

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

ANNUAL REPORT 2008-2009

Summary of activities, September 2008-2009

Co-Chairs: Nicole Ullrich, MD, PhD and Lauren Kreisberg, MIS

Co-Vice Chairs: Marisa Silveri, PhD and Wendy Zosh-McLean, MS

The Committee is comprised of volunteer, elected faculty and staff members. Part-time staff support was provided by Sara Kiarsis, Kelly Katz and Isabella Kenfield.

JCSW 2008-2009 Joint Meetings Topics:

- September Joint Meeting:** Administrative updates, yearly planning, planning for 35th anniversary event
- October Joint Meeting:** 35th anniversary community event – JCSW: Past, Present and Future
- November Faculty:** Talk by senior JCSW member Nancy Berliner: the status of women at our sister institutions and outside of HMS
- November Staff:** Working Meeting/Subcommittee Updates/Review of 35th Anniversary
- December Joint Meeting:** Harvard Bok Center Players sketch: “The Right Fit”
- January Faculty:** Plans for revision of bylaws
Subcommittee updates
Panel discussion: “Advancement of women faculty: Getting there, being there, lessons learned”; Panel members: Drs. Marjorie Oettinger, Deborah Levine, Meir Stampfer
- January Staff:** Steering Committee Updates; Bok Center Review
Ombuds Office Annual Report
Interactive Presentation by Diana Dill, “Staying Resilient in Challenging Times”
- February Faculty:** Maureen Connelly – Promotion, process in evolution
- February Staff:** Steering Committee Updates
Subcommittee updates, setting direction for the remainder of the year
- March Joint Meeting:** Review of Child Care @ HMS and Area Hospitals
- April Faculty:** Working meeting
CHADD presentation
- April Staff:** Bring a friend to JCSW Day (Open meeting); Administrative Updates, Bylaws review; discussion of coming year’s priorities
- May Faculty:** Bylaws open forum (final before ratification)
- May Staff:** Deb Hicks, Associate Dean for Human Resources reviewed the results of the 2008 Engagement survey
- June Joint Meeting:** End of year wrap-up
Announcement of new Vice Chairs/Chairs
Dean for Clinical Affairs Nancy Tarbell

Major JCSW Activities and Initiatives for 2008-2009

- 35th Anniversary Celebration of the JCSW
- Menu of Recommendations to Dean Flier
- Faculty Mentoring Survey
- Bylaws Revision/Ratification
- Harvard Women's Network
- Archiving the JCSW

Major JCSW Activities and Initiatives for 2008-2009:

- **35th Anniversary Celebration**
In October, the JCSW hosted an event open to all HMS Faculty and Staff to celebrate the 35th anniversary. This afternoon was filled with reflections and review of accomplishments, "taking stock", with speakers that reflected the past, present and future of women in the medical community.
- **Continued relationship Dean Flier**
A Menu of Recommendations was created, which reflected input from all JCSW members. This included short and long-term goals that were communicated in a meeting with Dan Flier and Dean Tarbell in a meeting held with the JCSW chairs and co-chairs. The group shared data and ideas about how to meet diversity-related goals, about programs and speakers, and about resources.
- **Faculty Mentoring Survey**
A survey was created, approved by the HMS IRB and distributed to all women faculty. The goal of this survey was to survey faculty regarding mentorship needs, areas in which they would like membership and qualities they would like in a mentor. The overall goal is to pilot a faculty mentoring program.
- **Bylaws Revision/Ratification**
The JCSW bylaws had not been updated since 1972. A new subcommittee was formed with the purpose to expand vision of purpose of the JCSW; clearly delineate leadership and member responsibilities; describe meeting protocol as well as define term limits for members and Emeritae.
The bylaws were approved by the committee and given to Dean Tarbell and the Office for Faculty Affairs for review.

Harvard Women's Network: Continued relationship with other Harvard women's faculty and staff groups

The Harvard Women's Network was formed in 2008 by Susan Marine, Director of the Harvard College Women's Center. The purpose of this group was to bring together all of the women's groups at Harvard University. The group meetings, which were attended by JCSW chairs and/or co-chairs met every other month to data and ideas about how to meet diversity-related goals, about programs and speakers, and about resources. A new centralized website was created to include information regarding issues common to women, diversity and advancement of all faculty.

<http://www.faculty.harvard.edu/diversity/womens-network>

- **Archiving the JCSW:**
The 35th Anniversary of the JCSW was a time of reflection and inspired the process of archiving of the JCSW records as a historical record of the activities of this group for a resource as well as for future scholarly work. The archives established a historical

collection detailing the creation and work of the JCSW at HMS/HSDM. The records in this series are the product of the establishment, administrative, event planning, and membership activities of the Joint Committee on the Status of Women at Harvard Medical School, during the years 1969 to 2008 and contains committee establishment and charges, minutes, reports, agendas, dockets, membership records and lists, program and event flyers and planning documents, publications, and audio/videotapes of lectures, events, programs, dinners, and retreats.

Ongoing work

- Outreach to all HMS Affiliated Institutions
- Increase JCSW Visibility to HU/HMS Administrations
- Continue pilot mentoring project
- Grant Parity – Finish pilot project; Communicate results
- Revitalize Staff Career Satisfaction Committee
- Increase Networking; Earlier Involvement
- Dean's Awards - increase visibility, # applications
- Discussion to create a new Childcare subcommittee
- Archives – New oral histories
- Coordinate Kass Award
- Co-sponsor talks, events with other Offices
- Update and expand JCSW Website
- Staff Book Group
- Gather Data regarding fellowships for Flexible Careers
- Develop Exit Interview
- Programming

JCSW SUBCOMMITTEES:

Subcommittees do much of the work of the JCSW: The following are the JCSW Subcommittees and their respective committee Chairs for 2008-2009

- Archives for Women in Medicine
- Bylaws Review
- Career Satisfaction Subcommittee
- Communications
- CommUnity Book Club
- Dean's Award for Leadership in the Advancement of Women Faculty
- Dean's Award for Leadership in the Advancement of Women Staff
- Employee Engagement Survey
- Gender Parity in Research Grants Subcommittee
- Maternity Leave and Flexible Career Paths Subcommittee
- Membership Subcommittee (Faculty)
- Membership Subcommittee (Staff)
- Mentoring (Faculty)
- Outreach
- Programs

Archives for Women in Medicine

Ms. Kathryn Hammond Baker and Ms. Darla White (Staff) and Dr. Andrea Patenaude (Faculty), Co-Chairs

The main accomplishment of the Archives subcommittee over this year was the archiving of the JCSW records. This will be of value not only to present and future JCSW members, but will also provide a historical record of the activities of our group for future scholarly research.

The JCSW donated 15 cubic feet of records to the Harvard Medical School archive, establishing a historical collection detailing the creation and work of the JCSW at HMS/HSDM. The records in this series are the product of the establishment, administrative, event planning, and membership activities of the Joint Committee on the Status of Women at Harvard Medical School, during the years 1969 to 2008. It contains two series, Administrative Records and Audiovisual and Multimedia Records. The records include committee establishment and charges, minutes, reports, agendas, dockets, membership records and lists, program and event flyers and planning documents, publications, and audio/videotapes of lectures, events, programs, dinners, and retreats.

This collection was processed by Michael Dello Iacono in September 2008. Processing staff in the Harvard Medical School Archives analyzed the records and created a finding aid to improve access to the contents. The records remain in their original order, as created and organized by the Joint Committee on the Status of Women. Where required, processing staff photocopied documents on acid-free paper to enhance preservation. Processing staff discarded duplicate records and records that did not meet the collection policy of the Harvard Medical School Archives as expressed in the *General Records Schedule*.

The archive will accept additional donations of records for addition to the collection. Of primary interest are records (print and electronic) of the chairs and co-chairs. JCSW members who wish to discuss donating their records to the collection may contact Darla White, Records Manager and Archivist, darla_white@hms.harvard.edu.

Bylaws Review

Ms. Lauren Kreisberg (Staff) and Dr. Susan Farrell (Faculty), Co-Chairs

Members: Nicole Ullrich, Marisa Silveri, Andrea Patenaude, Jo Solet, Nina Longtine, Judith Montminy, Mai Machanda, Donna Lawton, Wendy Zosh-McLean, Maureen Connelly

The Bylaws Subcommittee, comprised of 12 faculty and staff members, reviewed the JCSW Bylaws with attention to redefining and clarifying the mission and purpose of the committee, and its supporting activities.

Over the course of several months, the subcommittee revised and reorganized the bylaws document which was vetted by all active and emeriti committee members.

These changes included:

- Expanded statement of purpose, to clarify committee's ongoing goals
- Defining more clearly membership eligibility, selection process, terms and responsibilities
- Defining the roles and responsibilities for Emerita members
- Leadership (steering committee) information has been added as well as information on creation and functioning of the sub-committees
- Resignations and vacancies
- Information on amendments to the bylaws was added so that the rules of how the committee functions can be updated to reflect the dynamic nature of the JCSW's work.

In May-June 2009, the revised Bylaws were voted upon by the committee and forwarded to Dean Tarbell for review and to Dean Flier for approval.

Career Satisfaction (Faculty)

Dr. Andrea Patenaude, Chair

An Authorship Advisory Committee was established to oversee access to data and determine permission for publications related to the 2003 Faculty Career Satisfaction survey, which was originally supported and distributed under the auspices of the JCSW and the Center for Excellence in Women's Health.

There are several papers in process by Maureen Connelly and Susan Parsons, project PIs, on Academic Advancement and Work/Life Balance.

The Committee did grant permission to Andrea Patenaude and Mary-Jo Good to write a paper from the Faculty Survey data on differences between career satisfaction of M.D. and Ph.D. faculty members, which is also in process.

Communications

Ms. Wendy Zosh-McLean (Staff) and Dr. Jo Solet (Faculty), Co-Chairs

The Communications Subcommittee has the charge of increasing the awareness of the mission and goals of the JCSW. For the last several years this committee has struggled with efficient ways of communicating events and activities of interest to and/or sponsored by the membership as no formal channels of communication have been forged or maintained with offices at HMS/HSDM or its hospital-affiliate offices.

One major accomplishment of this year was a site restructuring to the JCSW site to correct for coding errors and make it more easily navigable by using a CSS template design. While the website looks better, the content is stale and needs a major overhaul as much of the information is dated.

Content development for the site updating should be spearheaded by the Communications Subcommittee and implemented by the JCSW webmaster. For the upcoming year, a new webmaster needs to be identified and information needs to be relayed to that person regarding site changes and events of interest. Reporting of relevant events and posting to the website should be a shared responsibility.

A future goal is to improve awareness of the JCSW throughout the HMS/HSDM community via better advertising and communication with our hospital liaisons.

CommUnity Book Club (Staff)

Ms. Beth Beighlie, Chair

In its third year, the CommUnity Book Club (CBC) continued to provide an informal resource to the broader Longwood Medical Area. As the JCSW works hard towards substantial progress in creating opportunities for career growth, the CBC balances those career-based benefits with work-life balance. The selections are based on discussions about what the group wants to read. There is a deliberate effort to choose titles that are entertaining and to avoid self-help books. The CBC reads simply for the sake of reading.

Participants are members of the JCSW and the broader medical area community. Currently, there are 34 members, with 6 core members who attend the meetings every 6 weeks. During the 2008-2009 academic year, 9 books were read.

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

Dr. Andrea Patenaude, Chair

Members: Drs. Helen Christou Jean Emans, Micheline Federman, Mary-Jo Good, Tayyaba Hasan, Hannah Kinney, Mary Ellen McCann, Andrea Patenaude, May Pian-Smith, Marisa Silveri, Jo M. Solet, Nicole Ullrich, Wilma Wasco, and Debra Weinstein and Dr. Maureen Connelly, an ex officio member.

The Dean's Leadership award was established by Dr. Joseph Martin in 1998 to recognize the contributions of an individual who has significantly supported recruitment, retention, and/or promotion of women faculty at Harvard Medical School and its affiliated institutions. In June 2007 the Award was renamed the "Joseph B Martin Dean's Leadership Award for the Advancement of Women" in recognition of his important influence in this realm.

A JCSW Dean's Award (Faculty) Subcommittee comprised of representatives from 8 HMS institutions and all academic ranks sought nominations for this award from the entire HMS/HSDM faculty. We received nominations for 13 faculty members, with more than 50 individuals submitting either a nomination or support letter. We distributed the nominations and letters to our subcommittee and met to review the top nominees. Votes of the active subcommittee members led to the selection of the candidate, **Marsha Moses Ph.D.** This recommendation was presented by the subcommittee to Dean Jeffrey Flier and subsequently approved. Dean Flier presented Dr. Moses with the Award at the May 21 HMS Faculty Meeting. This happened to be the same Faculty Meeting at which the Memorial Minute for Dr. Moses' mentor, the late Dr. Judah Folkman, was read.

Dr. Marsha Moses is the Director of the Vascular Biology Program at Children's Hospital and she is a Professor in the Department of Surgery at Harvard Medical School. She has a doctorate in Biochemistry from Boston University, was a Radcliffe Fellow in 1998, and has an honorary M.S. degree from Harvard, granted in 2006. Dr. Moses is an internationally recognized biochemist who has done pioneering work on metalloproteinases as regulators of angiogenesis. She is the author of over 100 peer-reviewed papers and she holds more than 60 patents. She is a member of the Institute of Medicine of the National Academies of Science. Dr. Moses is the first non-M.D winner of the Dean's Award.

Highlights of Dr. Moses' career which supported her nomination for the Dean's Award for Leadership in the Advancement of Women Faculty include:

- Dr. Moses has contributed heavily to the recruitment of women scientists, including mid-career women faculty, to the Department of Surgery at Children's Hospital.
- Of her 37 research advisees, 18 have been women who have gone on to significant positions in their field either at prestigious academic institutions or at biotech and pharmaceutical firms including Johnson & Johnson, Merck, Novartis, and Genzyme. In her current role running the Vascular Biology Program at Children's Hospital, Dr. Moses directs approximately 30 scientists, 20 of whom are women.
- Dr. Moses is a sought-after academic mentor for undergraduate interns, graduate students, post-doctoral fellows, clinical fellows, surgical residents, and scientists.

- She is considered generous with her time and very accessible and honest in her feedback, “making her guidance invaluable,” according to one of her supporters. She advises trainees both about important scientific matters and about work-life balance concerns.
- Dr. Moses formed a women’s multi-disciplinary team as part of her Center of Excellence in Women’s Health grant which apparently was a formative educational experience (“a highlight in my academic career”, one of her nominees writes) for those involved in that bench to bedside effort.
- She was a 2003 winner of the HMS Clifford A. Barger Excellence in Mentoring Award.
- Dr. Moses has served since 2003 on the Council of Distinguished Scholars for the HMS Office for Diversity and Community Partnership and since 2006 on the HMS Promotions and Reappointments Committee, where a nominator says she is pleased to help ensure “gender-balanced” reviews.
- Dr. Moses has facilitated academic promotion for women researchers in her department and she actively advises colleagues about promotion.
- Dr. Moses has presented at national and local conferences on “How to Become a Woman Scientist” and “Successful Women in Science”, serving as a role model for future generations of women in science.
- She has mentored local female high school student interns in her laboratory since 2006 and lectured to middle school students interested in science, math, or health careers.
- Dr. Moses has been a member of the Children’s Hospital Research Faculty Council since 1999 and is also a reviewer for the Office of Faculty Development’s Career Development Fellowships.
- She is a member of the Boston University Women’s Graduate Club, the American Association of University Women, and the AACR Women in Cancer Research Committee.
- Dr. Moses has been recently appointed to the HMS Task Force on Faculty Development and Diversity.

Dr. Moses was delighted to accept the Joseph B. Martin Award and she agreed to attend and speak at the first JCSW meeting of the 2009-2010 year.

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

Dr. Lisa Muto, Chair

Members: Lauren Kreisberg, Wendy Zosh-McLean, Jennifer Puccetti, Laura Bailey, Mary Cassesso.

The HMS/HSDM Joint Committee on the Status of Women has the honor of recommending to the dean a nominee for the Joseph B. Martin Dean's Award for Leadership in the Advancement of Women Staff. As in previous years, a subcommittee of JCSW staff members was formed to seek and evaluate nominations for this award; nominations of men and women staff members are reviewed and the recommendation is based on a history of the nominees' support of the career advancement of women staff and their specific efforts that help improve the culture and community for the women who work at HMS/HSDM. Past recipients of the Dean's Award have modeled the importance of cultivating the careers of women, and by extension, all employees at HMS/HSDM.

Nine nominations were received for six candidates and each nominee was deserving of this recognition. The subcommittee met to consider the candidates and recommended to Dean Flier that Ms. Beth Beighlie, Digital Imaging Coordinator in the IT Department, receive this award.

Beth's nominators said the following of her:

"Beth is someone whose efforts advance the careers of staff at HMS, faculty at HMS and across the hospitals, of women and men. She is a quiet leader, most often helping others "behind the scenes," but her impact on the community is broad and long-standing. "

"When I think of the people who make HMS great, Beth is one of them. And I believe that she is a perfect choice for this award because her efforts in training and helping others, her empathy and her energy...all directly impact how this place can be even better."

"She is passionate and compassionate -- she does it all -- fills in all the holes to keep JCSW vibrant just like her!"

Dean Flier presented the award to Beth Beighlie at the opening joint meeting of the JCSW in Fall 2009.

Employee Engagement Survey (Staff)

Chair to be determined

The Employee Engagement Survey subcommittee was created in response to the 2006 Engagement survey. This subcommittee's chair resigned from the JCSW and hence, it stayed dormant for over a year. To bring the committee up to date, we invited Deb Hicks, Associate Dean for Human Resources, to speak at the May 2009 Staff Task Force Meeting, to review the results of the 2008 Engagement survey.

Dean Hicks gave a presentation titled, "Making the Grade: the 2008 Harvard Staff Survey" and customized for the JCSW. Deb discussed the survey, explained how engagement was calculated and covered the findings of particular interest to the committee. Highlights included:

- The survey revealed that overall, women at HMS are more engaged at work than men
- Male/Female engagement percentage comparisons
- Key positive change indicators such as a perceived increase in the effectiveness of the University's leadership

In the next years, the goal is to continue to keep the lines of communication open between Human Resources and the JCSW.

Gender Parity in Research Grants Subcommittee (Faculty)

Dr. Susan Waisbren and Dr. Helen Christou,, Co-Chairs

The data from the qualitative study has been almost fully analyzed and we are developing a first draft of a manuscript. There may be some interesting, but subtle differences between the way male and female researchers approach the grant application process -- particularly in how they select and use mentors.

For next year, the goal is to complete the manuscript and to collaborate more closely with the mentoring subcommittee, since our study on gender parity in the research grant process will be completed.

Maternity Leave and Flexible Career Paths (Faculty)

Dr. Mary Ellen McCann and Dr. Fiona Fennessey, Co-Chairs

The flexible careers pathway and maternity leave subcommittee this year concentrated on developing information about the breast feeding resources within the Harvard hospitals. Devoted sites within the hospitals were identified and will (or are) listed on the JCSW website.

Plans for next year include working with Jean Emans of CHB to administer a survey about work/life balance with specific questions on part-time status. This survey will be first be implemented at CHB and then to all the faculty at HMS/HDS

Membership (Faculty)

Dr. Zeina El Chamali and Dr. Caren Solomon, Co-Chairs

Members: Carol Bates, Zeina Chemali, Maureen Connelly, Micheline Federman, Mary-Jo DelVecchio Good, Emily Oken, Bonnie Padwa, Andrea Patenaude, Marisa Silveri, Jo Solet, Caren Solomon, Anne Stack, Nicole Ullrich, Susan Waisbren, Wilma Wasco

The membership subcommittee received 34 membership applications representing 9 Harvard institutions (BIDMC, BWH, MGH, CH, McLean, HMS, Schepens, Harvard Dental School, and Cambridge Health Alliance). Of these candidates, we selected 10 new members (from 7 institutions, with faculty ranks ranging from Lecturer to Associate Professor) and 3 alternates. New members were contacted by current members of the membership subcommittee and invited to attend the final JCSW meeting of this year, where those who were able to attend were introduced.

Incoming members, Faculty Task Force:

- Michael Cahalane
- Dong Feng Chen
- Catherine DesRoches
- Ann E. Goebel-Fabbri
- Leslie HALpern
- Ursula B. Kaiser
- Katheryn Rexrode
- Samantha Spencer
- Iphigenia Tzamelis
- Sara Ann Wojiski

Members rotating off: Faculty Task Force

- Helen Christou, M.D.
- Mary Jo Good, Ph.D.
- Hannah Kinney, M.D.
- Deborah Levine, M.D.
- Mary Ellen McCann, M.D.
- Jennifer Moye, Ph.D.
- Andrea Farkas Patenaude, Ph.D.
- Nicole Ullrich, M.D., Ph.D.
- Debra Weinstein, M.D.
- Stephanie Woolhandler, M.D.

Membership (Staff)

Ms. Beth Beighlie, Chair

Members: Lauren Kreisberg, Judith Montminy and Jennifer Puccetti

2009 marks the third year of the Staff Task Force (STF) Membership Subcommittee. This subcommittee was formed in response to consistently low nomination and recruitment numbers for the STF. In spite of the subcommittee's success in increasing the pool of candidates over the past 3 years, recruitment for the JCSW STF continues to be hampered by inconsistent levels of support of this kind of committee work. While some departments have enthusiastic participants and supporters for this type of activity, other departments have not actively encouraged their employees to be involved in projects that may take them away from the department during the work day. Additional challenges to this years recruitment effort included a reduction by 8 members due to colleagues taking the early retirement option, being laid off or opting to resign from the committee because of increased workloads within their departments or other personal reasons.

Because of the JCSW's ambitious agenda we continue to require our members to be involved and active in subcommittees, as well as on Joint Committees. It is for this reason that we continue to call on members who are not in good standing for lack of attendance and participation to step down in order to make room for new members.

We continue to recruit new members from recommendations by current members. Additionally, the Membership Subcommittee accessed potential members from STF Subcommittees that involve the broader HMS community– the Mentoring and CommUnity Book Club Subcommittees. Nominees for the Dean's Leadership Award for the Advancement of Women Staff, winners and nominees of the Office of Human Resources Rewards & Recognition Awards and the Office for Diversity & Community Partnership and the Minority Faculty Development Program Awards continue to be an important resource for possible members. This year we also tapped into members of the HMS / HSDM Joint Council. All of these proved to be important sources of notable, high-quality and active staff members of the HMS/HSDM community. Moreover, in an effort to reach beyond the community that is already familiar with the JCSW, we solicited nominations through an open recruitment meeting and the Quad Bulletin.

This year produced the largest number of nominees to date, with a total of 18 submitted nominations. We offered membership to 13, all of which accepted. Of these 13 new members, 2 are from HSDM; 3 from HMS Administration; 1 from Recruitment & Multicultural Affairs; 1 from Information Technology; 1 from Diversity and Community Partnership; 2 from Communications and External Relations, 2 from the Program of Medical Education and 1 from Basic Sciences. These new members were introduced to the broader membership at the last Joint meeting in June. Already they have weighed in with great ideas for the upcoming year.

Incoming members, Staff Task Force

- Paula Anderson
- Megan Benson
- Jennifer Brown
- Linda Burnley

- Aun Em
- Alyssa Kneller
- Wanda Mock
- Sheila Nutt
- Michelle Ocana
- Jan Reiss
- Shana Wagner
- Robin Weston
- KayAnna Wright

Staff Task Force, members rotating off

- Helena Martins
- Lisa Muto
- Joshua Parker
- Sheila Salamone
- Margaret Solon
- Lauren Dewey Platt
- Mai Manchanda
- Jennifer Puccetti

Mentoring (Faculty)

Dr. Dina Hirshfeld-Becker and Dr. Ellen Seely, Co-Chairs

The purpose of the Faculty Mentoring Subcommittee is to understand barriers to successful mentoring and to make recommendations for ways of to improve mentorship of women faculty throughout HMS/HSDM. To this aim, the subcommittee focused this year on two related projects. The first is to survey the women faculty at HMS/HSDM generally about their needs for mentorship, areas in which they would like mentorship, and qualities they would like in a mentor, using a broadly distributed anonymous questionnaire. The second is to pilot a faculty mentorship matching program, pairing mentors from among faculty members of JCSW with a small group of mentees from the HMS/HSDM female faculty, and assessing their experiences.

The general survey was finalized and formatted for Survey Monkey and was then submitted to the HMS IRB where it was approved. The HMS Office for Faculty Affairs (OFA) worked with the subcommittee to create an email list of all women faculty--instructor through professor--and sent the survey to 3822 email addresses on June 10, 2009. The first email generated 574 responses; however, a number of the emails bounced back and Carol Warfield is working with the OFA to quantify this number. HMS IRB approval was obtained for two additional mailings in order to try to improve the response rate. The second emailing took place on two weeks later on June 26. The plan for this summer is to analyze the survey data with the goal of beginning a pilot mentoring program this new academic year. As Ellen Seely completed her two year term as co-chair of this subcommittee on June 30, 2009, this co-chair role will be assumed by Carol Warfield July 1, 2009. Dina Hirshfeld-Becker will continue as co-chair for the 2009-1010 academic year.

Mentoring (Staff)

Ms. Laura Bailey, Chair

The 2008 – 2008 school year was the third year for the HMS staff mentoring program. This year, the JCSW worked with the Office of Human Resources to manage the processes of selecting mentees, mentors and year-end evaluation. There were 9 mentor/mentee pairs.

The mentoring program has been well received and popular. The Staff Mentoring Program was scheduled to be adopted by Human Resources for this past fall. However, with a limited budget and the loss of some key players it was put on hold. We are hoping Human Resources will reinstitute the program for the coming academic year, in the fall of 2010.

Outreach Subcommittee (Faculty)

Dr. Rhonda Bentley-Lewis and Dr. Marisa Silveri, Co-Chairs

Members: Rhonda Bentley-Lewis, Micheline Federman, Marisa Silveri, Nicole Ullrich

Summary of Accomplishments for 2008-2009

A major goal of this past year was to identify and establish contact with 3 new hospital affiliates that have not yet hosted outreach events: Joslin Diabetes Center, Massachusetts Eye and Ear Infirmary, and Spaulding Rehabilitation Hospital. It is anticipated that the addition of new JCSW members from the Schepens Eye Research Institute and Massachusetts Eye and Ear Infirmary will help facilitate the planning of future outreach events at these institutions.

Goals for 2009-2010

We have 3 major goals for the upcoming year. First, we plan to schedule outreach events for fall/spring at Joslin Diabetes Center, Massachusetts Eye and Ear Infirmary, and Spaulding Rehabilitation Hospital. Second, we hope to increase outreach efforts at additional hospital affiliates that do not currently have members on the JCSW, including Forsyth Institute, Hebrew SeniorLife, Immune Disease Institute (formerly the CBR Institute for Biomedical Research), Judge Baker Children's Center, Massachusetts Mental Health Center, and Mount Auburn Hospital. Third, we hope to increase visibility and plan outreach events at institutions that already have JCSW representatives. In an effort to achieve these goals for the 2009-2010 year, it will be necessary to recruit additional subcommittee members.

Programming Subcommittee

Ms. Lauren Kreisberg and Dr. Nicole Ullrich, Co-Chairs

The purpose of the JCSW Programming Subcommittee is to provide structure to the meetings and offer members methods and tools to improve themselves personally and professionally.

Throughout the 2007-08 academic year, the Programming Subcommittee focused on programs to help JCSW members succeed in a changing environment. With a new Dean at the Medical School and the first ever women president at the University, the JCSW programming committee felt the academic year's "new beginnings" should be highlighted.

JCSW Staff Task Force meetings examined successful strategies for change, by incorporating and sharing member's experiences. The Staff Task Force also discussed suggestions for change to be presented to Dean Flier. The JCSW Faculty Task Force meetings concentrated on career advancement, equity and career satisfaction. The JCSW Joint meetings offered a history of the JCSW, a dramatic presentation by the Bok Players and a meeting with Dean Flier who shared his strategic planning vision and accomplishments.

Appendices:

- Menu of recommendations to Dean Flier
- Program for 35th anniversary celebration
- Focus article for 35th anniversary
- Link to new archives video for 35th anniversary
- Timeline of accomplishments
- Web-page for Harvard Women's Committee

*A Standing Committee of the Dean of the Faculty of Medicine***August 18, 2008 Meeting with Dean Jeffrey S. Flier**

We appreciate the opportunity to present you with a list of short and long-term recommendations that we believe will help enhance the contributions of women at HMS, its affiliated institutions, and the HSDM.

The JCSW is comprised of a 35-member Faculty Task Force, a 20-member Staff Task Force, and approximately 20 ex officio and emeritae members. The JCSW offers a broad-based, cross-institutional forum for collaboration with the Dean's office and other HMS Committees to address issues of concern to women faculty and staff, including institutional climate, gender equity, retention, promotions, work/life balance and career satisfaction.

Short Term Recommendations:Promotion, Retention and Recruitment

- Document annual promotion statistics for faculty and disseminate the information widely.
- Utilize individual departmental review processes as a means to determine: Rates of retention and recruitment of women faculty; Impact of new criteria on promotion of women faculty; Implementation and interpretation of new promotion criteria within individual departments; Number of faculty at each rank for three or more years and never-promoted faculty; Gender differential in salary, space allocation, and transitional support; Individual departmental policies on harassment, discrimination and maternity leave.
- Arrange exit interviews/anonymous survey for all reachable departing HMS faculty and staff to identify factors influencing retention, in particular those affecting women and underrepresented minorities.
- Inventory the number of women and minorities on senior search committees, with the goal to enhance the quality and gender balance of all search committees; Improve effectiveness of senior search committees through training their members in best practices; Require inclusion of women and minorities on junior search committees.
- Promote a zero tolerance for harassment and bullying among faculty and staff.
- Require annual performance reviews be linked to career advancement for all staff; create opportunities for staff career growth and mobility within HMS.
- Request historical staff compensation data for review, and compare data by gender across salary grades; partner with HR on variable pay task force.

Career Development and Mentoring

- Develop standardized, web-based tool for Annual Career Review that focuses on promotion and career advancement to be used by Department Head/Division Chiefs for all faculty that focuses on promotion and career advancement; encourage use of this tool through Conference of Department Heads and evaluate efficacy through Departmental Review process.
- Assess the representation of women in faculty and staff leadership positions. For faculty, assess academic and administrative activities and participation on promotion committees, in an effort to increase representation commensurate with the proportion of women faculty. For staff, explore the development of succession planning activities for high-performing staff.
- Highlight the accomplishments of effective mentors supporting the promotion of women and minority faculty and staff in a single, well-publicized celebration of mentoring awards; publicize these accomplishments on the HMS website.

Work and Family

- Survey HMS faculty and staff users of HMS-supported childcare about accessibility, value and alternatives.
- Encourage family-friendly work environments by improving support for parental/eldercare leave and creating minimum standards recommendations for family leave based on best practices at HMS and other universities. Present recommendations to Faculty Council/Council of Chiefs and the Executive Dean's Administrative Core Group.
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Long Term Recommendations:

- Develop programmatic management training initiatives to address the issue of unintended bias, to recognize the importance of diversity, to create a supportive faculty climate and to improve faculty and staff retention.
- Create centralized support mechanism for HMS institutions that do not have Offices for Faculty Development.
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- Assemble a task force to evaluate business models that facilitate on- and off-ramping.
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How the JCSW can help support these initiatives:

- Gather and disseminate surveys, forms, policies, best practices and programs developed at HMS-affiliate institutions and other schools at Harvard.
- Advertise expectations for all faculty and staff of annual career conference.
- Provide feedback on proposed programs and initiatives.
- Collect and disseminate best practices through the JCSW membership and Outreach committee; provide summaries from outreach activities regarding women faculty experiences at affiliated institutions.
- Collect information from sister institutions on best practices regarding women faculty.
- Recommend and invite outside speakers on topics of interest that improve the above goals, such as improving search committees, and contribute to programming.
- Help to create a database of women faculty who are willing to serve on search committees.
- Help to organize, advertise and execute junior faculty career development programs.
- Participate in drafting of Faculty Bill of Rights.
- Participate in committees that address issues of faculty and staff diversity, advancement, retention and climate.

35th Anniversary Celebration

October 27, 2008

Past, Present & Future of Women at Harvard Medical School and the Harvard School of Dental Medicine



The Joint
Committee
on the Status
of Women

1:00 **Welcome**
Nicole Ullrich, MD, PhD, JCSW Faculty Chair

Opening Comments

Jeffrey S. Flier, MD
Dean of the Faculty of Medicine,
Harvard Medical School
Bruce Donoff, DMD, MD
Dean of the Harvard School of Dental Medicine

1:20 **Past: The climate of HMS/HSDM
at the start of the JCSW**

Panel:
Shirley Driscoll, MD,
1st JCSW Faculty Chair, 1973-1974
Ann Georgi, 1st JCSW Staff Chair, 1994-1995
Carol Nadelson, MD, JCSW Member
Moderated by Eleanor Shore, MD

Archives for Women in Medicine
video retrospective

2:00 **Present: The current status of
women staff at HMS/HSDM**

Guest speaker: Beth Marshall, MLS,
JCSW Ex-officio member

Staff Panel:
Mary Cassesso, MPA, JCSW Staff Chair 2001-2002
Kathryn Hammond-Baker, MA, MLIS,
JCSW Staff Chair 2002-2003
Lisa Muto, PhD, JCSW Staff Chair 2007-2008
Moderated by Lauren Kreisberg, MIS,
current JCSW Staff Chair

2:50 **Break**

3:10 **Present: The current status of
women faculty at HMS/HSDM**

Guest speaker: Ellice Lieberman, MD, Dr.PH,
Dean for Faculty Affairs,
JCSW Faculty Chair 2003-2004

Faculty Panel:
Joanne Ingwall, MD, JCSW Faculty Chair 1984-1985
Linda Heffner, MD, JCSW Faculty Chair 1992-1993
Jacqueline Wolf, MD, JCSW Faculty Chair 1997-2000
Moderated by Andrea Farkas Patenaude, PhD,
JCSW Faculty Chair, 2007-2008

4:00 **Future: Next steps for
women at Harvard**

Speaker Introduction by Maureen Connelly, MD,
Associate Dean for Faculty Affairs,
JCSW Ex-officio member

Future of women at HMS

Nancy Tarbell, MD,
Dean for Academic and Clinical Programs at HMS,
JCSW Ex-officio member

Future of women at Harvard University

Judith Singer, PhD,
Senior Vice Provost for Faculty
Development and Diversity at Harvard University

Perspectives from a recent graduate

Taniqua Alexander, MD, HMS '08

4:45 **Closing Comments**
Nicole Ullrich, MD, PhD, JCSW Faculty Chair

5:00 **Reception**

Sponsors:
Harvard Medical School
Harvard School of Dental Medicine
Harvard University Office for Faculty Development and Diversity



The Joint
Committee
on the Status
of Women

Planning Committee

Nicole Ullrich, Co-Chair	Giordana Mecagni
Lauren Kreisberg, Co-Chair	Judith Montminy
Beth Beighlie	Jessica Murphy
Megan Benson	Carol Nadelson
Mary Cassesso	Andrea Farkas Patenaude
Maureen Connelly	May Pian-Smith
Sue Farrell	Christine Power
Micheline Federman	Marisa Silveri
Kerry Foley	Ann Skoczinski
Keri Godin	Jo Solet
Kelly Katz	Peg Solon
Sara Kiarsis	Darla White
Hannah Kinney	Gail Williams
Donna Lawton	Wendy Zosh-McLean

The Joint Committee on the Status of Women was formed to facilitate the development and contribution of women affiliated with Harvard Medical School and Harvard School of Dental Medicine by expanding and improving the opportunities for the advancement of women to achieve their maximum potential.

<http://www.hms.harvard.edu/jcsw>



December 12, 2008

DIVERSITY

Committee on Status of Women Turns 35

In a year marked by pioneering events—Roe v. Wade, the Watergate hearings, the Egyptian–Israeli peace agreement, and the start of Federal Express—HMS introduced its own historical “first.” In June 1973, the Faculty Council voted to form a permanent committee to survey the status of women at Harvard and to suggest ways to increase the number of women on the faculty of Harvard’s medical and dental schools.



Liza Green, HMS Media Services

At the 35th anniversary celebration of the HMS/HSDM Joint Committee on the Status of Women, retired dean for faculty affairs Eleanor Shore shared a glimpse into the often rocky landscape women physicians had to navigate in past years.

In October, the [Joint Committee on the Status of Women](#) at HMS and HSDM celebrated its 35th anniversary. During an afternoon filled with reflections on the past, present, and future of women faculty and staff at the two schools, Dean Jeffrey Flier applauded the group for its impressive timeline of accomplishments.

“Over the years, the JCSW has tackled issues ranging from daycare in the Longwood Medical Area to sexual harassment,” he said. “It’s played an important role in the creation of the Harvard Medical Area Children’s Center, the Ombudsperson Office, the Office for Parenting, the Dean’s Leadership Awards for the Advancement of Women Faculty and Staff, as well as the Archives for Women in Medicine.”

“Your organization has done so much to improve the landscape,” said Bruce Donoff, dean of the School of Dental Medicine.

Eleanor Shore, retired dean for faculty affairs, gave the audience a glimpse into that landscape. Her class, HMS ’55, was the seventh to include women. When the Radcliffe and Harvard University health services were combined in 1959, Shore became one of the first women to treat Harvard students, all men at the time. Twenty-five years later, the JCSW played a large role in advocating for some choice between male and female doctors at University Health Services, particularly in OB–GYN and psychiatry.

“They made a stir that I will never forget,” Shore said. “Health services finally moved over and made sure there were women in both specialties, and henceforth there would be a choice.” She also credited the JCSW for promoting the first faculty maternity leave policy.

“I give high marks to the Joint Committee for pushing this mountain, even though it’s not perfect yet,” she said. “I think we have to be very proud of the Joint Committee for making the Harvard Medical School and the Dental School a better place for faculty and staff to work and prosper.” Since tough issues require constant monitoring and improvement, she expects the JCSW to remain active.

“Today we take the ombuds office for granted,” said Kathryn Hammond Baker, deputy director for the History of Medicine at the Countway Library and a past chair of the JCSW Staff Task Force. “My dream is that someday someone will take the Archives for Women in Medicine for granted and say, ‘The JCSW did that? Isn’t that amazing.’”

Taniqua Alexander, HMS ’08, echoed Baker’s comments. “You take for granted that things have been around,” she said. “But I think today was really special for me because I see the

fight, and I see the guts of so many women that made it a luxury for me to not think about being a woman during my training.”

Dean Flier also is encouraged. At the end of the first phase of the strategic planning process, all of the advisory groups highlighted the continuing need to make the School’s environment more inclusive and supportive, with special attention paid to improving the diversity and gender balance of the faculty.

“Since this is an area of deep personal interest for me as well, I am pleased to announce the creation of the Council on Faculty Development and Diversity,” he said.

The council will be chaired by the new dean for academic and clinical affairs, Nancy Tarbell, an early champion of the Archives for Women in Medicine and former director of the MGH Center for Faculty Development and Office for Women’s Careers.

—*Judith Montminy*

[top](#)

October 30, 2008



Eleanor Shore M.D. '55 reflects on her own career as a young primary care doctor.
Nick Welles/Harvard News Office

Related links

- [Harvard Task Forces on Women release findings and recommendations](#)
- [Buying time for medical scholars](#)
- [Fellowship helps medical scholars over the hurdles](#)
- [HMS Reunion Honors First Female Graduates](#)

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- [Videos](#)
- [Special Presentations](#)

Status of women in academe assessed

By Colleen Walsh

Harvard News Office

More than three decades of championing better opportunities for women has yielded critical changes, but there is still work to be done.

That was the message from the faculty and staff of the Harvard Medical School (HMS) and the Harvard School for Dental Medicine that met Oct. 27 to honor the 35th anniversary of the Joint Committee on the Status of Women (JCSW). The organization was founded in 1973 to expand opportunities for women at both institutions and help them “achieve their maximum potential.”

In a series of panels at the Inn at Longwood Medical, past and present committee members recounted their struggles and successes and explored the continuing challenges faced by women in the academy.

In the opening panel, Eleanor Shore M.D. '55, senior consultant to the Medical School's Office of Academic and Clinical Programs, reflected on her own career as a young primary care doctor and one of the first women to take care of Harvard students as part of University Health Services (UHS) in 1961. She recalled an awkward moment when one of her early patients stopped short at her door.

The young male undergraduate hesitated, she said, and then remarked that if President Kennedy could have a woman as his doctor, so could he.

"I was eternally grateful to ... Kennedy," she said, "for having picked a woman physician to be his back doctor."

Continuing to provide a historical perspective, Shore traced some of the significant contributions made by the JCSW in past decades.

In the 1970s, the committee advocated a concrete maternity leave policy for faculty at HMS.

"I give high marks to the joint committee for pushing this mountain. Even though it is not perfect yet, it was a breath of fresh air in a very unregulated area."

In the 1980s, the committee worked to ensure that there would be a choice at the UHS of male and female doctors, particularly in the areas of obstetrics and psychiatry.

"They made a stir that I will never forget," said Shore.

Persistence and the occasional hardball tactic were used to push measures through, said Ann Georgi, life sciences research administrator and co-master of Leverett House, who was the staff chair of the committee from 1994 to 1995. She shared her efforts to get a lactation room at HMS.

After meeting with some resistance, one of her colleagues, she said, suggested putting a chair outside the then-dean's office door.

"We didn't do it," said Georgi, "but we let the concept float in the air. We had a room pretty quickly," she said with a laugh.

While the room was just a small space, noted Georgi, it quickly came to represent something more.

"It was just a simple thing that helped create a climate that said, 'It's OK to be a woman working at Harvard.'"

Much of the day's discussion focused on balancing career and family. In an effort to support working mothers, the committee has developed daycare programs and maternity leave guidelines, and has advocated flexible work schedules.

Other committee efforts include the creation of an ombudsman's office, the inclusion of women on faculty search committees, a salary equity survey, the development of sexual harassment policies, the creation of various awards and fellowships for women, and The Archives for Women in Medicine, a joint effort of the JCSW and the Countway Library to document the history of women in medicine.

In assessing the current status of women staff at the two Schools, panelists noted that there have been significant advances in the numbers of women in the top levels of management positions. In 1994 there were no women in top tier management levels, compared with close to 50 percent today, said Beth Marshall, acting associate dean for human resources at HMS.

"One of the most powerful techniques of giving women the ability to aspire and move ahead with their careers," Marshall said, "is to see themselves represented at all levels of the organization."

The status of women faculty has also moved in a positive direction, but more needs to be done, observed Ellice Lieberman, dean of faculty affairs at HMS and faculty chair of the committee from 2003 to 2004.

In 1980, 15 percent of full-time faculty were women, compared to today's nearly 40 percent, said Lieberman, who stressed the need for better attention to faculty searches.

"Only 10 percent of the last 30 searches for professors identified a female candidate. This is an area that is really ripe for intervention."

In the final panel of the day, Judith Singer, James Bryant Conant Professor of Education at the Graduate School of Education and senior vice provost for faculty development and diversity, pointed to the broadening influence of women University-wide. A fundamental shift has occurred in academic leadership she observed, not only with the appointment of Drew Faust as Harvard president but also with the increased number of women deans. There are also, she noted, currently five women vice presidents at the University.

Singer offered a good news/bad news scenario to the audience. Diversity in the junior faculty is better than at any time in Harvard's history, she said, but in the senior ranks it remains an issue.

"It's very clear that we need more women senior faculty ... who can be in positions to make decisions about the next generation."

Singer urged the crowd to contact her to let her know how the University can make a difference.

"I am really in listening mode right now," she said, adding, "There is really a commitment to working together."

colleen_walsh@harvard.edu

*A Standing Committee of the Dean of the Faculty of Medicine***August 18, 2008 Meeting with Dean Jeffrey S. Flier**

We appreciate the opportunity to present you with a list of short and long-term recommendations that we believe will help enhance the contributions of women at HMS, its affiliated institutions, and the HSDM.

The JCSW is comprised of a 35-member Faculty Task Force, a 20-member Staff Task Force, and approximately 20 ex officio and emeritae members. The JCSW offers a broad-based, cross-institutional forum for collaboration with the Dean's office and other HMS Committees to address issues of concern to women faculty and staff, including institutional climate, gender equity, retention, promotions, work/life balance and career satisfaction.

Short Term Recommendations:Promotion, Retention and Recruitment

- Document annual promotion statistics for faculty and disseminate the information widely.
- Utilize individual departmental review processes as a means to determine: Rates of retention and recruitment of women faculty; Impact of new criteria on promotion of women faculty; Implementation and interpretation of new promotion criteria within individual departments; Number of faculty at each rank for three or more years and never-promoted faculty; Gender differential in salary, space allocation, and transitional support; Individual departmental policies on harassment, discrimination and maternity leave.
- Arrange exit interviews/anonymous survey for all reachable departing HMS faculty and staff to identify factors influencing retention, in particular those affecting women and underrepresented minorities.
- Inventory the number of women and minorities on senior search committees, with the goal to enhance the quality and gender balance of all search committees; Improve effectiveness of senior search committees through training their members in best practices; Require inclusion of women and minorities on junior search committees.
- Promote a zero tolerance for harassment and bullying among faculty and staff.
- Require annual performance reviews be linked to career advancement for all staff; create opportunities for staff career growth and mobility within HMS.
- Request historical staff compensation data for review, and compare data by gender across salary grades; partner with HR on variable pay task force.

Career Development and Mentoring

- Develop standardized, web-based tool for Annual Career Review that focuses on promotion and career advancement to be used by Department Head/Division Chiefs for all faculty that focuses on promotion and career advancement; encourage use of this tool through Conference of Department Heads and evaluate efficacy through Departmental Review process.
- Assess the representation of women in faculty and staff leadership positions. For faculty, assess academic and administrative activities and participation on promotion committees, in an effort to increase representation commensurate with the proportion of women faculty. For staff, explore the development of succession planning activities for high-performing staff.
- Highlight the accomplishments of effective mentors supporting the promotion of women and minority faculty and staff in a single, well-publicized celebration of mentoring awards; publicize these accomplishments on the HMS website.

Work and Family

- Survey HMS faculty and staff users of HMS-supported childcare about accessibility, value and alternatives.
- Encourage family-friendly work environments by improving support for parental/eldercare leave and creating minimum standards recommendations for family leave based on best practices at HMS and other universities. Present recommendations to Faculty Council/Council of Chiefs and the Executive Dean's Administrative Core Group.
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HARVARD UNIVERSITY | Office of the Senior Vice Provost
Faculty Development & Diversity

Women's Network



[HOME](#) » [DIVERSITY](#) » [WOMEN'S NETWORK](#)

The purpose of the Women's Network of Harvard is to create meaningful connections among the many departments, initiatives, centers, committees, organizations, and institutes across the University that focus on women's and gender issues, to enable communication and collaboration among these groups, and to serve as both a sounding board and platform for action regarding women's concerns. Questions about the Women's Network may be addressed to [Susan Marine](#) at the Harvard Women's Center.

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