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.
- 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 Fennessy 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 a 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.

**Flextime 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 flextime 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.
## Organizational Efficiency and Institutional Memory

### Structure/Records Management

<table>
<thead>
<tr>
<th>Actions, Tasks and/or Activities</th>
<th>Timeframe</th>
<th>Measure(s) of Success</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership transitions</strong></td>
<td>• Begin transition change in summer of FY12/FY13 transition.</td>
<td>• 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.</td>
</tr>
<tr>
<td>To ensure a more effective leadership turnover process, out-going 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.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subcommittee vice-chairs</strong></td>
<td>• Implement subcommittee vice-chairs in Fall FY13 (appoint in Spring FY12)</td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Technology and Communication Subcommittee

- 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

### Membership

- 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

### Strategic Plan for 2012-13

<table>
<thead>
<tr>
<th>Technology and Communication Subcommittee</th>
<th>Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Continue collaborating with subcommittee/Taskforces chairs to obtain updated content.</td>
<td>- Monthly</td>
</tr>
<tr>
<td>- Determine how JCSW Admin can help with maintaining the site. Create content submission template.</td>
<td>- Monthly</td>
</tr>
<tr>
<td>- Deploy JCSW member survey</td>
<td>- Once in Fall</td>
</tr>
<tr>
<td>- Augment type of website content (e.g. video)</td>
<td>- As needed</td>
</tr>
<tr>
<td>- Create social media presence</td>
<td>- Create Facebook group in Fall FY13 and test for remainder of year</td>
</tr>
</tbody>
</table>

### Goals

- 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
Appendix A: Strategic Plan for 2012-13

<table>
<thead>
<tr>
<th>Programming</th>
<th>Continuation of work and activities from FY12.</th>
<th>Outreach, Partnerships and Collaboration</th>
</tr>
</thead>
</table>
| - Membership and targeted recruitment  
  o Assess the success rate of the targeted recruitment:  
    - What % of targeted invitations materialized in membership?  
    - What % of members stayed on board for the whole FY12?  
  o Yearly check and reassessment for all items listed.  
| - The pilot orientation session receives positive feedback. |
| o 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 |
### Outreach, Partnerships and Collaboration, continued

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Programming</td>
<td>• Website enrichment</td>
<td>• Networking events are now anticipated annual or semi-annual events.</td>
</tr>
<tr>
<td>o Assess how practical it was to coordinate programmatic development with other entities and how successful it was.</td>
<td>o 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?).</td>
<td>• There is a budget to maintain JCSW activities.</td>
</tr>
<tr>
<td>- Did it take more energy than expected?</td>
<td>- Did the members find them useful?</td>
<td></td>
</tr>
<tr>
<td>- Did it draw more people?</td>
<td>- Was the attendance high?</td>
<td>will continue.</td>
</tr>
<tr>
<td>- Were the post-workshop comments/surveys good?</td>
<td>- Do the members want to continue?</td>
<td></td>
</tr>
</tbody>
</table>
Appendix A: Strategic Plan for 2012-13

Is there budget to maintain these activities beyond FY12? Adjust strategy during FY13.

<table>
<thead>
<tr>
<th>Career Satisfaction and Advocacy</th>
<th>Actions, Tasks and/or Activities</th>
<th>Timeframe</th>
<th>Measure(s) of Success</th>
</tr>
</thead>
</table>
| **Childcare**                    | • Office of the HMS Executive Dean for Administration Taskforce to:  
  o Continue to promote and highlight childcare initiatives  
  o Leverage resources from CHACC Taskforce  
  o Move forward with discussions on investing and supporting school age vacation week activities  
  o 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.  
  Each taskforce will need to complete an annual progress report every year for the JCSW and make it available online. | • Quarterly meetings | • 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. |
| **Childcare, continued**         |                                  |           |                       |

<p>| <strong>Mentoring for Faculty and Staff</strong> | Continuation of work and activities described in FY12 for faculty and staff. |           |                       |</p>
<table>
<thead>
<tr>
<th><strong>Flextime and Job Sharing</strong></th>
<th>• 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.</th>
<th>• January-June 2013</th>
<th>• Give a brief report to the JCSW to submit to the Dean as part of the whole JCSW report.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salary Equity</strong></td>
<td>• Create a task force</td>
<td>• Effort will start in 1st quarter</td>
<td>• The subcommittee will file a report to the JCSW and the Dean about issues, barriers and challenges identified.</td>
</tr>
<tr>
<td></td>
<td>• 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).</td>
<td>• Effort will start in 2nd quarter and to be completed by 4th quarter</td>
<td></td>
</tr>
</tbody>
</table>
Appendix B: JCSW Membership Roster 2012-2013

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>125</td>
</tr>
<tr>
<td>Staff (31 HMS 6 HSDM 8 OTHER)</td>
<td>44</td>
</tr>
<tr>
<td>Student (6 HMS)</td>
<td>6</td>
</tr>
<tr>
<td>Post Doc</td>
<td>15</td>
</tr>
<tr>
<td>Other (2 clinical fellow, 2 research fellow)</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total Members</strong></td>
<td><strong>194</strong></td>
</tr>
</tbody>
</table>

#### Members by Institute

<table>
<thead>
<tr>
<th>Institute</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCH</td>
<td>27</td>
</tr>
<tr>
<td>BIDMC</td>
<td>19</td>
</tr>
<tr>
<td>BWH</td>
<td>31</td>
</tr>
<tr>
<td>CHA</td>
<td>4</td>
</tr>
<tr>
<td>DFCI</td>
<td>6</td>
</tr>
<tr>
<td>HMS (31 staff 6 Student 2 post doc 7 faculty)</td>
<td>46</td>
</tr>
<tr>
<td>HPHCI</td>
<td>1</td>
</tr>
<tr>
<td>HSDM (6 staff 6 faculty)</td>
<td>12</td>
</tr>
<tr>
<td>Joslin</td>
<td>2</td>
</tr>
<tr>
<td>McLean</td>
<td>5</td>
</tr>
<tr>
<td>MEEI</td>
<td>3</td>
</tr>
<tr>
<td>MGH</td>
<td>31</td>
</tr>
<tr>
<td>NEPRC</td>
<td>1</td>
</tr>
<tr>
<td>Schepens</td>
<td>4</td>
</tr>
<tr>
<td>VA</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>194</strong></td>
</tr>
</tbody>
</table>
### Member Data Comparison FY11-FY13

#### Membership Comparison

<table>
<thead>
<tr>
<th>Membership</th>
<th>2010-2011</th>
<th>2011-2012</th>
<th>2012-2013</th>
<th>2013-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>58</td>
<td>112</td>
<td>111</td>
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</tr>
<tr>
<td>Staff</td>
<td>27</td>
<td>57</td>
<td>52</td>
<td>44</td>
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<tr>
<td>Student</td>
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<td>5</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Post Doc</td>
<td>22</td>
<td>15</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Other (clinical fellow/research fellow)</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Total Members</td>
<td>90</td>
<td>200</td>
<td>188</td>
<td>194</td>
</tr>
</tbody>
</table>

#### Membership Comparison by Institute

<table>
<thead>
<tr>
<th>Institute</th>
<th>2010-2011</th>
<th>2011-2012</th>
<th>2012-2013</th>
<th>2013-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCH</td>
<td>12</td>
<td>25</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>BIDMC</td>
<td>9</td>
<td>24</td>
<td>20</td>
<td>19</td>
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<tr>
<td>BWH</td>
<td>15</td>
<td>33</td>
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<td>31</td>
</tr>
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<td>CHA</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>DFCI</td>
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<td>1</td>
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### Operating Budget

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<tr>
<th>Object Code</th>
<th>Object Code Description</th>
<th>Operating Budget</th>
<th>YTD Actuals</th>
<th>Variance Amnt</th>
<th>% Earned/Expended</th>
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<tr>
<td>4531</td>
<td>GAO Interest Transfers</td>
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<td>5910</td>
<td>transfer funds to HUCTD</td>
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<td>Income Transf of Operations</td>
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<tr>
<td>6570</td>
<td>Food+Nonalcoholic Bever</td>
<td>5,000</td>
<td>5,925</td>
<td>(925)</td>
<td>119%</td>
<td>903.96</td>
<td>6.3 JntMtgRA $860 StarMarke</td>
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<tr>
<td>6630</td>
<td>Nonlibrary books &amp; prints</td>
<td>240</td>
<td>240</td>
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<tr>
<td>6640</td>
<td>Office Supplies+Materials (general)</td>
<td>250</td>
<td>107</td>
<td>143</td>
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<td>6650</td>
<td>Photography, Printing+Reproductions</td>
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<tr>
<td>6680</td>
<td>Other Supplies+Materials (general)</td>
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<td>6770</td>
<td>Rentals Equipment, furniture, fixtures (general)</td>
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<td>7230</td>
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<td>7630</td>
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<tr>
<td>7651</td>
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<tr>
<td>7652</td>
<td>Lodging+Domestic Travel</td>
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<tr>
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<td>Tech Svcs, GENERAL</td>
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<td>8267</td>
<td>Parking+Other Svcs</td>
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<td>Expenses Ineligible for Fed Reimbursement, general</td>
<td>500</td>
<td>1,210</td>
<td>(710)</td>
<td>242%</td>
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<td>576</td>
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<td>Prizes &amp; Awards</td>
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