

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

ANNUAL REPORT 2011-2012

Summary

The Joint Committee on the Status of Women (JCSW) is a Standing Committee of the Dean of Harvard Medical School with a 38-year history of facilitating and enhancing the contributions of women at Harvard Medical School and the Harvard School of Dental Medicine. We feel strongly that women's issues are community issues, to that end we advocate for improvements in our community that will improve the lives of all employees at all levels.

Major JCSW Activities and Initiatives 2011-2012

- JCSW web site development
- Successful Programming events
- Rolling membership successfully instituted
- JCSW support of Family Child Care Network in the Longwood Medical Area, the funding for which was recently approved by MASCO
- JCSW protocol manual development

Administrative

The JCSW is overseen by Dean Maureen Connelly in the HMS Office of Faculty Affairs, and an eight person Steering Committee comprised of elected faculty and staff representatives from the JCSW membership and Dean's appointees. The JCSW membership is comprised of volunteer faculty and staff from HMS and HSDM. Part-time staff support was provided by Tamara Brown through the Office of Faculty Affairs.

Steering Committee 2011-2012

- **Co-Chairs:** Fiona Fennessy, M.D., Ph.D. and Aun Em
- **Co-Vice Chairs:** Rhonda Bentley Lewis, M.D., M.B.A., M.M.Sc., , Wanda Mock (July 1, 2011-February 29, 2012) and Jessica Murphy, M.L.I.S. (March 1, 2012-Current)
- **At-large members:** Diane Stafford, MD and Jessica Murphy, MLIS (January 2010-December 2011); Lauren Dewey Platt, Ph.D. and May Pian-Smith, M.D. (January 2011-December 2012)
- **Dean's Appointees:** Jeri Gardner, HMS Associate Director of HR Planning and Program Management, Donna Lawton, Executive Director of the Center for Faculty Development at Massachusetts General Hospital, and Dr. Carol Bates, Assistant Dean of Faculty Affairs
- **Administrative assistance:** Tamara Brown

Strategic Plan Fiscal Years 2012-2016

This was the first year roll out of the 5-year JCSW strategic plan. As outlined in Appendix A, subcommittees and task forces focusing on both Organizational Efficiency and Institutional Memory, and JCSW Career Satisfaction and Advocacy were priorities for this fiscal year.

*Appendix A: Strategic Plan for 2011-12***Membership 2011-2012**

An approved open membership structure for the JCSW provided an opportunity to increase the infusion of new members and their ideas. Under this new structure, members are considered “active” based on their involvement with the committee’s projects and/or attendance at meetings, and only active members may vote on JCSW business. We have significantly increased membership, both in number and diversity, over the past year, as described under membership subcommittee below.

*Appendix B: JCSW Membership Roster 2011-2012**Appendix C: JCSW Membership Comparison (AY11-AY12)***Meeting Structure**

We have continued to hold each of our nine monthly meetings as joint meetings (faculty/staff, post docs and students), to jointly address the concerns of women at HMS/HSDM. For the most part (exceptions occurring if programming events necessitated fine re-organizing the meeting schedule for a specific month), the first hour of our monthly meeting was used to address collective JCSW business and announcements, and the second hour was a dedicated time for Sub-committees to meet and discuss their projects. Overall, this productive meeting structure has been very well received by the membership.

Budget

The JCSW receives budget oversight and support from the Office of Faculty Affairs. Typically the largest recurring expense is the catering and parking fees associated with our monthly lunch meetings, and the Dean’s Award prize.

The Dean’s Award is approximately 20% of our budget.

Lectures fees and honoraria are 25% of our budget.

Catering and parking fees for monthly meetings and 4 speaker events were approximately 46% of our budget.

*Appendix D: JCSW Budget, 2011-2012***Sub-Committees and Taskforces for 2011-2012**

Sub-committees and taskforces do most of the work of the JCSW. They are comprised of faculty, staff, post docs and student members. According to the 2011/12 strategic plan, the following JCSW sub-committees and taskforces were active with particular tasks and priorities:

- Joseph B. Martin Dean’s Leadership Award for the Advancement of Women
Membership Faculty and Staff Subcommittees

- Mentoring Subcommittee
- Membership Subcommittee
- Programming Subcommittee
- Outreach, Partnerships and Collaboration Subcommittee
- Technology/Website Development and Communications Taskforce
- Childcare Taskforce

Dean's Award for Leadership in the Advancement of Women

Dr. Susan Farrell, Chair (Faculty) and Ms. Darla White, Chair (Staff)

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. There is one award each for an outstanding member of the faculty and staff who has modeled the importance of cultivating the careers of women, and by extension, all employees at HMS/HSDM.

This year the awards were given to the following leaders in our community:

Staff Dean's Award: **Kathryn Link**, Executive Director of the Department of Stem Cell and Regenerative Biology, Harvard University, Faculty of Arts and Sciences and Harvard Medical School

Faculty Dean's Award: **Dennis Brown, Ph.D.**, Professor of Medicine, Massachusetts General Hospital and Harvard Medical School

Mentoring Sub-Committee

Dr. Carol Warfield, Dr. Martha Cesena, and Ms. Darla White, Co-Chairs

The mentoring subcommittee hosted an event entitled "Leveraging your developmental network", with presentations by Dr. Jean Emans and Dr. Ellen Seely. Darla White also presented information to the JCSW on a library guide, which can provide Faculty, Staff, Students, Post-docs, and Trainees, with centralized and curated information on mentoring support and resources in our community. This is now linked to the JCSW website.

Membership Sub-Committee

Dr. Marisa Silveri and Ms. Wanda Mock, Co-Chairs

The new Membership Orientation Presentation has been completed. We are happy to report that membership has increased from 90 members in September 2011 to 200 ending May 2012. The breakdown of members is available in Appendix D.

The membership sub-committee produced a “JCSW Card”, which promotes the JCSW’s mission, values and accomplishments, and can be handed out at new staff/faculty orientation events or at JCSW-sponsored events.

Appendix E: Membership Breakdown, 2011-2012

Programming Subcommittee

Ms. Wendy Brown and Dr. Kathryn Rexrode, Co-Chairs

This subcommittee has been very successful in hosting four events this fiscal year.

1. **Balancing YOUR Priorities** presented by Alison Rimm (Setting the framework for your personal strategic plan)
2. **Lessons from Recipients of the Joseph B. Martin Dean’s Leadership Award for the Advancement of Women**
3. **Voices of the Faculty: Changing the Culture of Academic Medicine**, presented by Dr. Linda Pololi
4. **Speed Networking**: JCSW members exchange ideas about professional accomplishments, challenges, balance and career pathways

Outreach, Partnerships and Collaboration Sub-Committee

Drs. Rhonda Bentley Lewis and Ingrid Katz, Co-Chairs

This subcommittee presented an outline of the JCSW’s goals and mission to CHADD, to make their members aware of JCSW history and plans going forward. They also spearheaded a panel discussion event co-sponsored by MGH MAO/OWC of HMS Women of Color faculty to discuss career development, and reached out to and attended an event at Radcliffe College to share JCSW information regarding events, activities, and hopefully sew seeds for future collaboration. More locally, this subcommittee reached out to all affiliate institutions with the aim of identifying and establishing communication with a “liaison official” for the JCSW.

Technology and Communication Taskforce

Drs. Blanca Himes and Iza Malinowska, Co-Chairs

Intern: Logan Brown

OCER Multimedia Specialist: Alyssa Kneller

We are proud to report that the new JCSW website was developed and went live May 2012. The JCSW website hosting, design, and training was and will continue to be provided by HMS Office of Communications and External Relations.

Our website highlights JCSW missions, values, events, subcommittees work, accomplishments, and resources to existing and potential new members. Much of this information will be in relation to subcommittee work and accomplishments.

The Technology and Communication taskforce understands the importance of and need to keep the content on the web site active. The taskforce therefore requested that this taskforce be a sub-committee going forward. JCSW Steering members approved the conversion.

Childcare Taskforce

Ms. Nina Dickerman and Ms. Paula Anderson, Co-Chairs

Leading on from the successful 2010-2011 childcare summit, the Childcare Taskforce continued to operate and excel in 2011-12. The Child Care Task Force was very successful in all three goals for FY12.

This taskforce created a Consortium of Harvard Affiliates for Child Care (CHACC). The purpose of this group is to learn about all the resources available to working parents within Harvard Medical School and its Affiliated Hospitals. The "tri-chairs" are Nina Dickerman- HMS, Martha McNulty- Partners, and Sheryl Weden- Partners. Two meetings were held to discuss the purpose CHACC and who to involve. Representatives were from BWH, DFCI, BIDM, and Harvard University were present and information was collected for Joslin and Children's Hospital and they now have a map of all the benefits offered to working parents at these institutions which is representative of faculty and staff. Next steps would be planning a meeting to discuss how to communicate this information and use it to leverage programs that are relatively undersourced.

The Child Care Task Force was successful in supporting the formation of a Family Child Care Network. Over the last fiscal year, a consultant was hired and paid for by MASCO to provide data on various models of Family Child Care Networks in the Greater Boston Area, highlight Family Child Care Networks and how they are run at other higher educational institutions, and map out the cost of running a 2 year Family Child Care Network Pilot. The Task force supported the Executive Dean of Harvard Medical School with data and information to gain support among his peers at the Harvard Affiliated Hospitals to approve the funding of a MASCO owned Family Child Care Network serving about 5 Longwood Medical Area institutions. On May 16 2012, the executive board at MASCO was in favor of funding the project. Next step for this task force is to work with MASCO to define the project, clarify stakeholders, and kick off the pilot program.

This task force will continue to collaborate with Offices of HMS to promote efforts in supporting child care initiatives.

**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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Membership	<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.		

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First	Last	Faculty/Staff	Institute
Nina	Dickerman	Staff	HMS
Cathy	Downey	Staff	HSDM
Rosemary	Duda	Faculty	BIDMC
Heather S	Duffy	Faculty	BIDMC
Mahnaz	El-Kouedi	Staff	HMS
Aun	Em	Staff	HMS
S. Jean	Emans	Faculty	CHB
Huma	Farid	Student	HMS
Andrea	Farkas Patenauro	Faculty	CHB
Susan	Farrell	Faculty	BWH
Micheline	Federman	Faculty	BIDMC
Fiona	Fennessy	Faculty	DFCI
Heather	Foley	Staff	HMS
Deborah	Fredberg	Staff	BWH
Paola	Friedrich	Other	DFCI
Nadine	Gaab	Faculty	CHB
Jeri	Gardner	Staff	HMS
Gail	Gazelle	Faculty	BWH
Tina	Gelsomino	Staff	BWH
Papia	Ghosh	Post Doc	DFCI
Ann	Goebel-Fabbri	Faculty	BIDMC
June	GOTO	Post Doc	BWH
Neena	Haider	Faculty	Schepens /MEEI
Mei-Hua	Hall	Faculty	McLean
Megan	Halligan	Staff	HMS
Leslie	Halpern	Faculty	MGH
Kathryn	Hammond Bake	Staff	HMS
Tayyaba	Hasan	Faculty	MGH
Blanca	Himes	Faculty	BWH
Dina	Hirshfeld-Becke	Faculty	MGH
Mai-Lan	Ho	Staff	BIDMC
Cynthia	Hobbs-Barrett	Staff	HMS
Jessica	Hohman	Student	HMS
Laura	Holsen	Faculty	BWH
Yichuan	Hsieh	Faculty	MGH
Carleen	Irwin	Faculty	CHB
Arezu	Jahani-Asl	Post Doc	HMS
Nicole	Joller	Post Doc	BWH
Ursula	Kaiser	Faculty	BWH
Elsbeth	Kalenderian	Faculty	HSDM
Tarina	Kang	Faculty	BIDMC
Ingrid	Katz	Faculty	BWH
Nancy	Keating	Faculty	BWH
Ayesha	Khalid	Faculty	MEEI
FAISAL	KHOSA	Post Doc	BIDMC
Nancy	Kim	Faculty	MGH
Hannah	Kinney	Faculty	CHB
Alyssa	Kneller	Staff	HMS

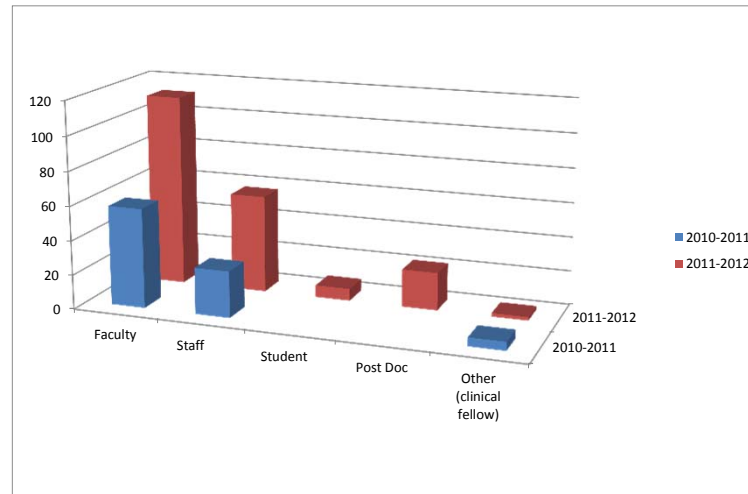
Knight - Ramsey

First	Last	Faculty/Staff	Institute
Jonathan	Knight	Staff	HMS
Eva	Konomi	Staff	HMS
Maria	Kontaridis	Faculty	BIDMC
Lauren	Kreisberg	Staff	HMS
Karen	Kwass	Staff	HMS
Jean	Lai	Staff	HMS
Donna	Lawton	Staff	MGH
Leslie	Lehmann	Faculty	DFCI
Deborah	Levine	Faculty	BIDMC
Linda	Lieberman	Faculty	BIDMC
Tami	Lieberman	Student	HMS
Cindy	Liu	Faculty	McLean
Mary	Loeken	Faculty	Joslin
Janina	Longtine	Faculty	BWH
Mary Frances	Lopez	Faculty	CHB
Chenning	Lu	Student	HMS
Izabela	Malinowska	Post Doc	BWH
Ernest	Mandel	Post Doc	BWH
Yasmin	Mashhoon	Post Doc	McLean
Melissa	Mattison	Faculty	BIDMC
Mary Ellen	McCann	Faculty	CHB
Kristine	McKinney	Post Doc	DFCI
Deborah	Milstein	Staff	HMS
Maxine	Milstein	Staff	CHB
Jennifer	Mitty	Faculty	BIDMC
Wanda	Mock	Staff	HSDM
Amanda	Moore	Staff	HMS
Vasiliki	Moragiani	Other	BIDMC
Leslie	Morse	Faculty	HMS
Mary	Mullen	Faculty	CHB
Jessica	Murphy	Staff	HMS
Carol	Nadelson	Faculty	BWH
Christina	Nascimento	Staff	HMS
Anne	Nicholson-Well	Faculty	BIDMC
Malkah	Notman	Faculty	CHA
Vera	Novak	Faculty	BIDMC
Sheila	Nutt	Staff	HMS
Michelle	Ocana	Staff	HMS
Marjorie	Oettinger	Faculty	MGH
Emily	Oken	Faculty	HPHCI
Christine	Olsen	Faculty	BWH
Bonnie	Padwa	Faculty	CHB
Beverly	Philip	Faculty	BWH
May	Pian-Smith	Faculty	MGH
Jennifer	Potter	Faculty	BIDMC
Christine	Power	Staff	DFCI
Sadeq	Quraishi	Faculty	MGH
Haley	Ramsey	Post Doc	MGH

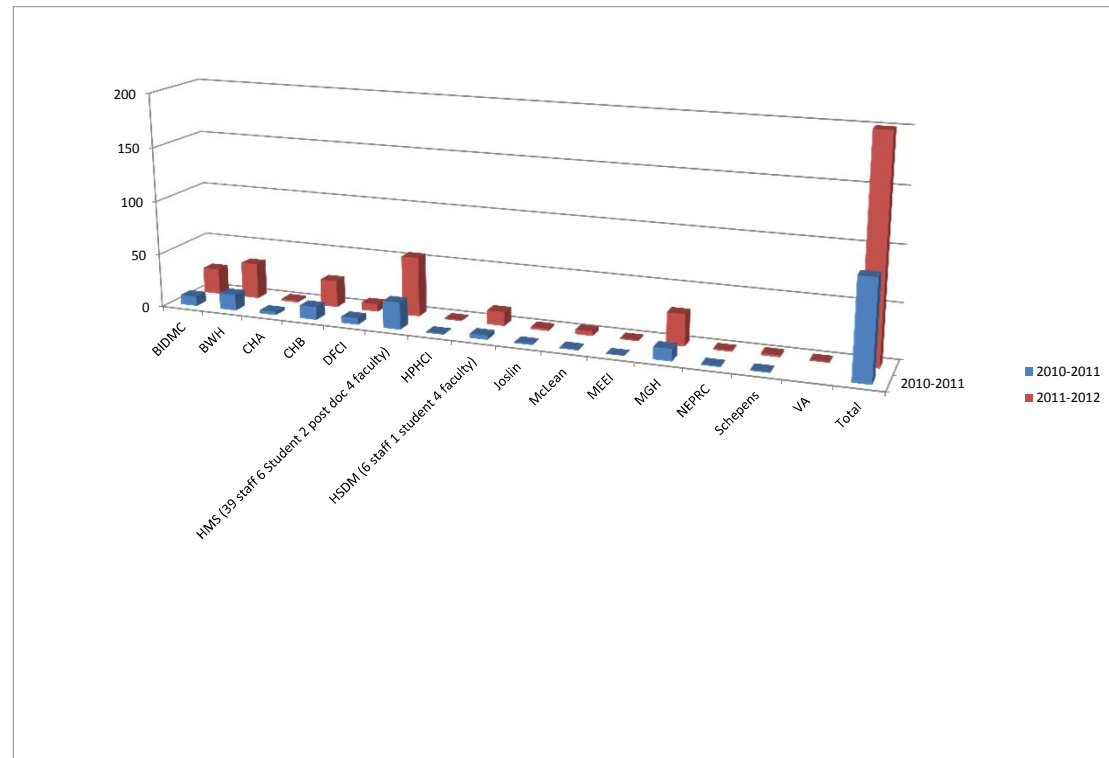
Randolph - Zimerman

First	Last	Faculty/Staff	Institute
Adrienne	Randolph	Faculty	CHB
Jan	Reiss	Staff	HSDM
Kathryn	Rexrode	Faculty	BWH
Elizabeth	Rider	Faculty	MGH
Kim	Riek	Staff	HMS
Susan	Ritter	Faculty	BWH
Vicki	Rosen	Faculty	HSDM
Margaret	Samuels-Kalow	Other	BWH
Jessica	Saulnier	Staff	HMS
Heloisa	Sawaya	Post Doc	MGH
Jessica	Sedgwick	Staff	HMS
Ellen	Seely	Faculty	BWH
Sherin	Shaaban	Post Doc	HMS
Uzma	Shah	Faculty	MGH
Vonda	Shannon	Staff	HMS
Lynette	Sholl	Faculty	BWH
Sabina	Signoretti	Faculty	BWH
Marisa	Silveri	Faculty	McLean
Eileen Renee	Singleton	Staff	HMS
Tatiana	Sitnikova	Faculty	MGH
Ann	Skoczinski	Staff	MGH
Jo	Solet	Faculty	CHA
Oladunni	Soremekun	Staff	HMS
Glorian	Sorensen	Faculty	DFCI
Jacqueline	Spencer	Faculty	VA
Samantha	Spencer	Faculty	CHB
Anne Marie	Stack	Faculty	CHB
Diane	Stafford	Faculty	CHB
Catherine	Stamoulis	Faculty	CHB
Heather	Sternsheim	Post Doc	HMS
Harlyn	Susarla	Student	HSDM
Rebekah	Sylvia	Staff	HMS
Amy	Szarkowski	Faculty	CHB
Shifalika	Tangutoori	Post Doc	MGH
Lisa	Teot	Faculty	CHB
Yu-Hua	Tseng	Faculty	Joslin
Kristen	Uekermann	Staff	HSDM
Nicole	Ullrich	Faculty	CHB
Karen	Urbanoski	Faculty	MGH
Christa	Van Dort	Post Doc	MGH
Christa	Van Dort	Post Doc	MGH
Trudy	Van Houten	Faculty	BWH
Shana	Wagner	Staff	HMS
Susan	Waisbren	Faculty	CHB
Rochelle	Walensky	Faculty	MGH
Linda	Wang	Student	HMS
Xiuping	Wang	Faculty	HSDM
Carol	Warfield	Faculty	BIDMC
Wilma	Wasco	Faculty	MGH
Robin	Weston	Staff	HMS
Darla	White	Staff	HMS
Natalie	Wicklund	Staff	HMS
Sarah Ann	Wojiski	Faculty	HMS
Jackie	Wolf	Faculty	BIDMC
Julia	Wong	Post Doc	CHB
Emily	Zimmerman	Post Doc	BWH/ HMS

Membership Comparison	2010-2011	2011-2012
Faculty	58	112
Staff	27	57
Student		7
Post Doc		22
Other (clinical fellow)	5	2
Total Members	90	200



Membership Comparison by Institute	2010-2011	2011-2012
BIDMC	9	24
BWH	15	33
CHA	3	2
CHB	12	25
DFCI	6	7
HMS (39 staff 6 Student 2 post doc 4 faculty)	25	55
HPHCI	1	1
HSDM (6 staff 1 student 4 faculty)	4	13
Joslin	1	2
McLean	1	4
MEEI	0	1
MGH	11	29
NEPRC	1	1
Schepens	1	2
VA		1
Total	90	200



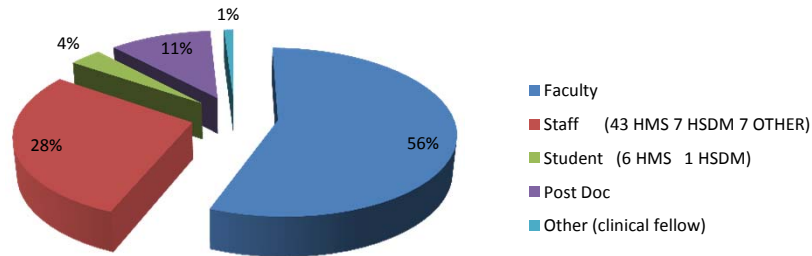
Appendix D 2011-2012 Budget/YTD Expenses

Object Code	Object Code Description	JUL-JUN FY12			
		(A)	(B)	(A) - (B)	(B) / (A)
		Operating Budget	YTD Actuals	Variance Amnt	% Earned/Expended
4531	GAO Interest Transfers				0%
5910	transfer funds to HUCTD	0		0	0%
5921	Income Transfr of Operations				0%
Operating Budget					
6570	Food+Nonalcoholic Bev, GENERAL	3,600	5,153	(1,553)	143%
6630	Nonlibrary books & prints	240	180	60	75%
6640	Office Supplies+Materials (general)	250	2,091	(1,841)	836%
6650	Photography, Printing+Reproductions	0		0	0%
6680	Other Supplies+Materials (general)	0		0	0%
6770	Rentals Equipment, furniture, fixtures (general)	1,500		1,500	0%
7230	Rentals+Leases	0		0	0%
7630	Tub Net Asset, GAO Intern	0		0	0%
7651	Airfare^Domestic Travel	350		350	0%
7652	Lodging^Domestic Travel	150		150	0%
7653	Ground Transportation^Domestic Travel	100		100	0%
8060	Catering Svcs, GENERAL	1,500	2,212	(712)	0%
8220	Temp personnel	0		0	0%
8250	Tech Svcs, GENERAL	0		0	0%
8254	Tech Svcs, INTRATUB	300	200	100	67%
8260	Other Svcs, General	300	120	180	40%
8267	Parking^Other Svcs	1,000	1,804	(804)	180%
8450	Expenses Ineligible for Fed Reimbursement, general	500	1,405	(905)	281%
8455	Events^Expenses Ineligible for Fed Reimbursement	0		0	0%
8510	Telephone + Telecommunications, general	492	512	(20)	104%
8514	One-time Charges^Telephone + Telecommunications	0		0	0%
8532	Copying, Network Printing	0		0	0%
8540	Photocopying+Duplicating	500		500	0%
8550	Printing+Publishing, general	350	503	(153)	0%
8690	Lecture Fees, Honoraria	5,000	1,300	3,700	26%
8693	Prizes & Awards	4,000	4,000	0	100%
8700	Postage, Express Mail	50	6	44	12%
8921	Expense Transfr for Subv (HSDM\$)	0		0	0%
TOTALs		20,182	19,486	696	97%
Additional funding \$400			19,086	1,096	95%

Member Breakdown

Faculty	112
Staff (43 HMS 7 HSDM 7 OTHER)	57
Student (6 HMS 1 HSDM)	7
Post Doc	22
Other (clinical fellow)	2
Total Members	200

Member Breakdown



Members by Institute

HPHCI	1
CHA	2
CHB	25
DHCI	7
HMS (39 staff 6 Student 2 post doc 4 faculty)	55
MGH	29
BWH	33
BIDMC	24
McLean	4
Joslin	2
HSDM (6 staff 1 student 4 faculty)	13
MEEI	1
NEPRC	1
Schepens	2
VA	1
Total	200

Members by Institute

(including staff)

