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 2013-2014
- JCSW social media development
- Successful Programming events
- Successful first year of pilot mentoring program to be implemented
- Kick off of Family Child Care Network in the Longwood Medical Area, which was a direct result of the JCSW Childcare Summit held in 2012.
- 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 2013-2014
- Co-Chairs: Michael Cahalane, M.D. and Kathryn Driscoll, M.A.L.S.
- Co-Vice Chairs: Yasmin Mashhoon, Ph.D. and Kristen Uekermann, A.L.M.
- 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 third 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 2013-14

Membership 2013-2014
The open membership structure continued for a fourth 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 increased 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 2013-2014
Appendix C: JCSW Membership Data and Membership Comparison FY13-FY14

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. In an effort to provide more time for subcommittee work, the first hour of our monthly meeting is used to address collective JCSW business/announcements and to host guest speaker events. Most of the second hour is dedicated time for Sub-committees to meet and discuss their projects.

Sub-Committees and Taskforces for 2013-2014
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 2013-14 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/Outreach, Partnerships and Collaboration Subcommittee
- Programming Subcommittee
- Technology/Website Development and Communications Subcommittee
- Flextime and Job Sharing
- Salary Equity
Dean’s Award for Leadership in the Advancement of Women
Dr. Rhonda Bentley-Lewis and Ms. Jessica Murphy, 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:** Douglas MacFadden, M.S., Chief Informatics Officer, Harvard Catalyst, Center for Biomedical Informatics at Countway, Harvard Medical School.
- **Faculty Dean’s Award:** Cynthia C. Morton, Ph.D., Director of the Partners Cytogenetics Laboratory, Center for Uterine Fibroids, Center for Hereditary Deafness, and Program Director, Developmental Genome Anatomy Project, Brigham and Women’s Hospital William Lambert Richardson Professor of Obstetrics, Gynecology and Reproductive Biology and Professor of Pathology, Harvard Medical School.

Mentoring Sub-Committee
Dr. Neena Haider and Ms. Megan Halligan, Co-Chairs

The mentoring subcommittee’s main focus this year was the pilot of the group mentoring program which kicked off in the fall. There were 3 faculty circles and 1 staff (21 faculty, 5 staff and SME’s). Groups will continue to meet over summer (pending schedules). They are looking forward to continuing The subcommittee co-chairs are in process of gathering feedback from participants. For AY15 the subcommittee is looking forward to new group circles to start in the fall with possibilities of a book club and/or working mothers mentoring circles. They are also considering hosting a panel on the topic of sponsorship.

Programming Subcommittee
Dr. Ingrid Katz and Dr. Sheila Nutt, Co-Chairs

The Programming Subcommittee was very active this year, hosting multiple events in celebration of the JCSW’s 40th anniversary this year. Event topics and speakers were as follows:

- **Leadership** with Dr. Joseph Martin
- **Panel of Past Chairs of JCSW** - all past JCSW leaders were invited to attend this event
- **Importance of Inclusivity** with Dr. Lisa Coleman (Chief Diversity Officer, HU) – discussing inclusivity - visionary perspective
• **Community Service**- the JCSW hosted a group of students from the John D. O’Bryant School of Mathematics and Science

• **Negotiating Skills**- skill training with Melissa Brodrick

• **Flext ime/Job Sharing panel**- with Dr. Phyllis L. Carr, Dr. Celeste Robb-Nicholson Dr. Jane E. Stewart Dr. Malissa J. Wood and Ms. Simone Leary (*flext ime and job sharing taskforce*)

• **Salary Equity Symposium** with Dr. Nancy Tarbell, Dr. Paula Johnson, Dr. Anupam Bapu Jena, Ms. Julie Stanley, Dr. Luanne Thorndyke, and Dr. David Torchiana (*salary equity subcommittee*)

**Membership Sub-Committee**

/Outreach, Partnerships and Collaboration Sub-Committee

*Dr. Risha De Leon and Ms. Megan Dross, Co-Chairs*

This year the steering committee voted to combine the membership and outreach subcommittees in order to minimize duplication of efforts by the two committees. Subcommittee members continued to provide presentations at local affiliates.

- Spoke at Mount Auburn to help recruit new members
- Spoke to the Department of Population Medicine women’s faculty group
- Attended two Faculty Orientation events in the fall
- Assisted with the decision to offer both morning and lunch time meetings to help accommodate those traveling from outside the Longwood area.

Membership numbers overall have increased from FY2013 to FY2014. There was a slight decrease by staff, post docs, and students. We continue to see an increase with representation from smaller HMS affiliate hospitals such as MEEI, CHA, VA, McLean, and Schepens. *(see appendix C)*

**Technology and Communication Sub-committee**

*Dr. Blanca Himes and Dr. Iza Malinowska, Co-Chairs*

This year the subcommittee maintained the JCSW website and transferred several tasks to the JCSW administrator. A JCSW LinkedIn group was created and continued to maintain the Facebook group. The number of members of each group increased. A JCSW member survey was conducted during the fall to help several subcommittees submit survey questions to the JCSW membership, assessing needs.

**Childcare Taskforce**

*Dr. Zoey Fonseca-Kelly, Co-Chair*

The LMA Family Child Care Network (FCCN) kicked off this year. This program is a direct result of the JCSW Childcare Summit held in 2012. Looking forward the Childcare Task force will; continue to promote and highlight childcare initiatives support CHACC and the FCCN and its
activities, continue efforts to monitor childcare resources, and engage the Executive Dean’s office to support childcare needs.

**Flextime and Job Sharing Taskforce**  
*Dr. Deborah Kwolek and Dr. Melissa Mattison, Co-chairs*

This group has been 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. This year the group completed needs assessment of the JCSW, created survey and obtained Harvard IRB permission to disseminate it, and planned and hosted a 90 min panel discussion about flextime and job sharing.

**Salary Equity Taskforce**  
*Dr. Dong Feng Chen and Dr. Ayse Atasoylu, Co-chairs*

This has been a very productive second year for the Salary Equity Taskforce. The group performed a literature review. Inspired by Mayor Menino’s goal of closing the wage gap in Boston, the taskforce hosted a very successful Salary Equity Symposium followed by a post-symposium survey of JCSW membership.
### Strategic Plan: Fiscal Year 2014
*(July 1, 2013 – June 30, 2014)*

<table>
<thead>
<tr>
<th>Organizational Efficiency and Institutional Memory</th>
<th>Actions, Tasks and/or Activities</th>
<th>Timeframe</th>
<th>Measure(s) of Success</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Structure/ Records Management</strong></td>
<td>• Formalize the orientation process that was piloted by the Membership subcommittee in FY12/FY13. This should include creating orientation materials/pamphlets, presentation materials, instructions on various processes and operations for chairs, and other documentation.</td>
<td>• Complete by Spring FY14.</td>
<td>• The Orientation Processes for members, chairs, and subcommittee chairs, which began as a pilot in FY12/13, will be finalized and documented to ensure that orientation sessions are consistent and easily executed from year-to-year.</td>
</tr>
</tbody>
</table>
| **Technology and Communication Subcommittee**    | • Update membership list, group photo, Deans Award info on website  
• Survey members for areas of interest  
• Maintain website content and social media presence | • Complete ASAP during FY14  
• Fall FY14  
• Continuously throughout FY14 | • Website content improves and feedback is positive.  
• Good survey response rate and helpful feedback to all subcommittees |
| **Membership**                                   | • Continuation of work and activities described in FY12. Orientation pilot  
• Membership assessment  
• Targeted recruitment including external women groups  
• Programming and website enrichment | | |
| **Programming**                                  | | Continuation of work and activities described in FY12. | |
| **Outreach, Partnerships and Collaboration**     | | Continuation of work and activities from FY13. | |
## Appendix A: Strategic Plan for 2013-14

<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:  
  o Continue to promote and highlight childcare initiatives  
  o Continue to leverage resources from CHACC and Family Network Provider Taskforces  
  o Continue efforts to work with leaders to provide/support space for 30 school age children during school break and/or lactation rooms  
  • Continue to support the CHACC Taskforce.  
  • Continue to support the Network of Family Childcare Providers.  
  Each taskforce will need to complete an annual progress report every year for JCSW and make it available online. | • Quarterly | • Office of the HMS Executive Dean for Administration Taskforce: Childcare initiatives continue to be supported and promoted. School aged children have space within LMA area during their vacation week to participate in a week long activities while their parents are at work.  
• CHACC Taskforce activities are supported by JCSW.  
• Network of Family Childcare Providers activities are supported by JCSW. |
<p>| <strong>Mentoring for Faculty and Staff</strong> | Continuation of work and activities described in FY12 for faculty and staff. | | |
| <strong>Flextime and Job Sharing</strong>      | • The task force will interview the relevant employees (faculty or staff) and their HR contacts using the questionnaire as a guide. Interviews will optimally be in person, but if not, by phone or email. | • Eight month period in time for interviews | • Give a brief report to the JCSW to submit to the Dean as part of the whole JCSW report. |</p>
<table>
<thead>
<tr>
<th>Appendix A: Strategic Plan for 2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salary Equity</strong></td>
</tr>
<tr>
<td>- Draft guidelines for making flexible time and/or job sharing work. Vet guidelines with various HR officials.</td>
</tr>
<tr>
<td>- Two months</td>
</tr>
<tr>
<td><strong>Salary Equity, continued</strong></td>
</tr>
<tr>
<td>- Plan a web-based salary survey crossing the Harvard community, departments, and affiliations:</td>
</tr>
<tr>
<td>o Leverage the existing database and experience in the School of Public Health, HMS and John Hopkins University</td>
</tr>
<tr>
<td>o Obtain help from Psychology Department and the Mentoring Subcommittee which previously conducted a survey for information regarding the planning process, designing of survey questions and spreadsheet, and developing web-based surveys</td>
</tr>
<tr>
<td>- Conduct the survey that crosses the Harvard community/departments/affiliations for (separate the data of faculty and staff):</td>
</tr>
<tr>
<td>o Pay</td>
</tr>
<tr>
<td>o Rate and waiting period for pay raise or promotion</td>
</tr>
<tr>
<td>o Query HR for data on numbers of people who left the job because of the salary issue after controlling for factors such as productivity, experience, education and race</td>
</tr>
<tr>
<td>- 1st and 2nd quarters</td>
</tr>
<tr>
<td>- 3rd and 4th quarters and continued into the next year</td>
</tr>
<tr>
<td>- Provide the Dean and JCSW with a progress report on the survey</td>
</tr>
</tbody>
</table>
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.”

### Steering Committee Members

- Yasmin Mashhoon, Ph.D. *Faculty Co-chair*
- Kristen Uekermann, A.L.M. *Staff Co-Chair*
- Ingrid Katz, M.D. *Faculty Vice Co-Chair*
- Rebecca Caruso, M.P.H. *Staff Vice Co-Chair*
- Janice Zabolotny, Ph.D. *Faculty at-large member*
- Zoe Fonseca-Kelly, Ph.D. *Staff at-large member*
- Carol Bates, M.D. *Dean’s Office Representative*
- Donna Lawton, M.S. *Dean’s Office Representative*
- Maria Tarullo, *Dean’s Office Representative*
- Ellen McCarthy, Ph.D. *Dean’s Office Representative*

### *Participating Members:*

*Participating members are defined as those that attend a minimum of 50% of the JCSW monthly joint faculty/staff meetings. This list is based on 2013-2014 meeting attendance.*

<table>
<thead>
<tr>
<th>Ayse Atasoylu</th>
<th>Deborah Kwolek</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rhonda Bentley-Lewis</td>
<td>Mary Loeken</td>
</tr>
<tr>
<td>Melissa Brodick</td>
<td>Melissa Mattison</td>
</tr>
<tr>
<td>Michael Cahalane</td>
<td>Maxine Milstein</td>
</tr>
<tr>
<td>Diana Carlone</td>
<td>Jessica Murphy</td>
</tr>
<tr>
<td>Martha Cesena</td>
<td>Anne Nicholson-Weller</td>
</tr>
<tr>
<td>Dong Feng Chen</td>
<td>Rebecca Plank</td>
</tr>
<tr>
<td>Lucy Chen</td>
<td>Christine Power</td>
</tr>
<tr>
<td>Megan Dross</td>
<td>Ellen Seely</td>
</tr>
<tr>
<td>Gail Gazelle</td>
<td>Christine Sieberg</td>
</tr>
<tr>
<td>Tina Gelsomino</td>
<td>Jo Solet</td>
</tr>
<tr>
<td>Neena Haider</td>
<td>Christa Van Dort</td>
</tr>
<tr>
<td>Megan Halligan</td>
<td>Hiroko Wakimoto</td>
</tr>
<tr>
<td>Elizabeth Koby</td>
<td>Darla White</td>
</tr>
</tbody>
</table>

### Other Members:

<table>
<thead>
<tr>
<th>Kathryn Aberle</th>
<th>Barbara Balestrieri</th>
</tr>
</thead>
<tbody>
<tr>
<td>Janet Abraham</td>
<td>Anca Barbu</td>
</tr>
<tr>
<td>Sophia Adamia</td>
<td>Amy Baughman</td>
</tr>
<tr>
<td>Roy Ahn</td>
<td>Irmgard Behlau</td>
</tr>
<tr>
<td>Alii Lewis</td>
<td>Carol Benoit</td>
</tr>
<tr>
<td>Angela Alberti</td>
<td>Nancy Berliner</td>
</tr>
<tr>
<td>Paula Anderson</td>
<td>Bonnie Lee Bermas</td>
</tr>
<tr>
<td>Eman Ansari</td>
<td>Kriti Bhatia</td>
</tr>
<tr>
<td>Jooeun Bae</td>
<td>Abhinav Bhushan</td>
</tr>
<tr>
<td>Bhanu Bahl</td>
<td>Katharine Black</td>
</tr>
<tr>
<td>Vineeta Bajaj</td>
<td>Eileen Boye</td>
</tr>
<tr>
<td>Dusica Bajic</td>
<td>Donna Brezinski</td>
</tr>
</tbody>
</table>
Appendix B: JCSW Membership Roster 2013-2014

David Brown  
Elizabeth Buchbinder  
Phyllis Carr  
Jocelyn Carter  
Maria Cervone  
Alexandra Chabrerie  
Maria Chahrour  
Julia Charles  
Zeina Chemali  
Nithya Chickmagalur  
Andrea Christopher  
Helen Christou  
Kathryn Commons  
Maureen Connelly  
Dagmara Cotti  
Heather Cristiano  
Devin Cromartie  
Mary Daly  
Helen D’Couto  
Lauren Dewey Platt  
Rosemary Duda  
Aun Em  
S. Jean Emans  
Humna Farid  
Andrea Farkas Patenaude  
Pouneh Fazel  
Zoe Fonseca-Kelly  
Erin Fortin  
Idalid Franco  
Paola Friedrich  
Dana Fugelso  
Nadine Gaab  
Gricelda Gomez  
Sarah Gray  
Anita Gupta  
Jennifer Haas  
Mei-Hua Hall  
Karameh Hawash  
Carolyn Hayes  
Dina Hirshfeld-Becker  
Cynthia Hobbs-Barrett  
Laura Holsen  
Rosy Hosking  
Yichuan Hsieh  
Jing Hua  
Katarina Illanes  
Carleen Irwin  
Otana Jakpor  
Kate Jeffrey  
Lynda Kabbash  
Ursula Kaiser  
Elsbeth Kalenderian  
Elizabeth Kass  
Susanna Katsman  
Nancy Keating  
Ayiesha Khalid  
Nancy Kim  
Hannah Kinney  
Jean Klig  
Jonathan Knight  
Marina Kavaskoff  
Karen Kwass  
Leslie Lehmann  
Brendan Lehnert  
Amy Levenson  
Deborah Levine  
Jia Li  
Christine Lian  
Linda Lieberman  
Tami Lieberman  
Cindy Liu  
Jay Loeffler  
Jessica Loew  
Mary Frances Lopez  
Chenning Lu  
Ernest Mandel  
Eleftheria Maratos-Flier  
Anna Marmalidou  
Jonathan Matsui  
Mary Ellen McCann  
Lauren Mednick  
Deborah Mistein  
Jennifer Mitty  
Wanda Mock  
Amanda Moore-Owens  
Leslie Morse  
Stephanie Mueller  
Mary Mullen  
Grace Mushrush  
Carol Nadelson  
Christine Narsjo  
Vera Novak  
Michelle Ocana  
Marjorie Gettenger  
Emily Oken  
Christine Olsen  
Musacide Z Orduulu Sahin  
Samia Osman  
Bonnie Padwa  
Stephanie Page  
Evangelia Papavasileiou  
Hannah Parker  
Nina Paynter  
Beverly Philip  
Jennifer Potter  
Sadeq Quraishi  
Haley Ramsey  
Adrienne Randolph  
Kathryn Rexrode  
Elizabeth Rider  
Susan Ritter  
Rachel Rodrigues  
Sylvia Rosas  
Vicki Rosen  
Lisa Rotenstein  
Celeste Royce  
Magali Saint-Genieoz  
Jessica Saulnier  
Rachel Schmitt  
Bratiny Seymour  
Sherin Shaaban  
Uzma Shah  
Vonda Shannon  
Lynette Sholl  
Jennifer Siegelman  
Sabina Signoretti  
Marisa Silveri  
Laura Simons  
Tatiana Sitnikova  
Ann Skoczenski  
Anna Jo Smith  
Glorian Sorensen  
Jacqueline Spencer
Appendix B: JCSW Membership Roster 2013-2014

Samantha Spencer
Anne Marie Stack
Diane Stafford
Catherine Stamoulis
Fatima Cody Stanford
Amy Szarkowski
Nancy Tarbell
Flavia Teles
Lisa Teot
Carey Thomson
Juliet Tripaldi
Yu-Hua Tseng
Allis Tweed-Kent

Trudy Van Houten
Yael Vin
Shana Wagner
Susan Waisbren
Rochelle Walensky
Carol Warfield
Wilma Wasco
Ellen Weinberg
Elissa Wilker
Julia Wong
Vionnie Yu
Janice Zabolotny
### Member Breakdown

**Faculty**
- 168

**Staff**
- (38 HMS 6 HSDM 7 OTHER) 51

**Student**
- (10 HMS) 10

**Post Doc**
- 15

**Other**
- (2 clinical fellow, 7 research fellow) 9

**Total Members** 253

### Members by Institute

**BCH**
- 36

**BIDMC**
- 30

**BWH**
- 40

**CHA**
- 6

**DFCI**
- 7

**HMS** (38 staff 10 Student 2 post doc 7 faculty 1 re fel) 58

**HPHCI**
- 2

**HSDM** (6 staff 6 faculty 1 res/fel) 13

**Joslin**
- 3

**MAH**
- 3

**McLean**
- 6

**MEEI**
- 5

**MGH**
- 37

**NEPRC**
- 1

**Schepens**
- 3

**VA**
- 3

**Total** 253
### Membership Comparison FY13-FY14

<table>
<thead>
<tr>
<th>Institute</th>
<th>Faculty</th>
<th>Staff</th>
<th>Student</th>
<th>Post Doc</th>
<th>Other (Clinical fellow/research fellow)</th>
<th>Total Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-2011</td>
<td>58</td>
<td>27</td>
<td>759</td>
<td>22</td>
<td>525</td>
<td>90</td>
</tr>
<tr>
<td>2011-2012</td>
<td>112</td>
<td>57</td>
<td>0</td>
<td>15</td>
<td>57</td>
<td>200</td>
</tr>
<tr>
<td>2012-2013</td>
<td>111</td>
<td>52</td>
<td>1</td>
<td>17</td>
<td>7</td>
<td>188</td>
</tr>
<tr>
<td>2013-2014</td>
<td>154</td>
<td>52</td>
<td>1</td>
<td>15</td>
<td>9</td>
<td>239</td>
</tr>
<tr>
<td>2014-2015</td>
<td>168</td>
<td>51</td>
<td>1</td>
<td>15</td>
<td>9</td>
<td>253</td>
</tr>
</tbody>
</table>

### Membership Comparison by Institute

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>BCH</td>
<td>12</td>
<td>25</td>
<td>27</td>
<td>31</td>
<td>36</td>
</tr>
<tr>
<td>BIDMC</td>
<td>9</td>
<td>24</td>
<td>20</td>
<td>26</td>
<td>30</td>
</tr>
<tr>
<td>BWH</td>
<td>15</td>
<td>33</td>
<td>28</td>
<td>38</td>
<td>40</td>
</tr>
<tr>
<td>CHA</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>DFCI</td>
<td>6</td>
<td>7</td>
<td>6</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>HMS</td>
<td>25</td>
<td>55</td>
<td>45</td>
<td>58</td>
<td>58</td>
</tr>
<tr>
<td>HPHCI</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>HSDM</td>
<td>4</td>
<td>13</td>
<td>15</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>Joslin</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>MAH</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>McLean</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>MEEI</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>MGH</td>
<td>11</td>
<td>29</td>
<td>29</td>
<td>36</td>
<td>37</td>
</tr>
<tr>
<td>NEPRC</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Schepens</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>VA</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>200</td>
<td>188</td>
<td>239</td>
<td>253</td>
</tr>
</tbody>
</table>