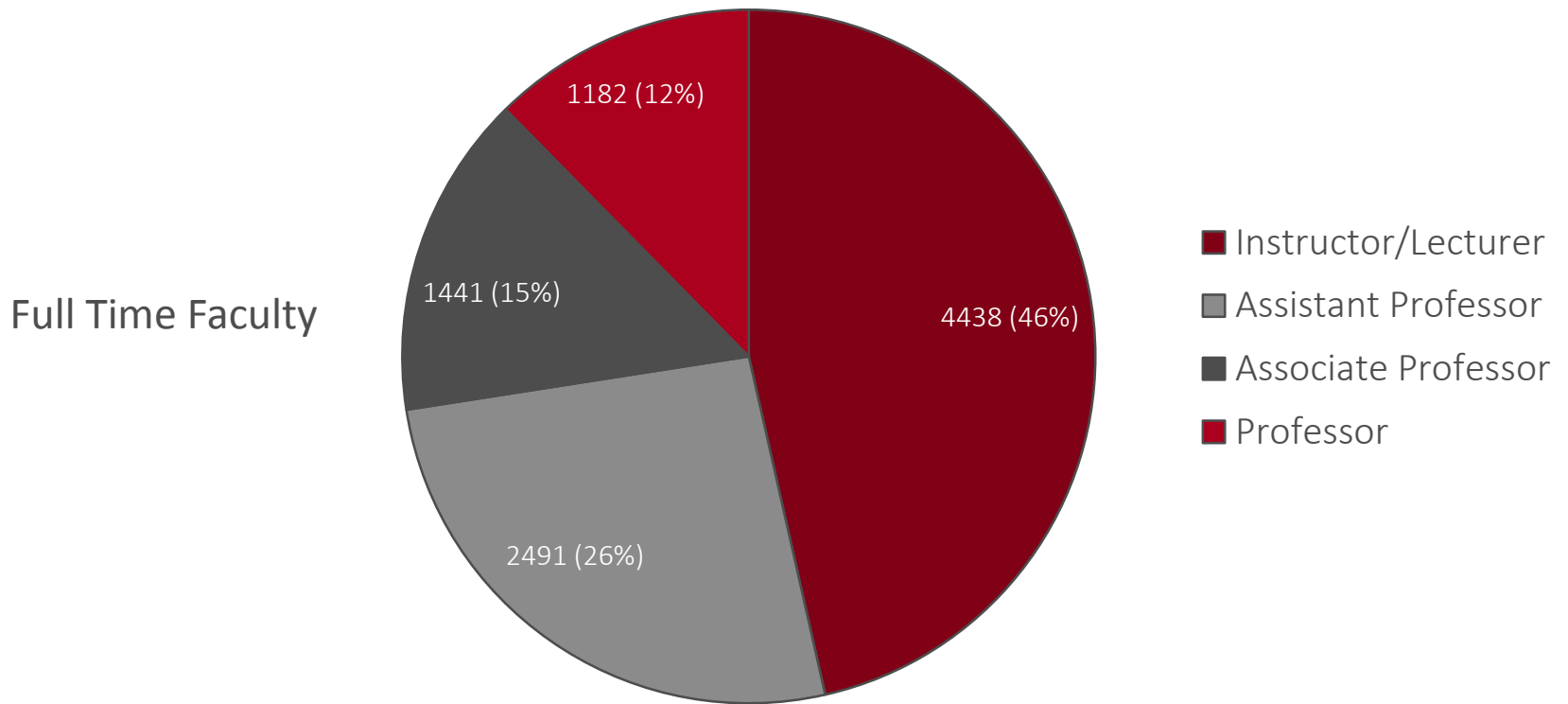


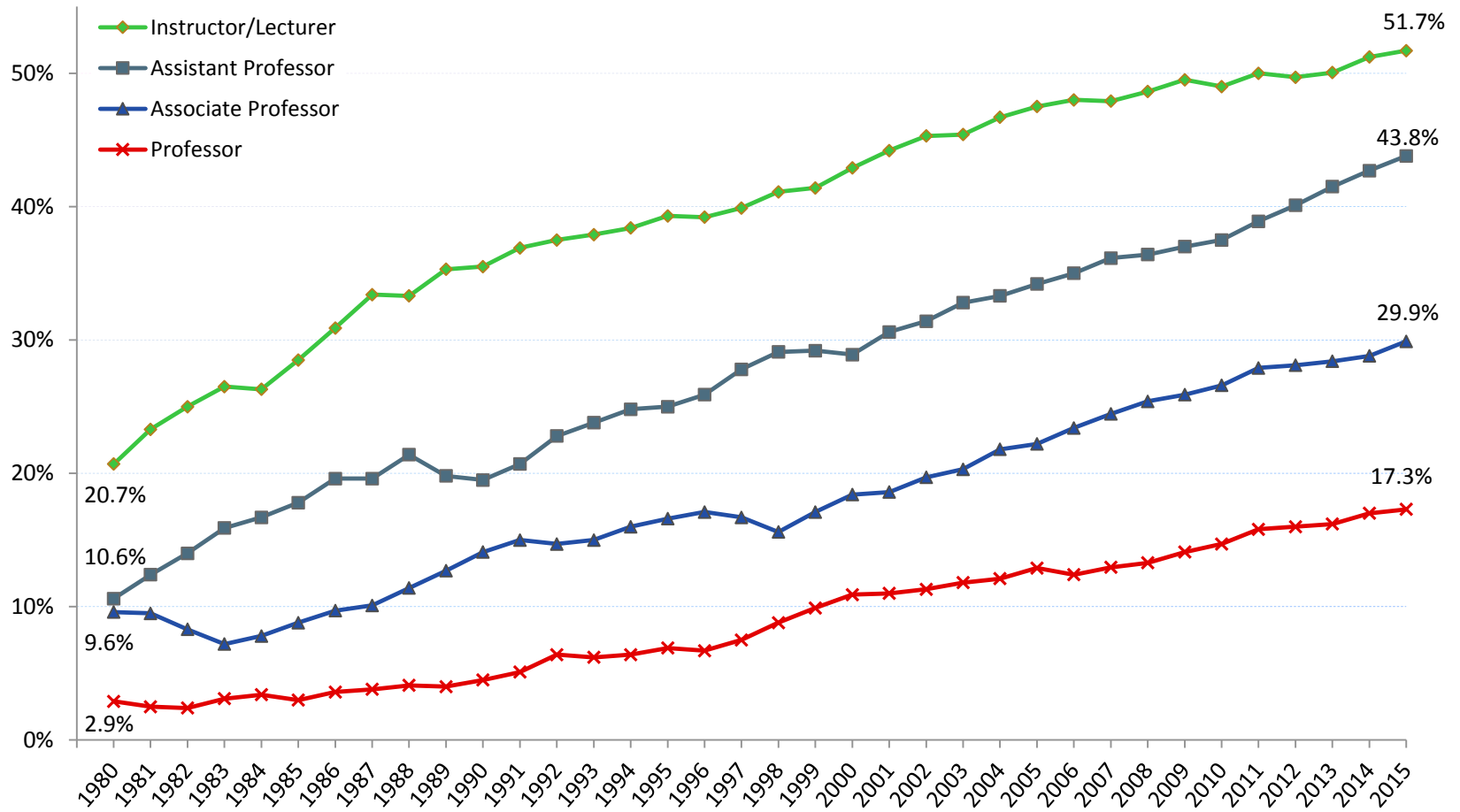
Update: Promotions and Appointments in the Faculty of Medicine

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Appointments in the Faculty of Medicine



Harvard Medical School and Harvard School of Dental Medicine Growth in Percentage of Women Full Time Faculty by Rank (1980-2015) as of July 2015



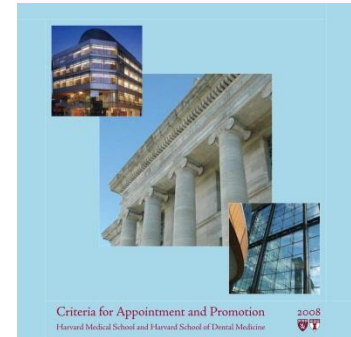
Key Facts

- Women constitute 47% of the total faculty as of 2015
- Of the 639 faculty promoted to professor over the past 9 years, 24% have been women
- 54% of the new professors announced at the Faculty of Medicine in December were women



Changes in the Promotion and Appointment Process

- New promotion criteria
- Required mentor and career conference for ladder faculty
- Option to start as Assistant Professor
- Implementation of a streamlined senior promotions process, effectively cutting the time to promotion to professor by 50-75%
- Adoption of a mechanism to 'pre-approve' assistant professor candidates by the P&R committee, allowing for an increased number of cases reviewed each month and no backlog
- The development of a promotion 'milestone' site that allows faculty and department heads to track the status of their promotions
- Regular faculty orientations at HMS to educate new faculty about how to advance academically



Changes in the Promotion and Appointment Process, continued

- Continued support of the HMS Leadership Course for Physicians and Scientists
- A 2016 introduction of the first 'junior faculty promotions' celebration to acknowledge all promoted to assistant and associate professor
- Acceptance of the Faculty Recruitment Task Force recommendations which call for greater training for search committees to support increased diversity
- Paperless promotion process and on-line appointment procedures
- Accountability of Departments for those not promoted
- Updated appointment handbook – July 2016