

Executive Summary

The Harvard Faculty of Medicine has a long tradition of supporting faculty development and diversity through successful individual programs and initiatives. Several of the Medical School's affiliated institutions also have robust programs in place to support faculty and trainees in their career development and to promote diversity in their organizations. However, it became clear through strategic planning and self-study, that Harvard Medical School (HMS), working with its affiliated institutions, can do considerably more to help faculty members advance professionally. In addition, HMS can build a more inclusive and welcoming community for faculty across all ranks and disciplines – especially for women and members of minority groups.

Committed to advancing faculty development, Dean Flier convened a Task Force on Faculty Development and Diversity, chaired by Dean for Academic and Clinical Affairs, Nancy Tarbell and comprised of over sixty faculty and staff members from throughout HMS and the affiliated community. The inaugural meeting of the Task Force was held in April of 2009 and Dean Flier gave the following charge:

1. To define and prioritize the faculty development and diversity needs within our (HMS) community with the goal of creating a vibrant and diverse faculty (and trainee) community.
2. To develop and present recommendations and an associated action plan for meeting the identified needs of the faculty to the Dean of the Faculty of Medicine.

The committee began its work by considering overarching questions such as: What are the barriers to recruiting women and minority faculty to HMS/HSDM? What practices, policies and infrastructure affect how diverse faculty experiences the academic environment at HMS/HSDM? How can the Faculty of Medicine and the affiliated health-care organizations work together to provide resources to promote a more inclusive academic community for all faculty across ranks and areas? Which faculty development areas need the most attention for junior faculty to thrive in their academic careers at HMS/HSDM? Common themes that emerged from the Task Force's review of these questions led to the formation of three subcommittees: 1) Search Committees and Expanding the Applicant Pool, 2) Mentoring, and 3) Culture/Community/Communications.

Over the course of the next 15 months, these Subcommittees and the larger Task Force met regularly and were dedicated to the study of these topics in relation to the HMS and affiliate environment. The consensus of the Task Force is presented in the recommendations below and described in detail in the attached "*Framework for Action*":

- 1. Infrastructure: Create an identifiable infrastructure to implement and sustain faculty development and diversity efforts, including appointment of an advisory committee to guide the Task Force recommendations.**
- 2. Career Support/Mentoring: Establish expectations and programs to help new and existing faculty members advance their careers and feel more connected to the HMS community.**
 - Annual Career Conferences
 - Mentoring
 - Career Support
 - Faculty Orientation/Introduction to HMS/HSDM
- 3. Faculty Searches: Develop and improve search practices to help broaden recruitment efforts and create a more diverse faculty community.**
 - Search Training
 - Policy Review
 - Centralized Database
 - Recruitment
 - Trainee outreach
 - Pipeline programs
- 4. Communications: Develop a thoughtful and expansive communications outreach effort to promote the values, goals, and programs of faculty development and diversity at HMS.**
 - Centralized HMS website
 - E-communications and interactive tools
- 5. Appointments/Promotions: Streamline the faculty promotion process.**
 - Policy Review
 - Information
 - Transparency
- 6. Measuring Success: Establish metrics to make sure efforts to support faculty development and expand diversity are effective.**
 - Diversity Reports
 - Policy Review
 - Advisory Committee
 - Measurements: focus groups, surveys and other research tools

These recommendations, which are discussed in more detail in the Framework for Action and Task Force Subcommittee reports, represent Harvard Medical School's commitment to engaging the community, enhancing communication, and increasing transparency and accountability around faculty development and diversity. This process, however, is not an end in and of itself. Our goal is to attract and retain a thriving faculty who will lead biomedical research, provide exceptional care to patients, and ultimately uphold our shared mission.

Our next steps begin with our first *Faculty Orientation/Introduction to HMS/HSDM* on October

18th and the launch of our centralized Academic and Clinical Affairs website at <http://www.hms.harvard.edu/aca> on November 12, 2010.