all women affiliated with Harvard Medical School and Harvard School of Dental Medicine by recognizing, improving and expanding opportunities for advancement and leadership, which will all serve the larger Harvard community.

Vision Statement

To be a diverse group representing HMS/HSDM and affiliated communities to empower, inspire, and support women faculty, staff, trainees and students at all levels to achieve their goals. The vision of this transformed culture is to be obtained through:

- (1) Fostering communication,
- (2) Bridging resources,
- (3) Embracing diversity and inclusiveness,
- (4) Supporting the balance of work/life at all levels,
- (5) Documenting JCSW history,
- (6) Supporting career advancement/development

Organizational Values

- Leadership
- Diversity and Inclusivity/representation in membership
- Advancement
- Mentoring
- Respect
- Communication
- Collaboration to other women's groups and beyond
- Networking

In conjunction with these JCSW values, the JCSW is supportive of the HMS/HSDM Deans' vision, ongoing initiatives of the Dean's Faculty Development and Diversity Task Force "Framework for Action", and recognition of women faculty and staff through the Dean's Award.

Environmental Scan Summary

Strengths, Weaknesses, Opportunities and Threats (SWOT)

Thirty-four faculty, staff, hospital liaisons and student representatives were invited to participate in the environmental scan, otherwise known as a SWOT analysis. Of the 34 invitees, 29 responded to the invitation and answered questions (See Page 4 for the list of questions and see Appendix A for the interviewees' list.). Subcommittee members conducted one-on-one 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, goals and action items for fiscal years 2012 through 2016.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Bringing faculty and staff women together from various institutions, background and culture • Strong voices on women issues from HMS/HSDM faculty and staff • Networking opportunity • Program/Project development • Leadership development • Collecting data and archiving them • Members deeply care about women's issues 	<ul style="list-style-type: none"> • Lack of transparency and open communication • Membership is not diverse and inclusive • Loss of traction with changes in leadership • Limited support available from JCSW administrative position due to fiscal constraints • Lack of partnership and collaboration with external groups • Guidelines and resources for women not available on current JCSW website • Organizational inefficiency • Lack of metrics of success
Opportunities	Threats
<ul style="list-style-type: none"> • Build bridges and relationships by partnering and collaborating with other women's groups outside HMS/HSDM • JCSW to be more visible by promoting women's issues across the community • Support and expand membership to include post docs and students • Offer skill-based networking events that are geared toward personal and professional development • Advocate and move important issues to executive leaders to get support • Create, nurture and foster a community of people who care about women issues • Support and be an ally to the HMS and HSDM Deans' mission(s) 	<ul style="list-style-type: none"> • Funding for programs/events • Not enough members in subcommittees to implement and execute action plan • Lack of collaboration with other women's groups • Lack of executive leadership support on programs or projects created

JCSW Priority Issues with Goals

The JCSW priority issues focus on 1) organization efficiencies and institutional memory, and 2) career satisfaction and advocacy. It is important to note that while not explicitly part of the goals and action plans presented, it is anticipated that the JCSW will support the HMS Faculty Development and Diversity (FDD) Task Force Recommendations' and implementation led by the HMS Dean for Academic and Clinical Affairs Nancy Tarbell that is scheduled to begin in FY12.

The SP subcommittee established goals and documented the importance of these goals to the JCSW.

Organization Efficiencies and Institutional Memory

Structure/ Records Management	<i>Goal:</i> To operate as efficiently and effectively as possible, our processes, decisions, activities, and accomplishments will be well-documented to ensure that momentum and continuity are maintained from year to year and that efforts are not duplicated.
	<i>Why It Matters to the JCSW:</i> The desire and need for the JCSW to be action, results and future oriented, requires greater cohesiveness, communication, institutional memory and smooth leadership transitions.
Technology/Website	<i>Goal:</i> To develop a new website that will be user friendly and informational with the ability to blog and allow members to give feedback.
	<i>Why It Matters to the JCSW:</i> Existing JCSW website information is stagnant and difficult to search for resources.
Membership	<i>Goal:</i> To increase membership of the JCSW community, to be representative of a diverse group of people from HMS/HSDM and affiliates, who are supportive of the mission of the JCSW.

	<p><i>Why It Matters to the JCSW:</i></p> <p>In our recent post-restructuring phase of the JCSW, it was agreed that membership of the JCSW is to be opened to the greater HMS/HSDM and affiliates community. Exactly how and when this membership restructuring is to take place needs to be decided and acted upon.</p>
Programming	<p><i>Goal:</i></p> <p>To develop internal and external programs that are relevant to the JCSW mission and timely with the current JCSW environment and focus for each fiscal year.</p>
	<p><i>Why It Matters to the JCSW:</i></p> <p>To present factual and timely information to the JCSW members, related to the mission of the JCSW, and to enable the Childcare and Outreach subcommittees to work to their maximum capacities.</p>
Outreach, Partnerships and Collaboration	<p><i>Goal:</i></p> <p>To create, implement and maintain networks of communication, collaboration and partnerships with Harvard and Harvard affiliated entities that share visions with those of JCSW. The partnership and collaboration efforts will facilitate the work of the Membership (J), Programming (J) and Outreach and Development (F) subcommittees and the work of the JCSW website task force.</p>
	<p><i>Why It Matters to the JCSW:</i></p> <p>There are numerous people and groups within the Harvard communities with a mission similar to that of JCSW, which is to tackle many of the well-described issues faculty and staff women face during their career advancement. In order to:</p> <ul style="list-style-type: none"> a) Support the Dean’s Task Force on FDD that is working on Culture/Community/Communications, b) Share best practices and leverage group knowledge, c) Minimize duplication in efforts on programming and d) Foster a strong and close-knit community, <p>it is imperative that JCSW reaches out to relevant key leaders and groups to initiate long standing relationships, partnerships and collaborations. These partnership/collaboration efforts will facilitate and feed into the work of the JCSW.</p>

Career Satisfaction and Advocacy

<p>Childcare</p>	<p><i>Goal:</i></p> <p>To support a proactive focus on addressing childcare needs by engaging internal and external childcare groups from HMS/HSDM and affiliates to share information and leverage resources.</p> <ol style="list-style-type: none"> 1. Create a taskforce to work with the Office of the HMS Executive Dean for Administration to highlight and promote HMS efforts in creating and promoting guidelines for childcare services within LMA area. 2. Support the creation of the Consortium of Harvard Affiliates for Child Care (CHACC) group which includes individuals from HMS/HSDM, HSPH, affiliated hospitals, MASCO and MERC who are delivering/administering childcare services and programs. 3. Support the formation of a Network of Family Childcare Providers <p><i>Why It Matters to the JCSW:</i></p> <p>Many JCSW members' voice their concerns and the concerns of their colleagues that childcare resources are inadequate. Some of those concerns are:</p> <ol style="list-style-type: none"> 1. Quality of care 2. Affordability 3. Limited space outside of institutional daycare 4. Lack of knowledge on available services
<p>Mentoring for Faculty and Staff</p>	<p><i>Goal for Faculty and Staff:</i></p> <p>To support women faculty and staff at HMS/HSDM in obtaining the tools and support they need to advance their careers and achieve their full potential. To bring to the forefront issues affecting the faculty of the Harvard Medical and Dental Schools and to monitor our progress in this area. This goal will be achieved in parallel with the Dean's Faculty Development and Diversity Task Force "Framework for Action".</p>

Mentoring for Faculty and Staff, <i>continued</i>	<p><i>Why It Matters to the JCSW:</i></p> <p><u>Faculty:</u> As mentioned under “Organizational Values”, JSCW expects to support the ongoing initiatives of the Dean’s Faculty Development and Diversity Task Force “Framework for Action” which includes faculty mentoring.</p> <p><u>Staff:</u> Mentoring was a key issue highlighted in the Strategic Planning Subcommittee’s Environmental Scan/SWOT analysis interviews. The JCSW piloted a staff mentoring program several years ago, which was assumed by HMS Human Resources yet has not been sustained due to budget and staff constraints.</p>
Flextime and Job Sharing	<p><i>Goal:</i></p> <p>To learn what factors make flexible time and job sharing effective so that these work possibilities can be options for talented women (and men) to encourage them to continue their careers.</p>
	<p><i>Why It Matters to the JCSW:</i></p> <p>Although about 50% of graduates of HMS and HSDM are female and about 50% of their respective instructors are female, less than 20% of professors are female at each institution. Opportunities to job share or work flexible hours may encourage talented women to stay in the workforce, both as faculty and staff. By studying HMS/HSDM and affiliate employees, both faculty and staff, who are successfully working flexible hours or doing job sharing, we will find out the parameters that make this work. In addition, by conversing with HMS/HSDM and affiliates’ HR offices we will find out the logistical problems from the employer’s point of view. We hope to develop guidelines for success and share this information with employees and HR departments.</p>
Salary Equity	<p><i>Goal:</i></p> <p>To advocate for, and increase awareness regarding equity in pay and benefits for members of the Harvard community.</p>

<p>Salary Equity, <i>continued</i></p>	<p><i>Why It Matters to the JCSW:</i></p> <p>In the survey of previous and current JCSW members regarding what women’s issues need to be continuously addressed, “equity in pay” is the first to be mentioned; it is also the first item being listed on “What would you like to see the JCSW do/accomplish in the next five years?” The issue has been mentioned by 40% of the women faculty members interviewed. Interestingly, however, among 16 staff members interviewed, only one mentioned the issue of salary equity. It is unclear whether this implies that salary equity is more of an issue for women faculty than for staff.</p> <p>Research released by the American Association of University Women Education Foundation in 2007 shows that only one year out of college, women working full time only earn 80% of their male colleagues’ pay, even when they work in the same field. Ten years after graduation, women fall further behind, earning ~69% of their male counterparts’ earnings. Even after controlling for hours, occupation, parenthood, and other factors known to affect earnings, the research indicates that one-quarter of the pay gap remains unexplained. Over time, the unexplained portion of the pay gap increases.</p>
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On the following pages are *roadmaps* which provide a high level overview of each priority issue and respective goals for the five year strategic plan. Subsequent to the roadmaps are the detailed fiscal year action plans.

Organizational Efficiency and Institutional Memory Roadmap

Taskforce/Sub-Committee	FY12	FY13	FY14	FY15	FY16
Structure/Record Management	<ul style="list-style-type: none"> Consider Taskforces in addition to Sub-committee as part of organization structure Annual reports are store on HMS shared drive 	<ul style="list-style-type: none"> Effective leadership turnover for Joint Chairs and Sub-committee chairs Documentation archived 	<ul style="list-style-type: none"> Formalize the orientation process piloted Documentation archived 	<ul style="list-style-type: none"> Compile an operations manual: includes information and instructions related to JCSW processes and operations 	No activities
Tech/Website Taskforce	<ul style="list-style-type: none"> Taskforce to design new site Determine what information needed by <ul style="list-style-type: none"> Collaborate with sub-committee chairs 	<ul style="list-style-type: none"> Non-paid Interns hired to build the site Coordinate with sub-committee and JCSW Admin Test and deploy new site 	No activities	No activities	No activities
Membership Subcommittee	<ul style="list-style-type: none"> Online membership form Orientation pilot Membership assessment 	<ul style="list-style-type: none"> Review 2012 figures Review/continue Orientation pilot Determine who else to contact 	Continuation of work and activities described in FY12	Continuation of work and activities described in FY12	Continuation of work and activities described in FY12
Programming Subcommittee	<ul style="list-style-type: none"> Member input Program schedule Assessment of need for external symposium 	Continuation of work and activities described in FY12	Continuation of work and activities described in FY12	Continuation of work and activities described in FY12	Continuation of work and activities described in FY12
Outreach, Partnership and Collaboration Taskforce	<ul style="list-style-type: none"> External scan to ID new members Targeted recruitment including external women groups Programming and website enrichment 	<ul style="list-style-type: none"> Assess the success rate of the targeted recruitment Assess the success of skill-based networking activities 	Continuation of work and activities described in FY12	Continuation of work and activities described in FY12	Continuation of work and activities described in FY12

JCSW Career Satisfaction and Advocacy Priority Roadmap

Taskforce/Sub-Committee	FY12	FY13	FY14	FY15	FY16
Childcare Taskforce	<ul style="list-style-type: none"> • Collaborate with Office of the HMS Executive Dean to highlight and promote HMS efforts in creating and promoting childcare guidelines • Support the creation of Consortium of Harvard Affiliates for Child Care (CHACC) • Support the formation of a Network of Family Childcare Providers 	<ul style="list-style-type: none"> • Work with Executive Dean's office to Provide/support space for 30 school age children during school break and or lactation rooms • Continue supporting CHACC and Network of Family Childcare Providers and its activities 	<ul style="list-style-type: none"> • Continue to promote and highlight childcare initiatives • Continue supporting CHACC and Network of Family Childcare Providers and its activities 	<ul style="list-style-type: none"> • Consider a taskforce to host another Childcare summit • Solicit sponsors, and exhibitors to Childcare summit • Continue efforts to engage Executive Dean's office to support childcare needs and summit • Work closely with CHACC and Network of Family Childcare 	<ul style="list-style-type: none"> • Consider a Taskforce to evaluate what worked and didn't work • Continue efforts to monitor childcare resources
Mentoring Faculty/Staff	<ul style="list-style-type: none"> • Work with HMS Dean for Diversity and Community Partnership to: <ul style="list-style-type: none"> ○ Develop mentoring actions, tasks and activities 	Continuation of work and activities described in FY12	Continuation of work and activities described in FY12	Continuation of work and activities described in FY12	Continuation of work and activities described in FY12

Flextime and Job Sharing Taskforce	No activities	<ul style="list-style-type: none"> • Recruit members Gather data on the current state • Learn how it is defined 	<ul style="list-style-type: none"> • Interview relevant employees, and HR contacts using questionnaire as a guide • Draft guidelines for making flexible time and or job sharing work 	<ul style="list-style-type: none"> • Revised Guidelines • Plan/produce informal meeting where local faculty/staff show use flexible time or job sharing can share their experience 	No Activities
Salary Equity	No activities	<ul style="list-style-type: none"> • Recruit members • Identify barriers and challenges 	<ul style="list-style-type: none"> • Conduct Web-base salary survey • Collaborate with Psychology Department and Mentoring subcommittee which has results from previous survey for information gathering 	<ul style="list-style-type: none"> • Continue the survey that crosses the Harvard community/affiliations for pay rate and waiting period for pay raise or promotion 	<ul style="list-style-type: none"> • Results available and posted on JCSW website

**Strategic Plan: Fiscal Year 2012
(July 1, 2011 – June 30, 2012)**

Organizational Efficiency and Institutional Memory	Actions, Tasks and/or Activities	Timeframe	Measure(s) of Success
Structure/ Records Management	<ul style="list-style-type: none"> • Structure The JCSW leadership should consider including taskforces in the JSCW structure. The purpose of taskforces would be to focus on specific issues and accomplish specific tasks, while sub-committees should be centered on permanent, ongoing activities. <p>Example <i>Action taskforces</i>:</p> <ul style="list-style-type: none"> • Childcare • Salary equity • Flextime/job-sharing <p>Suggested subcommittees:</p> <ul style="list-style-type: none"> • Membership • Outreach • Dean's Award • Oral History 	<ul style="list-style-type: none"> • Structure Leadership decides at the beginning of FY12, implements accordingly. 	<ul style="list-style-type: none"> • Structure The JCSW Leadership will have decided whether to adopt taskforces and proceeded accordingly.

<p>Structure/ Records Management, <i>continued</i></p>	<ul style="list-style-type: none"> • Records Management Implement annual records deposits from out-going chairs for the JCSW archives, including annual reports, emails that reflect decision-making processes, and other important documents. <ul style="list-style-type: none"> ○ Paper files will be sent annually to the JCSW Archives at Countway Library ○ Electronic files/emails will be saved on the Faculty Affairs shared network drive, to be archived electronically every five years • All subcommittee and taskforce chairs will submit annual reports and other important documents (paper and electronic) to the Admin Assistant at the end of the year to be archived. • During leadership transitions, the Administrative Assistant will work with the Office for Faculty Affairs (Gail Williams or Maureen Connelly) to set up permissions on the shared drive for the four co-chairs (and remove permissions for out-going chairs). Subcommittee and taskforce chairs who need to save documents on the shared drive should submit them to the Administrative Assistant. 	<ul style="list-style-type: none"> • Records Management Will begin with new co-chairs FY12, files to be submitted and archived at the end of FY12 	<ul style="list-style-type: none"> • Records Management Important documents will be saved by co-chairs and subcommittee chairs throughout FY12, both on paper and electronically, and will be submitted at the end of FY12 to the JCSW archives in Countway Library and to the JCSW shared drive, respectively.
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Technology/Website	<ul style="list-style-type: none"> • Create a Taskforce and solicit members to join • Identify two members to take on the role of co-chairs • Determine “What information” is needed on the website (create an outline) <ul style="list-style-type: none"> ○ Use free-be tool Gliffy (http://www.gliffy.com/) to design content layout ○ Content: JCSW Mission, Vision, Bylaws, sub-committee, membership, projects, feedback form, external links, search functionality etc. ○ Determine best content management product to use <ul style="list-style-type: none"> ▪ Drupal, WordPress, or MediaWiki • Collaborate and coordinate with Taskforces/Subcommittees Chairs to determine what content (internal/external) needed posting to the new site. For example: JCSW Bylaws, sub-committee, current projects and progress <ul style="list-style-type: none"> ○ Search for two interns, (Designer and Developer) from University or Colleges with non-paid intern program, including Sarah Deighton (deightsa@gse.harvard.edu) at Harvard Graduate School of Education. ○ Determine total hours needed to design, and develop content. • Having an intern for one year is key to getting this site done as soon as possible. 	<ul style="list-style-type: none"> • Will begin FY12 	<ul style="list-style-type: none"> • Two non-paid interns hired for this project • A layout design showing how the information will be structured
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<p>Membership</p>	<ul style="list-style-type: none"> • Make an online membership form available on the JCSW website, with a goal of developing a link from the JCSW website to other institutional and websites (HMS/HSDM work/life and childcare resources; HMS Office for Diversity and Community Partnership and Office for Faculty Affairs; student group websites) who foster some of the same visions of the JCSW, or are supportive of the JCSW. • Letter from Dean Flier endorsing membership. Sent to HMS/HSDM administrative leaders and hospital department chiefs. • On a monthly basis, new membership forms submitted online should be reviewed, allowing us to determine if new members will be attending the monthly meeting. As the membership drive is continuous, <u>pilot</u> an orientation session (See “Structure” that suggests an orientation program) and a Q&A session should be continually provided by the membership subcommittee. An ideal scenario would be if at least one member of the membership subcommittee made themselves available for the 2nd hour (working hour) of the joint meeting for orientation and Q&A when new members are present for the first time. • Partner with the Outreach subcommittee, who will help promote JCSW, and reach out to potential member populations. Consider combining membership into outreach subcommittee in the future. 	<ul style="list-style-type: none"> • Continual • Yearly • Monthly • Once off; in beginning 	<ul style="list-style-type: none"> • Determine the success of membership enrollment by examining the numbers: new member application forms filled out, joint meeting attendance, subcommittee attendance and subcommittee participation. Also, important to determine the background of new members to demonstrate the diversity of the JCSW. • The pilot orientation session receives positive feedback.
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Membership, <i>continued</i>	<ul style="list-style-type: none"> • Consider inviting former “rejected” applicants to register and become members. (List of these people should be available to us from the past few years). • New members tasked with spreading the word about JCSW to their co-workers/affiliated institutions. • After a certain period of time in 2012 (six months in), review results: Did membership numbers increase? Are we now a diverse group? If not, groups that are poorly represented need to be sought after. 	<ul style="list-style-type: none"> • Continual • Six months 	
Programming	<ul style="list-style-type: none"> • Internal programs <ul style="list-style-type: none"> ○ Polling JCSW members to determine what type of presentations/which presenters would be applicable to the current environment to present at JCSW Joint luncheon meetings. ○ Organizing/coordinating the schedule of the presenter with the JCSW AY calendar • External programs <ul style="list-style-type: none"> ○ Working closely with the Childcare subcommittee to determine if follow up summits/(mini)symposiums are necessary to maintain momentum of AY 10/11 childcare summit 	<ul style="list-style-type: none"> • Two times per year • Monthly 	<ul style="list-style-type: none"> • Internal programs success can be assessed by measuring the attendance, and also internal polling of all JCSW members at the end of the fiscal year to determine their levels of interest in the topic, how relevant the topic was to the mission of the JCSW, and obtaining an overall assessment (as is commonplace with any CME meeting). These results should be reviewed by the programming committee, and the success can be determined. • The success of external programs

Programming, <i>continued</i>	<ul style="list-style-type: none"> ○ Working closely with the Outreach subcommittee to determine if an external symposium pertaining to the other goals (other than child care) of the JCSW should be highlighted/coordinated through the JCSW, which is applicable to the current fiscal year JCSW environment 		<p>can be measured by whether or not the goals of the summit/symposium were reached. For each of the fiscal years, the expectations from each previous summit should continue to be followed and assessed continually.</p>
Outreach, Partnerships and Collaboration	<ul style="list-style-type: none"> • Membership and targeted recruitment. For targeted recruitment, the membership committee may execute a JCSW external scan and identify new members (women and men) active in women's issues. <ul style="list-style-type: none"> ○ Look for members in Faculty Affairs Offices, Faculty Development Offices, Dean's offices, Post-doc and student organizations, at HMS, HSDM, HU, and affiliates, HR, etc. ○ Look for members with a wide range of expertise, e.g. biostatisticians to computer specialists. ○ Compile a list of names for targeted recruitment and send out personalized invitation letters. • Programming and Website enrichment: <ul style="list-style-type: none"> ○ Identify existing programs offered by others at Harvard and pass the information to the Website task force. ○ Programming committee will decide on the number of programs to offer per academic 	<ul style="list-style-type: none"> • Efforts will start in FY12 and the specifics of this activity will be worked out by the Membership Subcommittee. • Timeframe of this effort will be coordinated with the activities of the website Development task force, for inclusion in the "News" node. 	<ul style="list-style-type: none"> • Targeted membership has been successful and we now have the woman/man power to focus on the JCSW priorities set for the next 4 years. • We have finished passing digital information to the website task force and soon we will reach the "maintenance" state. • A programming agenda will be in place and conversations with other programs will have started. • Networking events are in the works for late FY12. • There is a budget to maintain JCSW activities.

<p>Outreach, Partnerships and Collaboration, <i>continued</i></p>	<p>year and will coordinate with other programmatic efforts to avoid overlap, explore co-sponsoring or fill in programmatic gaps.</p> <p>Emphasis may be given to “Skills building interactive workshops (negotiations, managing-up, networking)”, presentations on success stories of “Salary Equity/Salary transparency” efforts, and other topics that are JCSW priorities.</p> <ul style="list-style-type: none"> • Outreach and Networking: <ul style="list-style-type: none"> ○ Establish yearly or semi-annually networking events where potential new members can network with JCSW members (e.g. September/February). ○ Establish yearly networking events for JCSW members and other similar Harvard or non-Harvard groups (e.g. January “Holiday Party” or end of year June party). <p>Alternatively, networking events may be combined with workshops and/or presentations: 30 min pre-workshop networking, workshop, 30 min post-workshop networking.</p>	<ul style="list-style-type: none"> • Efforts will start in FY12 and the specifics of this activity will be worked out by the Programming Subcommittee. • Efforts will start in FY12 and the specifics of this activity will be worked out by the Outreach and Development Subcommittee. 	
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Career Satisfaction and Advocacy	Actions, Tasks and/or Activities	Timeframe	Measure(s) of Success
<p>Childcare</p>	<ul style="list-style-type: none"> • Create a taskforce to work with the Office of the HMS Executive Dean to: <ul style="list-style-type: none"> ○ Engage leaders/champions to advocate and support childcare needs within HMS/HSDM. ○ Highlight and promote HMS efforts in creating and promoting childcare guidelines ○ Create a target list of advocates and potential donors ○ Develop creative ways in providing space at HMS/HSDM for school age vacation week ○ Evaluate current lactation rooms to ensure it meets state guidelines and determine increasing the number of lactation rooms if necessary. • Support the creation of the Consortium of Harvard Affiliates for Child Care (CHACC) group which includes individuals from HMS/HSDM, HSPH, affiliated hospitals, MASCO and MERC who are delivering/administering childcare services and programs. • Support the formation of a Network of Family Childcare Providers. • Each taskforce will need to complete an annual progress report every year for JCSW and make it available online. 	<ul style="list-style-type: none"> • Quarterly meetings 	<ul style="list-style-type: none"> • Office of the HMS Executive Dean Taskforce: To change the culture to be more family and friendly while increasing the number of department heads/champions supportive of childcare needs • Creation of CHACC. • Formation of a Network of Family Childcare Provider Taskforce.

Mentoring for Faculty and Staff	To work with HMS Dean for Diversity and Community Partnership to develop mentoring actions, tasks and activities for faculty and staff.	Items to be developed during FY12 and in parallel with the ongoing initiatives of the Dean's Faculty Development and Diversity Task Force "Framework for Action" which includes faculty mentoring.	Implementation of actions, tasks and activities
Flextime and Job Sharing	To begin in FY13.		
Salary Equity	To begin in FY13.		

**Strategic Plan: Fiscal Year 2013
(July 1, 2012 – June 30, 2013)**

Organizational Efficiency and Institutional Memory	Actions, Tasks and/or Activities	Timeframe	Measure(s) of Success
Structure/ Records Management	<ul style="list-style-type: none"> Leadership transitions To ensure a more effective leadership turnover process, outgoing and in-coming co-chairs/subcommittee chairs should work together over the summer to plan the next year. This way, new chairs will start the year with a clear plan, which will help attract interest and participation from the membership, and will allow subcommittees to ‘hit the ground running’ at the start of the year. Subcommittee vice-chairs Subcommittees will have vice-chairs as well as chairs to help maintain continuity from year-to-year. Subcommittee chairs and vice-chairs will work together over the summer to ensure a smooth transition, as described above for co-chairs. 	<ul style="list-style-type: none"> Begin transition change in summer of FY12/FY13 transition. Implement subcommittee vice-chairs in Fall FY13 (appoint in Spring FY12) 	<ul style="list-style-type: none"> Co-chairs will meet with vice-chairs at least once over the FY12/FY13 transition summer to transfer knowledge and plan for the next year. Vice chairs will be appointed for subcommittees, and will similarly meet over the following summer (FY13/FY14) to ensure a smooth transition.

Technology/Website	<ul style="list-style-type: none"> • Members collaborate with Interns to move forward with modifying design (if need be), and develop the new web site. • Continue collaborating with subcommittee/Taskforces chairs to obtain updated content. • Determine how JCSW Admin can help with maintaining the site. For example, updating content if a member from this sub-committee is not available. Act as a back-up person. • Coordinate with Outreach and Resource Development subcommittee to take ownership of monitoring and updating content to the new site. • Consider designating a member from Outreach and Resource Development sub-committee to take on the role of updating content while JCSW Admin acts as a backup person • Test and deploy website. • Hand off to Outreach and Resource Development to maintain new site. 	<ul style="list-style-type: none"> • Monthly 	<ul style="list-style-type: none"> • New site is up and running and feedback is positive. • Designated person is selected to maintain and update new content.
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<p>Membership</p>	<ul style="list-style-type: none"> • Review 2012 figures: Did membership numbers increase? Are we now a diverse group? If not, groups that are poorly represented need to be recruited, and the goals and vision of the JCSW should be brought to their attention to help to allow us to become a diverse group supportive of the JCSW mission. • Determine who to contact for help in increasing membership numbers or diversity (if necessary). Have “go to” lists ready of department leaders, past members, HMS/HSDM Deans, Offices for Diversity and Community Partnership, and Faculty Affairs, etc. • Continue from FY12 to <u>pilot</u> an orientation session (See “Structure” that suggests an orientation program) and a Q&A session should be continually provided by the membership subcommittee. An ideal scenario would be if at least one member of the membership subcommittee made themselves available for the 2nd hour (working hour) of the joint meeting for orientation and Q&A when new members are present for the first time. 	<ul style="list-style-type: none"> • Every six months • Yearly 	<ul style="list-style-type: none"> • As in FY12: Determine the success of membership enrollment by examining the numbers: new member application forms filled out, joint meeting attendance, subcommittee attendance and subcommittee participation. Also, important to determine the background of new members to demonstrate the diversity of the JCSW. • The pilot orientation session receives positive feedback.
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Programming	Continuation of work and activities from FY12.		
Outreach, Partnerships and Collaboration	<ul style="list-style-type: none"> • Membership and targeted recruitment <ul style="list-style-type: none"> ○ Assess the success rate of the targeted recruitment: <ul style="list-style-type: none"> - What % of targeted invitations materialized in membership? - What % of members stayed on board for the whole FY12? <p>Adjust strategy during FY13.</p> <ul style="list-style-type: none"> • Programming <ul style="list-style-type: none"> ○ Assess how practical it was to coordinate programmatic development with other entities and how successful it was. <ul style="list-style-type: none"> - Did it take more energy than expected? - Did it draw more people? - Were the post-workshop comments/surveys good? <p>Adjust strategy during FY13.</p> <ul style="list-style-type: none"> • Website enrichment <ul style="list-style-type: none"> ○ Most of the information cited above will probably be on the revamped JCSW website by the end of FY12. The post- 	<ul style="list-style-type: none"> ○ Yearly check and reassessment for all items listed. 	<ul style="list-style-type: none"> • Membership has been stabilized (% in = % out). New members are participating in different subcommittees and task forces and are actively working on the JCSW priorities set for the next 3 years. • An annual programming agenda is in place and programmatic collaborations have started and will continue. • Networking events are now anticipated annual or semi-annual events. • There is a budget to maintain JCSW activities.

Outreach, Partnerships and Collaboration, <i>continued</i>	<p>FY12 steps will be maintenance and updates (will JCSW site crawl to other sites?).</p> <ul style="list-style-type: none"> • Outreach and Networking <ul style="list-style-type: none"> ○ Assess the success of the networking events. <ul style="list-style-type: none"> - Did the members find them useful? - Was the attendance high? - Do the members want to continue? - Is there budget to maintain these activities beyond FY12? <p>Adjust strategy during FY13.</p>		
Career Satisfaction and Advocacy	Actions, Tasks and/or Activities	Timeframe	Measure(s) of Success
Childcare	<ul style="list-style-type: none"> • Office of the HMS Executive Dean for Administration Taskforce to: <ul style="list-style-type: none"> ○ Continue to promote and highlight childcare initiatives ○ Leverage resources from CHACC Taskforce ○ Move forward with discussions on investing and supporting school age vacation week activities ○ Ensure that HMS/HSDM meet lactation room guidelines set by the state. 	<ul style="list-style-type: none"> • Quarterly meetings 	<ul style="list-style-type: none"> • Office of the HMS Executive Dean for Administration Taskforce: Childcare initiatives are being promoted all year round. Executives and leaders from affiliates and HMS understand the importance of childcare needs and culture changed to be family oriented.

Childcare, <i>continued</i>	<ul style="list-style-type: none"> • Continue to support CHACC Taskforce and its activities. • Continue to support the Network of Family Childcare Providers and its activities. <p>Each taskforce will need to complete an annual progress report every year for the JCSW and make it available online.</p>		<ul style="list-style-type: none"> • CHACC Taskforce activities are supported by JCSW. • Network of Family Childcare Providers activities are supported by JCSW.
Mentoring for Faculty and Staff	<p>Continuation of work and activities described in FY12 for faculty and staff.</p>		
Flextime and Job Sharing	<ul style="list-style-type: none"> • Form task force with representatives from as many relevant HMS and HSDM institutions as possible to gather data on the current state of flexible time/job sharing. Query Department or Division Chiefs and HRs for examples of flexible time/job sharing, and learn how the various institutions define flexible time/job sharing. Devise questionnaire. 	<ul style="list-style-type: none"> • January-June 2013 	<ul style="list-style-type: none"> • Give a brief report to the JCSW to submit to the Dean as part of the whole JCSW report.

<p>Salary Equity</p>	<ul style="list-style-type: none"> • Create a task force • Work with the JCSW and collaborate with the Outreach and Development Subcommittee to interview MDs, PhDs, staff, Human Resources and former recipients of Dean's award for Promotions of Women (e.g. Edward Benz) to identify barriers and challenges (e.g., lack of salary transparency). 	<ul style="list-style-type: none"> • Effort will start in 1st quarter • Effort will start in 2nd quarter and to be completed by 4th quarter 	<ul style="list-style-type: none"> • The subcommittee will file a report to the JCSW and the Dean about issues, barriers and challenges identified.
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**Strategic Plan: Fiscal Year 2014
(July 1, 2013 – June 30, 2014)**

Organizational Efficiency and Institutional Memory	Actions, Tasks and/or Activities	Timeframe	Measure(s) of Success
Structure/ Records Management	<ul style="list-style-type: none"> Formalize the orientation process that was piloted by the Membership subcommittee in FY12/FY13. This should include creating orientation materials/pamphlets, presentation materials, instructions on various processes and operations for chairs, and other documentation. 	<ul style="list-style-type: none"> Complete by Spring FY14. 	<ul style="list-style-type: none"> The Orientation Processes for members, chairs, and subcommittee chairs, which began as a pilot in FY12/13, will be finalized and documented to ensure that orientation sessions are consistent and easily executed from year-to-year.
Technology/Website	No actions in FY14 as suggested changes are scheduled to be completed at the end of FY13.		
Membership	Continuation of work and activities described in FY12.		
Programming	Continuation of work and activities described in FY12.		
Outreach, Partnerships and Collaboration	Continuation of work and activities from FY13.		

Career Satisfaction and Advocacy	Actions, Tasks and/or Activities	Timeframe	Measure(s) of Success
<p>Childcare</p>	<ul style="list-style-type: none"> • Office of the HMS Executive Dean for Administration Taskforce: <ul style="list-style-type: none"> ○ Continue to promote and highlight childcare initiatives ○ Continue to leverage resources from CHACC and Family Network Provider Taskforces ○ Continue efforts to work with leaders to provide/support space for 30 school age children during school break and/or lactation rooms • Continue to support the CHACC Taskforce. • Continue to support the Network of Family Childcare Providers. <p>Each taskforce will need to complete an annual progress report every year for JCSW and make it available online.</p>	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • Office of the HMS Executive Dean for Administration Taskforce: Childcare initiatives continue to be supported and promoted. School aged children have space within LMA area during their vacation week to participate in a week long activities while their parents are at work. • CHACC Taskforce activities are supported by JCSW. • Network of Family Childcare Providers activities are supported by JCSW.

Mentoring for Faculty and Staff	Continuation of work and activities described in FY12 for faculty and staff.		
Flextime and Job Sharing	<ul style="list-style-type: none"> • The task force will interview the relevant employees (faculty or staff) and their HR contacts using the questionnaire as a guide. Interviews will optimally be in person, but if not, by phone or email. • Draft guidelines for making flexible time and/or job sharing work. Vet guidelines with various HR officials. 	<ul style="list-style-type: none"> • Eight month period in time for interviews • Two months 	<ul style="list-style-type: none"> • Give a brief report to the JCSW to submit to the Dean as part of the whole JCSW report.
Salary Equity	<ul style="list-style-type: none"> • Plan a web-based salary survey crossing the Harvard community, departments, and affiliations: <ul style="list-style-type: none"> ○ Leverage the existing database and experience in the School of Public Health, HMS and John Hopkins University ○ Obtain help from Psychology Department and the Mentoring Subcommittee which previously conducted a survey for information regarding the planning process, designing of survey questions and spread sheet, and developing web-based surveys 	<ul style="list-style-type: none"> • 1st and 2nd quarters 	<ul style="list-style-type: none"> • Provide the Dean and JCSW with a progress report on the survey

<p>Salary Equity, <i>continued</i></p>	<ul style="list-style-type: none"> • Conduct the survey that crosses the Harvard community/departments/affiliations for (separate the data of faculty and staff): <ul style="list-style-type: none"> ○ Pay ○ Rate and waiting period for pay raise or promotion ○ Query HR for data on numbers of people who left the job because of the salary issue after controlling for factors such as productivity, experience, education and race 	<ul style="list-style-type: none"> • 3rd and 4th quarters and continued into the next year 	
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**Strategic Plan: Fiscal Year 2015
(July 1, 2014 – June 30, 2015)**

Organizational Efficiency and Institutional Memory	Actions, Tasks and/or Activities	Timeframe	Measure(s) of Success
Structure/ Records Management	<ul style="list-style-type: none"> • Operations Manual The Membership Subcommittee will compile an operations manual that includes information and instructions related to the processes and operations of the JCSW, such as how to access and use the shared drive, records management guidelines, new member orientation documents, how to update the website, etc. The operations manual should be made available to all members on eCommons, and should be updated and maintained by the Admin Assistant. 	<ul style="list-style-type: none"> • Complete by the end of FY15 	<ul style="list-style-type: none"> • An internal operations manual will be completed and made available to JCSW members on eCommons.
Technology/Website	No actions in FY15 as suggested changes are scheduled to be completed at the end of FY13.		
Membership	Continuation of work and activities described in FY12.		
Programming	Continuation of work and activities described in FY12.		

Outreach, Partnerships and Collaboration	Continuation of work and activities from FY13.		
Career Satisfaction and Advocacy	Actions, Tasks and/or Activities	Timeframe	Measure(s) of Success
Childcare	<ul style="list-style-type: none"> • Consider creating a taskforce to host another Childcare summit in 2015 showcasing progress made by the three taskforces since 2010 Childcare summit <ul style="list-style-type: none"> ○ Soliciting sponsors, and exhibitors ○ Work closely with CHACC, Harvard Family/Life Balance, MERC, MASCO ○ Promote childcare resources • Office of the HMS Executive Dean for Administration Taskforce: <ul style="list-style-type: none"> ○ Continue to promote and highlight Childcare initiatives ○ Continue to leverage resources from CHACC and Family Network Provider Taskforces ○ Continue efforts to work with leaders to provide/support space for 30 school age children during school break. 	<ul style="list-style-type: none"> • Monthly • Quarterly 	<ul style="list-style-type: none"> • A successful childcare summit. Large number of participants, including sponsors and exhibitors. Community has come together to celebrate the milestones achieved within the last 3-5 years. • Office of the HMS Executive Dean for Administration Taskforce: Childcare initiatives continue to be supported and promoted.

Childcare, <i>continued</i>	<ul style="list-style-type: none"> • Continue support of CHACC Taskforce. • Continue support of Network of Family Childcare Providers: <p>Each taskforce will need to complete an annual progress report every year for JCSW and make it available online.</p>		<ul style="list-style-type: none"> • CHACC Taskforce activities are supported by JCSW. • Network of Family Childcare Providers activities are supported by JCSW.
Mentoring for Faculty and Staff	Continuation of work and activities described in FY12 for faculty and staff.		
Flextime and Job Sharing	<ul style="list-style-type: none"> • Plan and produce an informal meeting where local faculty and staff who use flexible time and/or job sharing can share their experiences with junior faculty and staff and representatives from HR. • Revise guidelines and share them the JCSW, Dean's offices of HMS and HSDM, and all participating affiliates. Consider posting guidelines on the JCSW web site. 	<ul style="list-style-type: none"> • Six months • Two months 	<ul style="list-style-type: none"> • Submit final report to JCSW as part of their report to the Dean. The ultimate success of this endeavor will be measured over decades, i.e. if a larger percentage of those women worthy of getting promoted to senior ranks have at some time in their careers made use of flexible time or job sharing.
Salary Equity	<ul style="list-style-type: none"> • Continue the survey that crosses the Harvard community/affiliations for pay rate and waiting period for pay raise or promotion, after controlling for factors such as productivity, experience, etc. 	<ul style="list-style-type: none"> • Effort is anticipated to complete by Dec. 2014 	<ul style="list-style-type: none"> • Provide the JCSW and the Dean with statistical results and a report of data comparing male and female employees across the broad Harvard community.

Strategic Plan: Fiscal Year 2016
(July 1, 2015 – June 30, 2016)

Organizational Efficiency and Institutional Memory	Actions, Tasks and/or Activities	Timeframe	Measure(s) of Success
Structure/ Records Management	No actions in FY16 as suggested changes will be completed by the end of FY15.		
Technology/Website	No actions in FY16 as suggested changes will be completed at the end of FY13.		
Membership	Continuation of work and activities from FY12.		
Programming	Continuation of work and activities from FY12.		
Outreach, Partnerships and Collaboration	Continuation of work and activities from FY13.		

Career Satisfaction and Advocacy	Actions, Tasks and/or Activities	Timeframe	Measure(s) of Success
Childcare	<ul style="list-style-type: none"> • A Childcare Taskforce to evaluate what worked and what didn't work within the last five years <ul style="list-style-type: none"> ○ Continue efforts to monitor childcare resources are available in a central location ○ Collaboration efforts from childcare groups are ongoing ○ Engage new leaders during transitional time to understand the important of childcare needs ○ Strategic plan should be developed every three to five years <p>Each taskforce will need to complete an annual progress report every year for JCSW and make it available online.</p>	<ul style="list-style-type: none"> • Monthly 	<ul style="list-style-type: none"> • Another JCSW Strategic Plan taskforce is developed and initiatives are developed and accomplishments are made available online.
Mentoring for Faculty and Staff	Continuation of work and activities described in FY12 for faculty and staff.		
Flextime and Job Sharing	No actions in FY16 as suggested changes will be completed by the end of FY15.		

Salary Equity	<ul style="list-style-type: none"> • Work with statisticians to analyze the data • Identify the gap, assess the current obstacles, and identify the institution(s) and department(s) which are outliers, and file recommendation of actions • Write guidelines for/to the Dean's office • Publicize the results on the JCSW website 	<ul style="list-style-type: none"> • 1st and 2nd quarters • 3rd and 4th quarters • 3rd and 4th quarters • By December 2016 	<ul style="list-style-type: none"> • Results available on the JCSW website
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Appendix A

Environmental Scan Interviewees List

Drawn from JCSW members representing HMS, HSDM and affiliated institutions (34 faculty, staff, hospital liaisons, and student representatives were invited to participate) below is the list of the 29 faculty and staff that participated in the environmental scan:

Faculty	Staff
Dr. Maureen Connelly, HMS Dr. Jean Emans, Children's Dr. Sue Farrell, Partners Dr. Deb Levine, BIDMC Dr. Carol Nadelson, BWH Dr. Marisa Silveri, McLean Dr. Martha Shenton, BWH Dr. Jo Solet, CHA Dr. Diane Stafford, Children's Dr. Nancy Tarbell, HMS Dr. Carol Warfield, BIDMC Dr. Jackie Wolf, BIDMC	Kathryn Hammond Baker, HMS Beth Beighlie, HSDM Linda Burnley, HMS Mary Cassesso, HSDM Lauren Dewey Platt, HMS Nina Dickerman, LMA Jeri Gardner, HMS Rebecca Grow, HMS Lauren Kriegsberg, HMS Wanda Mock, HSDM Jessica Murphy, HMS Lisa Muto, HMS Darla White, HMS Wendy Zosh-McLean, HMS
Hospital Liaisons	Student Representatives
Tina Gelsomino, BWH Donna Lawton, MGH	Linda Wang, American Medical Women Association, HMS Chapter