

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

ANNUAL REPORT 2014-2015

Summary

The Joint Committee on the Status of Women (JCSW) is a Standing Committee of the Dean of Harvard Medical School with a 40 plus 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 2014-2015

- JCSW social media development
- Monthly Programming events
- Successful second year of pilot group mentoring program
- Creation of a JCSW reference section in the Countway Library of Medicine
- Opportunities for networking across hospitals and institutions
- Review of the JCSW Bylaws
- Outreach events to HMS and affiliated hospitals

Administrative

The JCSW is overseen by Dean Maureen Connelly in the HMS Office of Faculty Affairs, and a ten 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 2014-2015

- **Co-Chairs:** Yasmin Mashhoon, Ph.D., Instructor in Psychiatry at McLean Hospital and Kristen Uekermann, A.L.M., Assistant Director for Faculty and Academic Affairs, Stem Cell and Regenerative Biology
- **Co-Vice Chairs:** Ingrid Katz, M.D. and Rebecca Caruso, M.P.H.
- **At-large members:** Maria Kontaridis Ph.D. (January 2013- December 2014), Zoe Fonseca-Kelly and Janice Zabolotny (January 2015-December 2016)
- **Dean's Appointees:** Carol Bates, M.D., Associate 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 fourth 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.

The current strategic plan runs from 2012-2016. Outgoing JCSW Co-Chairs Yasmin Mashhoon and Kristen Uekermann have agreed to chair the newly formed Strategic Plan Subcommittee, which is currently meeting. This committee, alongside the Steering Committee, will build the strategic plan for beyond 2016. The committee will assess the success of the JCSW through 2012-2016, particularly as related to the open membership, and will seek input re: the future of the JCSW from multiple stakeholders, including, but not limited to, former and current members, the Dean's office, subcommittee chairs and target groups for the JCSW (staff, post-docs and faculty). They will integrate these findings into JCSW goals and the upcoming strategic plan.

Appendix A: Strategic Plan for 2014-15

Membership 2014-2015

The open membership structure continued for a fifth 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, Brigham and Women's Hospital, Massachusetts General Hospital, and Boston Children's Hospital rank the highest in membership.

Appendix B: JCSW Membership Roster 2014-2015

Appendix C: JCSW Membership Data and Membership Comparison FY14-FY15

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 subcommittees to meet and discuss their projects. This invaluable, "protected" subcommittee time is integral to success – committee members use this time to brainstorm, engage and assign tasks and projects.

Subcommittees and Taskforces for 2014-2015

Subcommittees and taskforces do most of the work of the JCSW. They are comprised of faculty, staff, post docs and student members. According to the 2014-15 strategic plan, the following JCSW subcommittees 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. Michael Cahalane and Ms. Kristen Uekermann, 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: **Lise D. Kaye**, Executive Director, Biomedical Science Careers Program, Office of Diversity Inclusion and Community Partnership, Harvard Medical School
- Faculty Dean's Award: **Merit E. Cudkowicz, M.D., M.Sc.**, Julieanne Dorn Professor of Neurology at Harvard Medical School, Chief, Department of Neurology, Director, MGH MDA ALS Clinic, Co-Director, Neurological Clinical Research Institute, Co-Director, Neuromuscular Division at the Massachusetts General Hospital

Programming Subcommittee

Dr. Jing Hua

The Programming Subcommittee was very active this year in supporting multiple events. Event topics and speakers were as follows:

- **2014 Faculty Recipient of the Joseph B. Martin Dean's Leadership Award for the Advancement of Women Cynthia Morton, Ph.D.**

- **Negotiating Up: Dealing with Power Differentials** with Melissa Brodrick, MEd, Ombudsperson, Harvard Medical School, Harvard School of Dental Medicine, Harvard School of Public Health
- **Speed Networking** with Heather Duffy, Ph.D.: *Sometimes it's Who You Know: The Importance of Professional Networking*
- **Applying Leadership Branding Principles to Affect Decision-Making Bias** with Renée Gosline, D.B.A.
- **She's Got It: A Woman's Guide to Saving and Investing** with Lindsay Hartman, Director, Field Consulting Group, TIAA-CREF
- **Caryl Rivers & Rosalind Barnett** authors of *The New Soft War on Women*
- **Salary Equity Symposium II** (with Salary Equity Subcommittee) Moderated by Nancy J. Tarbell, M.D., Dean for Academic and Clinical Affairs, Harvard Medical School. Panel members: Edward Benz Jr., M.D., President and Chief Executive Officer Dana-Farber Cancer Institute, Phyllis Carr, M.D., Visiting Professor of Medicine, Massachusetts General Hospital, Christina Knowles, Executive Director of the Boston Women's Workforce Council, Evelyn Murphy, Ph.D., President, WAGE Project
- **Sponsorship: Keynote and Panel** (with Mentoring Subcommittee), Moderated by Nancy Tarbell, M.D., Dean for Academic and Clinical Affairs, Harvard Medical School. Keynote Speaker: Elizabeth Travis, PhD, FASTRO, Associate Vice President for Women Faculty Programs and Mattie Allen Fair Professor in Cancer Research, University of Texas MD Anderson Cancer Center. Panel members: Mary Cassesso, President, CHA Foundation and Chief Community Officer, Cambridge Health Alliance, Hope Ricciotti, M.D., Chair of Obstetrics and Gynecology and Associate Professor of Obstetrics, Gynecology and Reproductive Biology, BIDMC, Vicki Rosen, Ph.D., Head of the Department of Developmental Biology and Professor of Developmental Biology, Harvard School of Dental Medicine
- **Dean's Award Presentation**

Mentoring Subcommittee

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

The mentoring subcommittee maintained two goals this year. The first was the successful continuation and growth of the group mentoring program which kicked off in the fall. This year, there were 3 faculty circles and 1 staff (21 faculty and 5 staff). Pending schedules and availability, groups continued to meet over summer. The subcommittee co-chairs are in the process of gathering feedback from participants in order to make useful recommendations for tailoring the mentoring circles. Based on early feedback, for AY15/16, the subcommittee will initiate new group circles such as a book club and/or working mothers mentoring circles.

The second goal of the subcommittee was to host a panel and open discussion on sponsorship in academic medicine in order to focus attention within the HMS community on this important resource. The keynote address was given by Dr. Elizabeth Travis, PhD. Panelists included Mary

Cassesso, Dr. Hope A. Ricciotti, MD, and Dr. Vicki Rosen, PhD. The panel was moderated by Dean Nancy Tarbell, MD.

Dr. Travis gave an outstanding overview of the concept of sponsorship, which has primarily existed as a career advancement approach in the business world, in academic medicine and science. Dr. Travis presented national data showing the lack of women in leadership roles across many different areas of industry, introduced and defined the concept of sponsorship, traced the sponsorship paths of several famous female leaders in politics and industry, compared and contrasted the important distinction of mentors vs. sponsors, and discussed how to maintain optimal visibility to attain and maintain sponsorship. She also emphasized directing more awareness to the powerful role that male sponsors play in recognizing and eliminating gender bias obstacles so more women are equally competitive and chosen for career development and leadership opportunities.

The panelists shared nuanced perspectives of their own experiences being sponsored by more senior leaders as well as their role in sponsoring their more junior colleagues. These thoughts and perspectives generated questions and discussions, such as how to best position yourself to be a candidate for sponsorship and how to take advantage of those opportunities once they are offered or suggested.

Overall, the Sponsorship panel was very well-attended by both the HMS and JCSW community, and JCSW leadership received a great deal of positive feedback following the event.

Membership Subcommittee/Outreach, Partnerships and Collaboration Subcommittee

Dr. Gail Gazelle and Ms. Megan Dross, Co-Chairs

Accomplishments for 2014-2015:

- Established the JCSW Ambassador program to assist in recruitment at all affiliates
- Worked with HMS HR to bring information about JCSW to new Quad based faculty and staff through the new hire portal
- Presented to the Harvard Catalyst Biomedical Informatics group
- Coordinated presentation during the GME orientation at BIDMC

Membership numbers overall have increased from FY2014 to FY2015 by 35. There was a very slight decrease of staff, post docs, and students. We continue to see, however, an increase with representation from smaller HMS affiliate hospitals such as MEEI, CHA, the VA, and McLean. *(see appendix C)*

Technology and Communication Subcommittee

Dr. Christine Guo Lian and Ms. Bhanu Bahl, Co-Chairs

This year the subcommittee established two new chairs and considered the tech/comm needs of the committee as all tasks related to the strategic plan have been completed. Goal for 2015-2016 include:

- Update JCSW website
- Maintain social media presence
- Monitor social media sites to identify related topics
- Work with other sub committees for accomplishing their needs

Childcare Taskforce

Dr. Zoe Fonseca-Kelly and Dr. Elissa Wilker, Co-chairs

The childcare taskforce had a very productive year:

- **Mother's rooms updates**
 - New pumps in rooms at HSPH and HMS
 - Established Google calendar real-time check-in
- **Collecting information about childcare needs on campus**
 - Assembling articles highlighting childcare/maternity issues in popular press
 - Working with Work Life HLC

Plans for 2015-2016:

- Bringing findings on childcare needs to HMS leadership
- Continuing work to improve childcare resources on campus for working parents
- Staff co-chair opening for new academic year

Flexitime 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. The taskforce is interested in creating a flexitime and job-sharing needs assessment of various HMS affiliates and spent time investigating possible approaches for designing, obtaining IRB approval, and disseminating the assessment.

Salary Equity Committee

Dr. Ayse Atasoylu and Dr. Christine Sieberg, Co-chairs

This has been another very productive year for the Salary Equity Committee. Inspired by Mayor Menino's goal of closing the wage gap in Boston, and in follow-up to last year's event, the committee hosted a second very successful and well-attended Salary Equity Symposium, featuring a panel and open discussion, in April. Panelists included: Dr. Phyllis Carr, MD, visiting Professor of Medicine at Massachusetts General Hospital; Ms. Christine Knowles, the Executive Director of the Boston Women's Workforce Council; Ms. Evelyn Murphy, former Lt. Governor and current President at the Wage Project; and Dr. Edward Benz, Jr., MD, President and CEO at Dana-Farber Cancer Institute. The panel was moderated by Dean Nancy Tarbell, MD. The

overall focus of the speakers at the Salary Equity Symposium this year was to thoughtfully examine data reporting national salary inequities for women in academic medicine and business as well as to suggest personal and institutional strategies for identifying, negotiating, and resolving salary inequities.

Other accomplishments include:

- Subcommittee members generated ‘Words of Wisdom’ based on discussions from the Salary Equity Symposium that were distributed, on Equal Pay Day (April 14th), to various department heads and other colleagues across various HMS affiliated institutions.
- Subcommittee co-Chairs held preliminary discussions with Dean Nancy Tarbell on how to achieve equity within HMS.

**Strategic Plan: Fiscal Year 2015
(July 1, 2014 – June 30, 2015)**

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"> • Operations Manual The Membership Subcommittee will compile an operations manual that includes information and instructions related to the processes and operations of the JCSW, such as how to access and use the shared drive, records management guidelines, new member orientation documents, how to update the website, etc. The operations manual should be made available to all members on eCommons, and should be updated and maintained by the Admin Assistant. 	<ul style="list-style-type: none"> • Complete by the end of FY15 	<ul style="list-style-type: none"> • An internal operations manual will be completed and made available to JCSW members on eCommons.
<p>Technology and Communication Subcommittee</p>	<p align="center">Continuation of work and activities described in FY14.</p>		
<p>Membership</p>	<ul style="list-style-type: none"> • Assess the success rate of the targeted recruitment Assess the success of skill-based networking activities <p align="center">Continuation of work and activities described in FY12.</p>		
<p>Programming</p>	<p align="center">Continuation of work and activities described in FY12.</p>		

<p>Childcare, <i>continued</i></p>	<ul style="list-style-type: none"> • Continue support of CHACC Taskforce. • Continue support of Network of Family Childcare Providers: <p>Each taskforce will need to complete an annual progress report every year for JCSW and make it available online.</p>		<ul style="list-style-type: none"> • CHACC Taskforce activities are supported by JCSW. • Network of Family Childcare Providers activities are supported by JCSW.
<p>Mentoring for Faculty and Staff</p>	<p>Continuation of work and activities described in FY12 for faculty and staff.</p>		
<p>Flextime and Job Sharing</p>	<ul style="list-style-type: none"> • Plan and produce an informal meeting where local faculty and staff who use flexible time and/or job sharing can share their experiences with junior faculty and staff and representatives from HR. • Revise guidelines and share them the JCSW, Dean's offices of HMS and HSDM, and all participating affiliates. Consider posting guidelines on the JCSW web site. 	<ul style="list-style-type: none"> • Six months • Two months 	<ul style="list-style-type: none"> • Submit final report to JCSW as part of their report to the Dean. The ultimate success of this endeavor will be measured over decades, i.e. if a larger percentage of those women worthy of getting promoted to senior ranks have at some time in their careers made use of flexible time or job sharing.
<p>Salary Equity</p>	<ul style="list-style-type: none"> • Continue the survey that crosses the Harvard community/affiliations for pay rate and waiting period for pay raise or promotion, after controlling for factors such as productivity, experience, etc. 	<ul style="list-style-type: none"> • Effort is anticipated to complete by Dec. 2014 	<ul style="list-style-type: none"> • Provide the JCSW and the Dean with statistical results and a report of data comparing male and female employees across the broad Harvard community.

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.”

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*
- Maria Kontaridis, Ph.D. *Faculty at-large member*
- Sheila Nutt, Ed.D. *Staff at-large member*
- 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 2014--2015 meeting attendance.*

Angela Alberti
Ayse Atasoylu
Bhanu Bahl
Michael Cahalane
Diana Carlone
Rebecca Caruso
Divya Chirumamilla
Dagmara Cotti
Megan Dross
Gail Gazelle
Tina Gelsomino
Neena Haider
Megan Halligan
Carolyn Hayes
Jing Hua
Aili Lewis

Jonathan Matsui
Melissa Mattison
Maxine Milstein
Anne Nicholson-Weller
Sheila Nutt
Hiroe Ohyama
Christine Power
Jenessa Price
Sonia Saxena
Christine Sieberg
Jo Solet
Maria Tarullo
Christa Van Dort
Hiroko Wakimoto
Elissa Wilker

Other Members:

Kathryn Aberle
Janet Abrahm
Sophia Adamia
Roy Ahn
Paula Anderson
Eman Ansari
Jooeun Bae

Vineeta Bajaj
Dusica Bajic
Barbara Balestrieri
Anca Barbu
Amy Baughman
Irmgard Behlau
Carol Benoit

Rhonda Bentley-Lewis
Nancy Berliner
Bonnie Lee Bermas
Kriti Bhatia
Abhinav Bhushan
Katharine Black
Eileen Boye

Appendix B: JCSW Membership Roster 2014-2015

Donna Brezinski	Elsbeth Kalenderian	Samia Osman
Melissa Brodrick	Elizabeth Kass	Bonnie Padwa
David Brown	Susanna Katsman	Stephanie Page
Elizabeth Buchbinder	Nancy Keating	Hannah Parker
Phyllis Carr	Ayesha Khalid	Nina Paynter
Jocelyn Carter	Pinor Kilicci-Kret	Beverly Philip
Maria Cervone	Nancy Kim	May Pian-Smith
Martha Cesena	Hannah Kinney	Rebecca Plank
Alexandra Chabrierie	Jean Klig	Jennifer Potter
Maria Chahrour	Elizabeth Kobay	Sadeq Quraishi
Julia Charles	Lauren Kreisberg	Haley Ramsey
Zeina Chemali	Marina Kvaskoff	Adrienne Randolph
Dong Feng Chen	Karen Kwass	Jan Reiss
Lucy Chen	Deborah Kwolek	Kathryn Rexrode
Nithya Chickmagalur	Tanya Laidlaw	Elizabeth Rider
Helen Christou	Leslie Lehmann	Kim Riek
Kathryn Commons	Brendan Lehnert	Susan Ritter
Maureen Connelly	Karen Leitner	Rachel Rodrigues
Dagmara Cotti	Deborah Levine	Sylvia Rosas
Heather Cristiano/Mumford	Jia Li	Vicki Rosen
Devin Cromartie	Christine Lian	Linda Ross
Mary Daly	Linda Lieberman	Lisa Rotenstein
Helen D'Couto	Tami Lieberman	Celeste Royce
Lauren Dewey Platt	Lin Lin	Magali Saint-Geniez
Rosemary Duda	Cindy Liu	Jessica Saulnier
Aun Em	Jay Loeffler	Rachel Schmitt
S. Jean Emans	Mary Loeken	Ellen Seely
Huma Farid	Jessica Loew	Ruth Serra-Moreno
Andrea Farkas Patenaude	Mary Frances Lopez	Brittany Seymour
Susan Farrell	Chenning Lu	Sherin Shaaban
Pouneh Fazeli	Christine Lu	Uzma Shah
Fiona Fennessy	Izabela Malinowska	Vonda Shannon
Erin Fortin	Ernest Mandel	Lynette Sholl
Idalid Franco	Eleftheria Maratos-Flier	Jenifer Siegelman
Paola Friedrich	Anna Marmalidou	Sabina Signoretta
Dana Fugelso	Mary Ellen McCann	Marisa Silveri
Nadine Gaab	Lauren Mednick	Laura Simons
Gricelda Gomez	Deborah Milstein	Tatiana Sitnikova
Elizabeth Goodman	Jennifer Mitty	Ann Skoczenski
Sarah Gray	Wanda Mock	Anna Jo Smith
Anita Gupta	Amanda Moore-Owens	Glorian Sorensen
Jennifer Haas	Renee Moran	Jacqueline Spencer
Mei-Hua Hall	Leslie Morse	Samantha Spencer
Kathryn Hammond Baker	Stephanie Mueller	Anne Marie Stack
Tayyaba Hasan	Mary Mullen	Diane Stafford
Karameh Hawash	Jessica Murphy	Catherine Stamoulis
Dina Hirshfeld-Becker	Grace Murrush	Fatima Cody Stanford
Cynthia Hobbs-Barrett	Carol Nadelson	Amy Szarkowski
Laura Holsen	Christine Narsjo	Nancy Tarbell
Rosy Hosking	Christina Nascimento	Flavia Teles
Yichuan Hsieh	Malkah Notman	Lisa Teot
Jing Hua	Vera Novak	Carey Thomson
Katarina Illanes	Michelle Ocana	Juliet Tripaldi
Carleen Irwin	Marjorie Oettinger	Yu-Hua Tseng
Kate Jeffrey	Emily Oken	Ailis Tweed-Kent
Bae Jooeun	Danielle Oliver	Nicole Ullrich
Lynda Kabbash	Christine Olsen	Trudy Van Houten
Ursula Kaiser	Musacide Z Ordulu Sahin	Yael Vin

Appendix B: JCSW Membership Roster 2014-2015

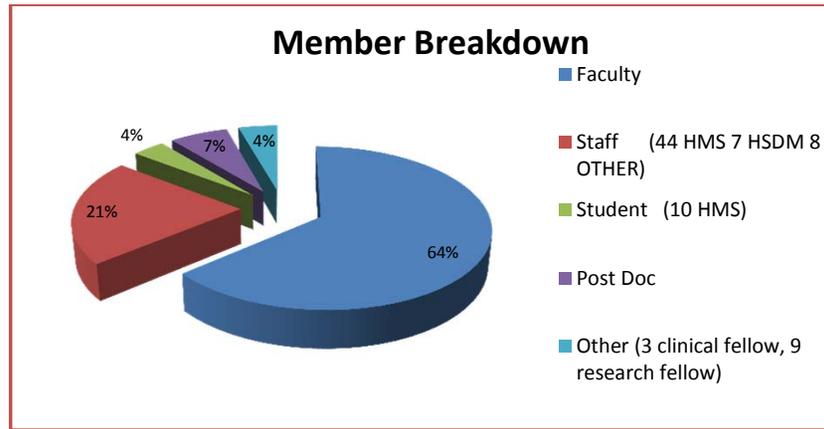
Shana Wagner
Susan Waisbren
Rochelle Walensky
Carol Warfield

Wilma Wasco
Ellen Weinberg
Darla White
Jackie Wolf

Julia Wong
Vionnie Yu

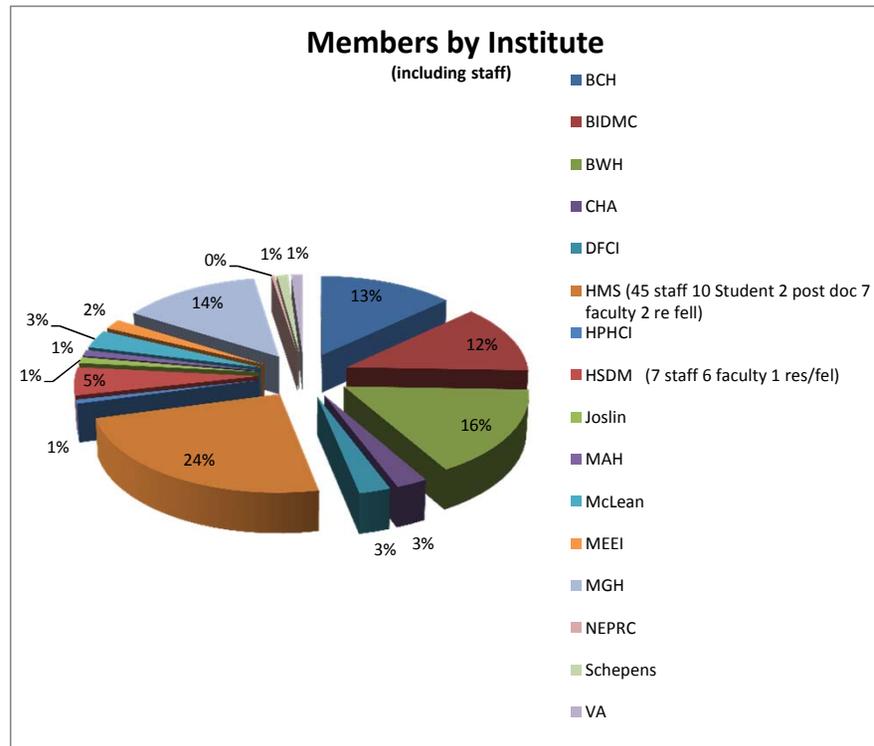
Member Breakdown

Faculty	175
Staff (44 HMS 7 HSDM 8 OTHER)	59
Student (10 HMS)	10
Post Doc	18
Other (3 clinical fellow, 9 research fellow)	12
Total Members	274

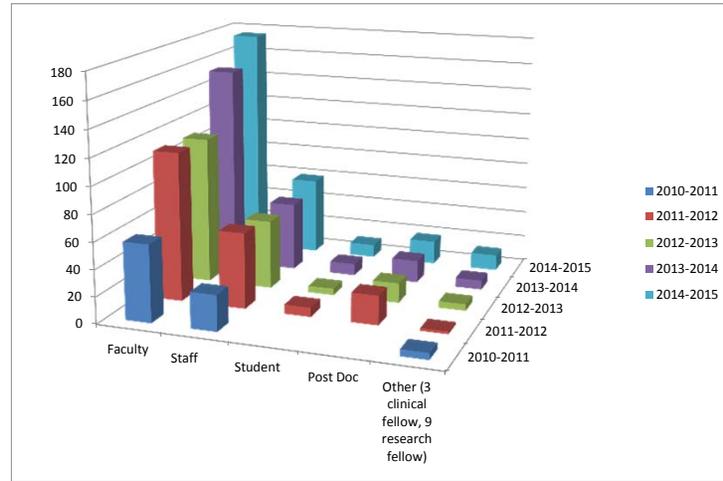


Members by Institute

BCH	36
BIDMC	34
BWH	44
CHA	7
DFCI	7
HMS (45 staff 10 Student 2 post doc 7 faculty 2 re fel)	66
HPHCI	2
HSDM (7 staff 6 faculty 1 res/fel)	14
Joslin	3
MAH	3
McLean	9
MEEI	5
MGH	37
NEPRC	1
Schepens	3
VA	3
Total	274



Membership Comparison	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Faculty	58	112	111	154	175
Staff	27	57	52	52	59
Student		7	5	9	10
Post Doc		22	15	17	18
Other (3 clinical fellow, 9 research fellow)	5	2	5	7	12
Total Members	90	200	188	239	274



Membership Comparison by Institute	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
BCH	12	25	27	31	36
BIDMC	9	24	20	26	34
BWH	15	33	28	38	44
CHA	3	2	3	5	7
DFCI	6	7	6	8	7
HMS	25	55	45	58	66
HPHCI	1	1	1	1	2
HSDM	4	13	15	14	14
Joslin	1	2	2	3	3
MAH				3	3
McLean	1	4	5	5	9
MEEI	0	1	2	4	5
MGH	11	29	29	36	37
NEPRC	1	1	1	1	1
Schepens	1	2	3	4	3
VA		1	1	2	3
Total	78	200	188	239	274

