

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

ANNUAL REPORT 2012-2013

Summary

The Joint Committee on the Status of Women (JCSW) is a Standing Committee of the Dean of Harvard Medical School with a 40-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 2012-2013

- JCSW social media development
- Successful Programming events (some providing CME credits)
- Development of a pilot mentoring program to be implemented in AY14
- JCSW support of Family Child Care Network in the Longwood Medical Area, which has chosen its vendor to manage the program and developed the FCCN program
- JCSW protocol manual development continues to be updated, including the need for archiving JCSW materials

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 2012-2013

- **Co-Chairs:** Rhonda Bentley Lewis, M.D., M.B.A., M.M.Sc., and Jessica Murphy, M.L.I.S.
- **Co-Vice Chairs:** Michael Cahalane, M.D. and Wendy Brown, M.L.I.S. (July 2012-March 2013)
- **At-large members:** Lauren Dewey Platt, Ph.D. and May Pian-Smith, M.D. (January 2012-December 2012) Sheila Nutt, Ed.D. and Maria Kontaridis Ph.D. (January 2013- December 2013)
- **Dean's Appointees:** Carol Bates, M.D., Assistant Dean of Faculty Affairs, Donna Lawton, Executive Director of the Center for Faculty Development at Massachusetts General Hospital, Ellen McCarthy, Ph.D., Assistant Dean of Development and Diversity, and Maria Tarullo, Strategy and Management Consultant, Human Resources, HMS
- **Administrative assistance:** Tamara Brown

Strategic Plan Fiscal Years 2012-2016

This was the second year 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 2012-13

Membership 2012-2013

The open membership structure continued for a third year. As before, 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 maintained our membership numbers from the previous years for faculty, staff, students and post docs. HMS, Massachusetts General Hospital, Brigham and Women’s Hospital and Beth Israel Deaconess Medical Center rank the highest in membership.

Appendix B: JCSW Membership Roster 2012-2013

Appendix C: JCSW Membership Data and Membership Comparison FY12-FY13

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 the first hour of our monthly meeting is used to address collective JCSW business and announcements, and the second hour is a dedicated time for Sub-committees to meet and discuss their projects. However, this year almost half of the meetings dedicated the full two hours to programming events. This was reevaluated at the end of the year and it was decided to ensure more subcommittee work time for future meetings.

Budget

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

The Dean’s Award was approximately 21% of our budget.

Lectures fees and honoraria were 11% of our budget.

Catering and parking fees for monthly meetings and 5 speaker events were approximately 50% of our budget.

Appendix D: JCSW Budget, 2012-2013

Sub-Committees and Taskforces for 2012-2013

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 2012-13 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 Subcommittee
- Childcare Taskforce

New this year:

- Flextime and Job Sharing
- Salary Equity

Dean's Award for Leadership in the Advancement of Women

Dr. Fiona Fennesy and Ms. Aun Em, Co-Chairs

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 Awards were 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. Separate faculty and staff subcommittees advise the Dean on proposed award winners.

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

Staff Dean's Award: **Mary Lou Townsend, M.Ed.**, Executive Director of Continuing Education, Harvard Medical School

Faculty Dean's Award: **Martin Samuels, M.D.**, Miriam Sydney Joseph Professor of Neurology, Brigham and Women's Hospital and Harvard Medical School

Mentoring Sub-Committee

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

The mentoring subcommittee presented a group mentoring discussion with Joanna Kamens, Ph.D. They also completed a survey within JCSW regarding interest in establishing a mentor program. The subcommittee also began work on the JCSW Group Mentoring Manual that will be used for the pilot program in the Fall 2013.

Membership Sub-Committee

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

Letters of invitation were sent via list serve to HMS/HSDM faculty, HMS/HSDM staff, residents, post docs, students. Meeting announcements and flyers now include 'new potential members from the Harvard Medical School/Harvard School of Medicine are always welcomed' to support open enrollment. Membership numbers have remained relatively stable from FY2012 to FY2013. There was a slight decrease by post docs and students. We have seen an increase with representation from smaller HMS affiliate hospitals such as MEEI, CHA, VA, MacLean, and Schepens.

Appendix E: Membership Breakdown, 2012-2013

Programming Subcommittee

Dr. Jo Solet and Dr. Sheila Nutt, Co-Chairs

The Programming Subcommittee was very active this year, hosting multiple events and beginning to prep for the JCSW's 40th anniversary in FY14. Event topics and speakers were as follows:

- **Professional Burnout: Gail Gazelle, MD, FACP, FAAHPM**
- **Gender Bias:**
 - **Moderator: Carol Bates, MD**
 - **Panel members: Jo Handelson, PhD, Deborah Belle, EdD, and Carol Warfield, MD**
- **The Society of Multicultural Women in Medical Sciences: *How to Negotiate in Academic Medicine***
 - **Introduction by Valerie Ward, MD, MPH**
 - **Moderator: Rhonda Bentley-Lewis, MD, MBA, MMSc,**
 - **Panel members: Joan Reede, MD, MPH, MBA, Sheila Thomas, PhD, and Melissa Brodrick, MEd**
- **Influence without Authority: Rachel Viscomi**
- **Perspectives on Mentoring Women in Academic Medicine: A Focus on the Group Mentoring Model with Joanne Kamens, PhD**
 - **Moderator: Darla White, M.A., MLIS,**
 - **Panel members: Neena Haider, PhD., Maria Kontaridis, PhD., Christa Van Dort, PhD.**

Outreach, Partnerships and Collaboration Sub-Committee

Dr. Yasmin Mashhoon and Dr. Ingrid Katz, Co-Chairs

One of the primary areas of focus this past year was to provide presentations at local affiliates who do not have an established office/program dedicated to the professional development of

women. The subcommittee also created a faculty development contact list of HMS affiliates to ensure community building and long term relationships.

Technology and Communication Sub-committee

Blanca Himes and Iza Malinowska, Co-Chairs

Intern: Logan Brown

The Steering Committee passed a motion to declare the Technology and Communications group a Subcommittee as the work that this group does is continuous and ever evolving. The JCSW website has changed to the new website design for HMS. The subcommittee also created a Facebook page for the JCSW. The group also presented 'Social Media in Academics' which discussed the use of blogs, Facebook, Twitter, and LinkedIn. They also provided the means for other subcommittees to submit survey questions to members.

Childcare Taskforce

Nina Dickerman and Paula Anderson, Co-Chairs

The taskforce focused on two main areas during FY2013: The Family Child Care Network (FCCN) and The Consortium of Harvard Affiliates for Child Care (CHACC).

After securing funding last year for FCCN, work began on the actual program. A vendor, Associated Early Care and Education, was elected to manage the program. The taskforce was able to define and develop the FCCN program in detail and begin small-scale operation in September 2013. As for CHACC, the group has maintained multiple meetings per year to ensure fluid communication and has developed a plan for conveying childcare resources.

Flexitime and Job Sharing Taskforce

Deborah Kwolek and Melissa Mattison, Co-chairs

This is a new taskforce introduced in the Strategic Plan for FY2012-2013. The group was tasked with finding more information on the conditions that support flexible time and job sharing and how, if possible, to implement them in HMS/HSDM. The group has researched the current status of part-time and flexitime options available for faculty and staff onsite and at affiliated institutions. They have partnered with GME directors at MGH and BI to promote additional options. The taskforce has identified further resources available to HMS members. They will continue their work on creating a pilot survey to measure interest in these programs.

Salary Equity Taskforce

Dong Feng Chen, Co-chair

This is another new taskforce for the FY2012-2013. The group researched the current data from similar institutions to complete an environmental scan. They also consulted the JCSW archives to review previous work done in the JCSW on salary equity. The group will continue with work with multiple offices, including Human Resources, to identify barriers and challenges.

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

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

Appendix A: Strategic Plan for 2012-13

<p>Technology and Communication Subcommittee</p>	<ul style="list-style-type: none"> • Continue collaborating with subcommittee/Taskforces chairs to obtain updated content. • Determine how JCSW Admin can help with maintaining the site. Create content submission template. • Deploy JCSW member survey • Augment type of website content (e.g. video) • Create social media presence 	<ul style="list-style-type: none"> • Monthly • Monthly • Once in Fall • As needed • Create Facebook group in Fall FY13 and test for remainder of year 	<ul style="list-style-type: none"> • Site content improves and feedback is positive. • JCSW Admin is satisfied with new procedure • Good response rate and helpful feedback to all subcommittees • Site content improves and feedback is positive. • Other members like group, increase traffic to JCSW website, and increase new membership and visibility across member institutions
<p>Membership</p>	<ul style="list-style-type: none"> • Review 2012 figures: Did membership numbers increase? Are we now a diverse group? If not, groups that are poorly represented need to be recruited, and the goals and vision of the JCSW should be brought to their attention to help to allow us to become a diverse group supportive of the JCSW mission. • Determine who to contact for help in increasing membership numbers or diversity (if necessary). Have “go 	<ul style="list-style-type: none"> • Every six months • Yearly 	<ul style="list-style-type: none"> • As in FY12: Determine the success of membership enrollment by examining the numbers: new member application forms filled out, joint meeting attendance, subcommittee attendance and subcommittee participation. Also, important to determine the background of new members to demonstrate the diversity of the JCSW.

Appendix A: Strategic Plan for 2012-13

	<p>to” lists ready of department leaders, past members, HMS/HSDM Deans, Offices for Diversity and Community Partnership, and Faculty Affairs, etc.</p> <ul style="list-style-type: none"> • Continue from FY12 to <u>pilot</u> an orientation session (See “Structure” that suggests an orientation program) and a Q&A session should be continually provided by the membership subcommittee. An ideal scenario would be if at least one member of the membership subcommittee made themselves available for the 2nd hour (working hour) of the joint meeting for orientation and Q&A when new members are present for the first time. 		<ul style="list-style-type: none"> • The pilot orientation session receives positive feedback.
<p>Programming</p>	<p>Continuation of work and activities from FY12.</p>		
<p>Outreach, Partnerships and Collaboration</p>	<ul style="list-style-type: none"> • Membership and targeted recruitment <ul style="list-style-type: none"> ○ Assess the success rate of the targeted recruitment: <ul style="list-style-type: none"> - What % of targeted invitations materialized in membership? - What % of members stayed on board for the whole FY12? 	<ul style="list-style-type: none"> ○ Yearly check and reassessment for all items listed. 	<ul style="list-style-type: none"> • Membership has been stabilized (% in = % out). New members are participating in different subcommittees and task forces and are actively working on the JCSW priorities set for the next 3 years. • An annual programming agenda is in place and programmatic collaborations have started and

<p>Outreach, Partnerships and Collaboration, <i>continued</i></p>	<p>Adjust strategy during FY13.</p> <ul style="list-style-type: none"> • Programming <ul style="list-style-type: none"> ○ Assess how practical it was to coordinate programmatic development with other entities and how successful it was. <ul style="list-style-type: none"> - Did it take more energy than expected? - Did it draw more people? - Were the post-workshop comments/surveys good? <p>Adjust strategy during FY13.</p> <ul style="list-style-type: none"> • Website enrichment <ul style="list-style-type: none"> ○ Most of the information cited above will probably be on the revamped JCSW website by the end of FY12. The post-FY12 steps will be maintenance and updates (will JCSW site crawl to other sites?). • Outreach and Networking <ul style="list-style-type: none"> ○ Assess the success of the networking events. <ul style="list-style-type: none"> - Did the members find them useful? - Was the attendance high? - Do the members want to continue? 		<p>will continue.</p> <ul style="list-style-type: none"> • Networking events are now anticipated annual or semi-annual events. • There is a budget to maintain JCSW activities.
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	<ul style="list-style-type: none"> - Is there budget to maintain these activities beyond FY12? <p>Adjust strategy during FY13.</p>		
Career Satisfaction and Advocacy	Actions, Tasks and/or Activities	Timeframe	Measure(s) of Success
<p>Childcare</p> <p><i>Childcare, continued</i></p>	<ul style="list-style-type: none"> • Office of the HMS Executive Dean for Administration Taskforce to: <ul style="list-style-type: none"> ○ Continue to promote and highlight childcare initiatives ○ Leverage resources from CHACC Taskforce ○ Move forward with discussions on investing and supporting school age vacation week activities ○ Ensure that HMS/HSDM meet lactation room guidelines set by the state. • Continue to support CHACC Taskforce and its activities. • Continue to support the Network of Family Childcare Providers and its activities. <p>Each taskforce will need to complete an annual progress report every year for the JCSW and make it available online.</p>	<ul style="list-style-type: none"> • Quarterly meetings 	<ul style="list-style-type: none"> • Office of the HMS Executive Dean for Administration Taskforce: Childcare initiatives are being promoted all year round. Executives and leaders from affiliates and HMS understand the importance of childcare needs and culture changed to be family oriented. • CHACC Taskforce activities are supported by JCSW. • Network of Family Childcare Providers activities are supported by JCSW.
Mentoring for Faculty and Staff	Continuation of work and activities described in FY12 for faculty and staff.		

Appendix A: Strategic Plan for 2012-13

<p>Flexitime and Job Sharing</p>	<ul style="list-style-type: none"> • Form task force with representatives from as many relevant HMS and HSDM institutions as possible to gather data on the current state of flexible time/job sharing. Query Department or Division Chiefs and HRs for examples of flexible time/job sharing, and learn how the various institutions define flexible time/job sharing. Devise questionnaire. 	<ul style="list-style-type: none"> • January-June 2013 	<ul style="list-style-type: none"> • Give a brief report to the JCSW to submit to the Dean as part of the whole JCSW report.
<p>Salary Equity</p>	<ul style="list-style-type: none"> • Create a task force • Work with the JCSW and collaborate with the Outreach and Development Subcommittee to interview MDs, PhDs, staff, Human Resources and former recipients of Dean’s award for Promotions of Women (e.g. Edward Benz) to identify barriers and challenges (e.g., lack of salary transparency). 	<ul style="list-style-type: none"> • Effort will start in 1st quarter • Effort will start in 2nd quarter and to be completed by 4th quarter 	<ul style="list-style-type: none"> • The subcommittee will file a report to the JCSW and the Dean about issues, barriers and challenges identified.

JOINT COMMITTEE
ON THE STATUS OF WOMEN

This committee was appointed by the Faculty of Medicine on June 8, 1973, with the charge “to survey yearly the status of women at the Harvard Medical and Dental Schools [and] to suggest ways of increasing the number of women on the Faculty and within the Harvard Medical and Dental Schools.”

Janet Abraham	Andrea Farkas Patenaude
Marylyn Addo	Susan Farrell
Roy Ahn	Fiona Fennessy
Angela Alberti	Erin Fortin
Paula Anderson	Idalid Franco
Ayse Atasoylu	Paola Friedrich
Dusica Bajic	Dana Fugelso
Carol Bates	Nadine Gaab
Amy Baughman	Gail Gazelle
Irmgard Behlau	Tina Gelsomino
Carol Benoit	Gricelda Gomez
Rhonda Bentley-Lewis	Sarah Gray
Nancy Berliner	Chenyng Guo
Bonnie Lee Bermas	Anita Gupta
Abhinav Bhushan	Jennifer Haas
Lucy Blau	Neena Haider
Kendra Bowman	Mei-Hua Hall
Eileen Boye	Megan Halligan
Melissa Brodrick	Kathryn Hammond Baker
David Brown	Tayyaba Hasan
Wendy Brown	Blanca Himes
Elizabeth Buchbinder	Dina Hirshfeld-Becker
Michael Cahalane	Cynthia Hobbs-Barrett
Diana Carlone	Laura Holsen
Phyllis Carr	Yichuan Hsieh
Jocelyn Carter	Carleen Irwin
Rebecca Caruso	Arezu Jahani-Asl
Martha Cesena	Kate Jeffrey
Maria Chahrour	Nicole Joller
Julia Charles	Ursula Kaiser
Zeina Chemali	Elsbeth Kalendarian
Dong Feng Chen	Elizabeth Kass
Lucy Chen	Ingrid Katz
Helen Christou	Nancy Keating
Kathryn Commons	Ayesha Khalid
Maureen Connelly	Nancy Kim
Heather Cristiano	Hannah Kinney
Mary Daly	Jonathan Knight
Helen D'Couto	Elizabeth Koby
Risha De Leon	Eva Konomi
Lauren Dewey Platt	Maria Kontaridis
Kathryn Driscoll	Lauren Kreisberg
Rosemary Duda	Marina Kvaskoff
Aun Em	Karen Kwass
S. Jean Emans	Deborah Kwolek
Huma Farid	Jean Lai

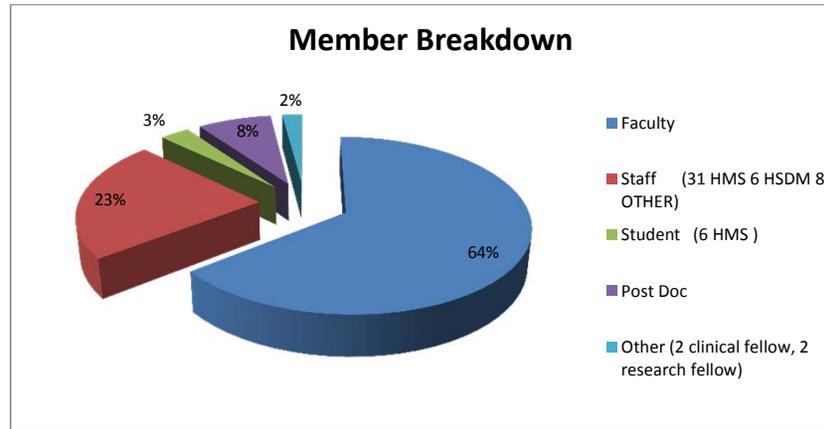
Appendix B: JCSW Membership Roster 2012-2013

Donna Lawton
Leslie Lehmann
Deborah Levine
Linda Lieberman
Tami Lieberman
Cindy Liu
Jay Loeffler
Mary Loeken
Jessica Loew
Mary Frances Lopez
Chenning Lu
Izabela Malinowska
Ernest Mandel
Eleftheria Maratos-Flier
Anna Marmalidou
Yasmin Mashhoon
Melissa Mattison
Mary Ellen McCann
Ellen McCarthy
Kristine McKinney
Deborah Milstein
Maxine Milstein
Jennifer Mitty
Wanda Mock
Amanda Moore
Leslie Morse
Mary Mullen
Jessica Murphy
Grace Mushrush
Carol Nadelson
Christine Narsjo
Christina Nascimento
Anne Nicholson-Weller
Malkah Notman
Vera Novak
Sheila Nutt
Michelle Ocana
Marjorie Oettinger
Emily Oken
Christine Olsen
Bonnie Padwa
Hannah Parker
Beverly Philip
May Pian-Smith
Rebecca Plank
Jennifer Potter
Christine Power
Sadeq Quraishi
Haley Ramsey
Adrienne Randolph
Jan Reiss
Kathryn Rexrode

Elizabeth Rider
Kim Riek
Susan Ritter
Vicki Rosen
Magali Saint-Geniez
Jessica Saulnier
Rachel Schmitt
Jessica Sedgwick
Ellen Seely
Ruth Serra-Moreno
Brittany Seymour
Sherin Shaaban
Uzma Shah
Vonda Shannon
Lynette Sholl
Sabina Signoretti
Marisa Silveri
Laura Simons
Tatiana Sitnikova
Ann Skoczenski
Anna Jo Smith
Jo Solet
Glorian Sorensen
Jacqueline Spencer
Samantha Spencer
Anne Marie Stack
Diane Stafford
Catherine Stamoulis
Fatima Cody Stanford
Amy Szarkowski
Nancy Tarbell
Maria Tarullo
Lisa Teot
Juliet Tripaldi
Yu-Hua Tseng
Kristen Uekermann
Nicole Ullrich
Karen Urbanoski
Christa Van Dort
Trudy Van Houten
Shana Wagner
Susan Waisbren
Hiroko Wakimoto
Rochelle Walensky
Xiuping Wang
Carol Warfield
Wilma Wasco
Ellen Weinberg
Darla White
Jackie Wolf
Julia Wong
Shelley Zhang

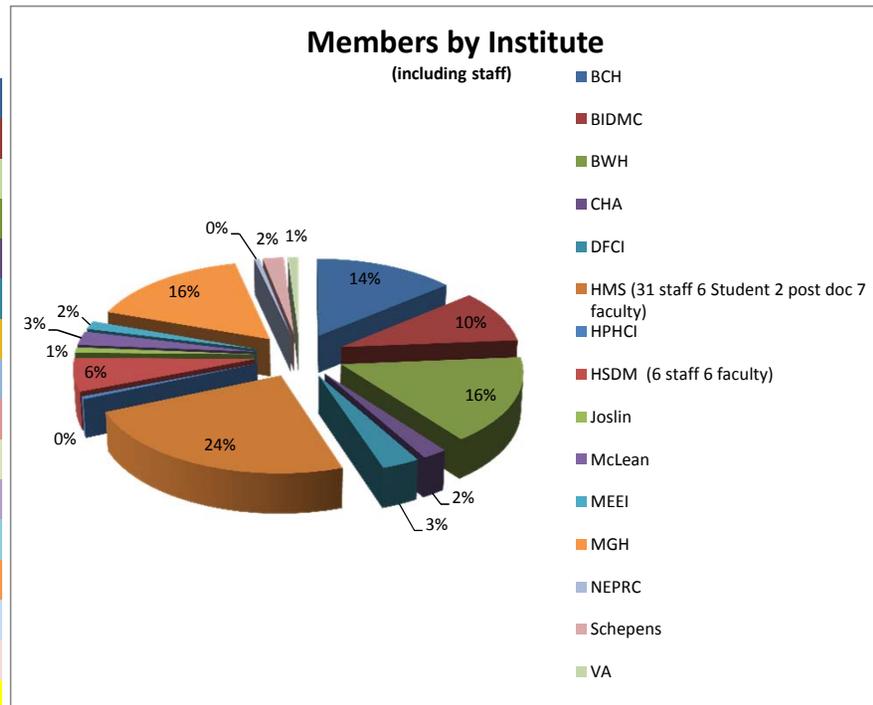
Member Breakdown

Faculty	125
Staff (31 HMS 6 HSDM 8 OTHER)	44
Student (6 HMS)	6
Post Doc	15
Other (2 clinical fellow, 2 research fellow)	4
Total Members	194



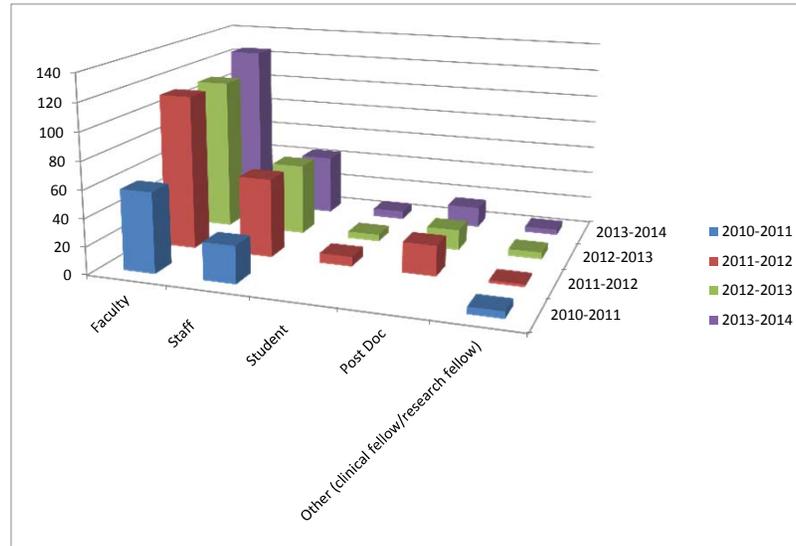
Members by Institute

BCH	27
BIDMC	19
BWH	31
CHA	4
DFCI	6
HMS (31 staff 6 Student 2 post doc 7 faculty)	46
HPHCI	1
HSDM (6 staff 6 faculty)	12
Joslin	2
McLean	5
MEEI	3
MGH	31
NEPRC	1
Schepens	4
VA	2
Total	194

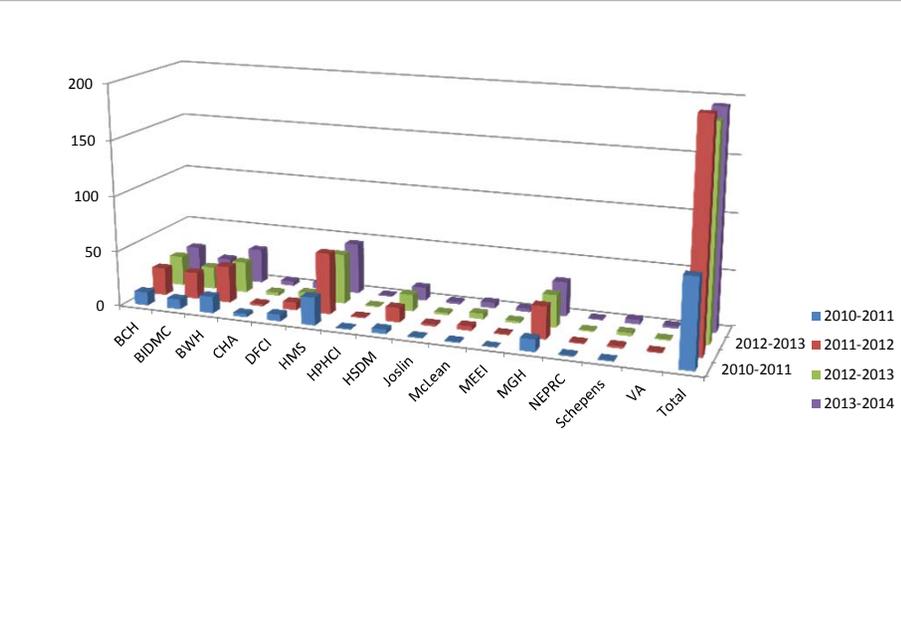


Appendix C: JCSW Membership Data and Membership Comparison FY12-FY13 Member Data Comparison FY11-FY13

Membership Comparison	2010-2011	2011-2012	2012-2013	2013-2014
Faculty	58	112	111	125
Staff	27	57	52	44
Student		7	5	6
Post Doc		22	15	15
Other (clinical fellow/research fellow)	5	2	5	4
Total Members	90	200	188	194



Membership Comparison by Institute	2010-2011	2011-2012	2012-2013	2013-2014
BCH	12	25	27	27
BIDMC	9	24	20	19
BWH	15	33	28	31
CHA	3	2	3	4
DFCI	6	7	6	6
HMS	25	55	45	46
HPHCI	1	1	1	1
HSDM	4	13	15	12
Joslin	1	2	2	2
McLean	1	4	5	5
MEEI	0	1	2	3
MGH	11	29	29	31
NEPRC	1	1	1	1
Schepens	1	2	3	4
VA		1	1	2
Total	78	200	188	194



Appendix D: JCSW Budget, 2012-2013

JCSW April Budget
Actual and Anticipated

46448 -JCSW

Object Code	Object Code Description	JUL-JUN FY12				Current Month	Description
		(A) Operating Budget	(B) YTD Actuals	(A) - (B) Variance Amnt	(B) / (A) % Earned/Expended	(Jun)	
4531	GAO Interest Transfers				0%		
5910	transfer funds to HUCTD	0		0	0%		
5921	Income Transfr of Operations				0%		
Operating Budget							
			<i>Appendix D: JCSW Budget, 2012-2013</i>				
6570	Food+Nonalcoholic Bev, GENERAL	5,000	5,925	(925)	119%	903.96	6.3 JntMtgRA \$860 StarMarke
6630	Nonlibrary books & prints	240		240	0%		
6640	Office Supplies+Materials (general)	250	107	143	43%		
6650	Photography, Printing+Reproductions	0		0	0%		
6680	Other Supplies+Materials (general)	0		0	0%		
6770	Rentals Equipment, furniture, fixtures (general)	0		0	0%		
7230	Rentals+Leases	1,500		1,500	0%		
7290	Security Svcs, GENERAL	0	120	(120)	0%		
7630	Tub Net Asset, GAO Intern	0	3	(3)	0%		
7651	Airfare^Domestic Travel	350		350	0%		
7652	Lodging^Domestic Travel	150		150	0%		
7653	Ground Transportation^Domestic Travel	100	267	(167)	0%		
8060	Catering Svcs, GENERAL	1,500	1,657	(157)	0%		
8220	Temp personnel	0		0	0%		
8250	Tech Svcs, GENERAL	0		0	0%		
8254	Tech Svcs, INTRATUB	300	405	(105)	135%	135	June mtg Tech support
8260	Other Svcs, General	300	150	150	50%		
8267	Parking^Other Svcs	1,500	1,785	(285)	119%	195	June parking
8450	Expenses Ineligible for Fed Reimbursement, general	500	1,210	(710)	242%	29.96	Flowers for outgoing co-chairs
8455	Events^Expenses Ineligible for Fed Reimbursement	0	0	0	0%		
8510	Telephone + Telecommunications, general	492	576	(84)	117%	50	estimated phone charge
8514	One-time Charges^Telephone + Telecommunications	0		0	0%		
8532	Copying, Network Printing	0		0	0%		
8540	Photocopying+Duplicating	624	452	172	0%		
8550	Printing+Publishing, general	150		150	0%		
8690	Lecture Fees, Honoraria	5,000	2,000	3,000	40%	1250	Viscomi speaker honoraria an
8693	Prizes & Awards	4,000	4,000	0	0%	4000	Dean's Award payouts
8700	Postage, Express Mail	0	2	(2)	0%		
8921	Expense Transfr for Subv (HSDM\$)	0		0	0%		
TOTALs		21,956	18,659	3,297	85%	6563.92	0