



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

***Strategic Plan
For
Fiscal Years 2017 through 2021***

Submitted by the Joint Committee on the Status of Women Strategic Planning Committee

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May 27, 2016

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Introduction

The Joint Committee on the Status of Women (JCSW) was established in 1973 as a standing committee of the Dean of the Faculty of Medicine at Harvard Medical School (HMS) that represents an inclusive constituency of faculty, staff, fellows, residents, and students of HMS, Harvard School of Dental Medicine (HSDM), and affiliated hospitals and institutions. Notable achievements of the JCSW include contributing towards creation of the Longwood Ombudsperson Office and the Office of Work and Family at HMS, formal recommendations that women serve on all faculty search committees, establishing Mother's Rooms at HMS, creating the Child Care Summit to address childcare issues at HMS and HSDM, and establishing the HMS Joseph B. Martin Dean's Leadership Award for the Advancement of Women Faculty and Staff Awards. Through the efforts of its members, the JCSW represents a voice for change through advocacy, action, education, networking, and visibility.

The JCSW established a Strategic Planning (SP) Committee in the summer of 2015 to create a strategic plan for the next five fiscal years (the period beginning July 1, 2016 through June 30, 2021). This strategic plan document is the culmination of seven months of work, from November 2015 through May 2016, by the nine committee members representing faculty and staff.

Strategic planning is an iterative process designed to help the JCSW determine its vision, statement of purpose, and values, and identify priorities and suggested projects/actions to be taken. During the past seven months, discussions were held with JCSW stakeholders and member representatives from HMS, HSDM, and affiliated institutions, as well as the JCSW membership as a whole, and a review of JCSW strengths and vulnerabilities completed. JCSW members were strongly and regularly encouraged to share their ideas with the SP committee. (See Appendix A: Strategic Planning Process: Approach)

In recognition of the JCSW's evolution as a standing committee of the HMS Dean, the SP committee's efforts and conversations have centered upon: *strengthening the JCSW to proactively engage with and influence HMS and HSDM's policy and culture, and encouraging leadership by and in support of women.*

Based on this focus and informed by stakeholder input, the SP committee proposes revisions to the JCSW vision, statement of purpose, and values (See Page 3). It has identified critical priorities for the next five years aligned with those proposed changes. By committing, as an organization and as individual JCSW members, to the priorities highlighted below, the JCSW will be well positioned to significantly impact the greater HMS/HSDM community.

The following will advance the JCSW by broadening the:

- **Understanding of the JCSW Statement of Purpose**
 - The JCSW should be recognized, both internally and externally, as a committee of action on professional equity, inclusion, leadership opportunities and development, and work/life integration.
- **Influence of the JCSW**
 - Greater awareness of the JCSW goals and accomplishments will enhance the committee's influence and generate opportunities for partnership and collaboration with HMS/HSDM academic and administrative leaders, and affiliated institutions.

- **Visibility and Inclusiveness of the JCSW**
 - The JCSW's reputation across the HMS/HSDM community should be one of inclusivity. We will focus on concrete actions and outcomes that will both affect positive change within the HMS community and will strengthen the perception of the JCSW.

- **Outreach and Network of the JCSW**
 - We will continue to develop the JCSW brand, increase communication and strengthen networks with the broader HMS/HSDM and hospital affiliate communities.

- **Leadership Opportunities**
 - Empowering women with and through multiple leadership opportunities is central to the JCSW's mission. The JCSW will continue to offer leadership positions to support women across the HMS/HSDM community in cultivating valuable leadership skills.

Success is dependent on the vitality and commitment of the JCSW members, the nimbleness of its leaders and members to adjust priorities and focus areas based on new emerging interests or national conversations in academic medicine, a positive mindset and focus, and by communicating actions and results to all stakeholders.

The strategic plan is a *living* document designed to inform, not limit, the JCSW roadmap for the next five years. Future JCSW leaders and members are strongly encouraged to adapt and modify the plan as needed, with approval by the JCSW Leadership Council.

It is with great hope, enthusiasm, passion and confidence in the future of JCSW, that the SP committee created this strategic plan.

Vision Statement, Statement of Purpose, and Values of the JCSW

Vision Statement

To facilitate and promote leadership, career development, professional advancement, community building, and work life integration for women faculty, trainees (fellows and residents), students (graduate, medical and dental) and staff at Harvard Medical School (HMS) and Harvard School of Dental Medicine (HSDM).

Statement of Purpose

This inclusive committee exists to:

- Promote professional equity and inclusion
 - Cultivate leadership and personal advocacy skills
 - Facilitate mentorship for women staff, trainees, students and faculty
 - Provide community and enhance networking opportunities within the JCSW
 - Influence policies that advance women
 - Support work---life integration
 - Facilitate community outreach to help empower women
 - Identify issues, barriers and challenges within the HMS and HSDM community
 - Offer resolutions and recommendations to the Dean's Office and administration

Values Important to the JCSW and HMS

In addition to the HMS Community Values (Collaboration and Service, Diversity and Respect, Integrity and Accountability, Lifelong Learning and Wellness and Balance) JCSW has identified the following as its core values:

- Make a Difference
 - Power and Influence
 - Take Initiative
 - Inclusive

JCSW Priority Issues with Suggested Projects/Actions

These priority issues are purposefully identified as key to the JCSW's success during the next five years. Drawn from collective stakeholders' insights, the SP subcommittee has documented the importance of these priority issues to the JCSW and provided suggested projects /actions.

It is important to emphasize that the suggested projects/actions are designed to inform JCSW subcommittees' decisions on how they may choose to move the priority forward. They may, for example, select one to two projects/actions to pursue, or identify new ones, as the need arises. The JCSW will be best served by being agile and open to additional projects and actions as the future unfolds. Subcommittees will be expected to submit a progress report to the JCSW members on a semi---annual basis and provide this information on the website as well as in the annual report.

Advancing the JCSW by: Broadening the Understanding of the JCSW and its Statement of Purpose

Why It Matters to the JCSW:

It is essential to have a consistent "voice" which reflects the scope and direction of the JCSW. A purpose statement provides a specific and succinct means for defining the JCSW, tracking its progress, and emphasizing greater communication on its key strategic priorities of: visibility, inclusiveness, outreach, influence and leadership opportunities.

Suggested Projects/Actions to be considered:

- Develop and implement a communication plan, including an "elevator pitch," to facilitate understanding of the JCSW's Statement of Purpose by internal and external audiences. This includes a broad dialogue within the JCSW on both the Statement of Purpose and the "elevator pitch" so both can be consistently used as needed for internal and external communication. The elevator pitch should include JCSW accomplishments, as well as future goals.
- Create a simplified means for monitoring each of the elements of the JCSW's Statement of Purpose.
- Direct JCSW committee's to report on progress that pertains to each of these elements.

Advancing the JCSW by: Broadening the Influence of the JCSW

Why It Matters to the JCSW:

The growth and influence of the JCSW vitally depends on the commitment of its members. Environmental assessments revealed that our committee members want to work on projects within specific subcommittees and attend JCSW meetings but they also want to see a meaningful impact resulting from their contribution and more awareness of our efforts within the greater HMS/HSDM community. Bringing more awareness to

the goals achieved by our committee, as well as to the resources and vision of the JCSW, will broaden our visibility and consequently enhance our influence.

Suggested Projects/Actions to be considered:

- Obtain a role for a faculty member to sit on Faculty Council as a JCSW representative
- Obtain a role for a staff member to present at HMS and HSDM town hall meetings and offer committee updates as a JCSW representative
- Obtain a role for a JCSW faculty representative to sit on the HMS Council of Mentors to engage with senior leadership regarding issues and resources related to mentoring at HMS/HSDM that are discussed at JCSW meetings.
- Two major career development and advancement programs each year will be highly publicized to the HMS/HSDM community and senior leadership should be invited to attend
 - A web broadcast should be made available for the two major programs
 - The programs should be announced via email to HSDM and HMS staff and faculty, either via respective---Offices of Communications & External Relations, HMS/HSDM Postdoc offices, and/or HMS---OFA programs, as well as affiliate hospital Faculty Development and Diversity offices and programs.
- An annual meeting should be initiated with the HMS Dean for the committee co---chairs to discuss and review the Annual Report of the JCSW and to make recommendations and/or solicit feedback for new ideas and priority areas.
- The JCSW will develop a communication pipeline and designate specific liaisons for a one or two---year term to regularly connect with HMS/HSDM and affiliate hospitals' postdoctoral offices and associations as well as with professional development leaders at each affiliate each month in order to remind them of upcoming programming and meetings.
- The JCSW will actively propose partnerships with other groups at HMS/HSDM and affiliates to sponsor speakers, workshops, and panels in order to broaden our audience, visibility, and name recognition.
- Ensure that each annual report is available on the website and actively partner with the HMS Office of Communications and External Relations (OCER) and HSDM Office of Development and Alumni Relations to ensure dissemination to the broader HMS/HSDM community.
- At the end of each academic year, the Community Engagement committee should produce a brief list of 'JCSW Highlights' that outline accomplished goals and major programming initiatives, which will be circulated to HMS/HSDM academic and administrative senior leadership (i.e., Dean for Academic Affairs, Dean of Students, Chief Human Resources Officer)

Advancing the JCSW by: Broadening the Visibility and Inclusiveness of the JCSW

Why It Matters to the JCSW:

Our aim is for the JCSW to reflect the diverse institutions we represent, and for these institutions to understand the scope and breadth of the JCSW. As we seek to gain influence and move to affect policies across the HMS and the affiliated hospitals, it is imperative for the JCSW to be seen as inclusive and action-oriented, and to be recognized for being collaborative and capable problem-solvers.

Suggested Projects/Actions to be considered:

- The JCSW will create a Re-branding / Restructuring subcommittee or task force to focus on the following:
 - Consider changes to the JCSW name and subcommittee structure
 - Examine logistics re: the convenience of meeting times and lengths – Can technology be harnessed to create greater access? Could subcommittees work at different times/online, etc...?
 - Establish metrics for success – How does the JCSW measure its influence?
 - Examine structure of similar organizations/institutions – what are some best practices that could be adopted by the JCSW?
 - Map the JCSW network to bring clarity and focus re: with whom we should outreach/partner – this step can also assist in clarifying our direction and guide our decision making
 - Liase with the appropriate deans and offices at affiliated hospitals to build bridges and connections into the JCSW
- Broaden the scope of the Dean's Award:
 - Broaden the scope and reach through expanding the award to include junior, mid-career AND senior recognition across institutions
 - Create a video for the JCSW website of Dr. Joseph R. Martin describing the establishment of Dean's Leadership Award and its continued importance to him and to the greater HMS/HSDM community (for reference, see the videos of Dr. Barbara J. McNeil and Dr. Daniel D. Federman describing the establishment of Faculty and Staff Awards for Exceptional Service to HMS/HSDM, respectively, named in their honor and available on the Office for Diversity Inclusion & Community Partnership website).
 - Examine methods to partner with similar institutions to recognize champions outside the construct of the Dean's Award
 - Encourage increased nominations for the staff award
- The JCSW Community Engagement subcommittee will:
 - Liase with the appropriate deans and with internal affinity groups, including LGBTQ and student groups like AMWA – how can these groups intersect?
 - Target membership outreach to women of color, staff, post-docs, students and trainees and under-represented affiliated institutions
 - Work with the appropriate deans to determine methods to become more inclusive in membership, actions, policy recommendations and programming
 - Focus on external presentation and create a public relations plan targeted to decision makers, potential membership and the general HMS audience, along with metrics for success.

Advancing the JCSW by: Broadening the Outreach and Network of the JCSW

Why It Matters to the JCSW:

To promote awareness and garner support for the mission and vision of the JCSW, the Committee must build greater networking, communication, access and collaboration with the broader HMS/HSDM and hospital affiliate communities. Therefore, we must make an effort to reach out, develop the JCSW brand, recruit new leaders to the organization, and build collaboration and unification between and amongst HMS, HSDM, and the affiliated hospitals.

Suggested Projects / Actions to be considered:

- Appoint a designated JCSW member as “Ambassador” to each affiliated institution. That person will converse with the local women’s support group and exchange information monthly and report back to the leadership council.
 - post docs, graduate, medical and dental students at HMS/HSDM and hospital affiliates:
 - Ambassador will put up signs in relevant areas about JCSW programs.
 - If a local post--doc affinity group exists, make a connection with that person
 - faculty and staff:
 - collaborate and coordinate with existing Offices for Women’s Careers/Centers for Faculty and/or Staff Development
- Network outside JCSW:
 - Build opportunities for leadership, networking within the broader HMS/HSDM and hospital affiliate community
 - Community outreach subcommittee will facilitate strengthening of interactions with hospitals/institutions and JCSW leadership to help build networks
- Allow greater access to JCSW events from all affiliated institutions
 - Have a designated JCSW member serve to facilitate the live/taped streaming events to each affiliated institution. That person will converse with the local women’s support group and exchange information monthly and report back to Chair and vice Chair of JCSW.
 - JCSW would need to facilitate the technology and provide instructions on how to access information/meetings on the announcements or webpage
 - We need a system that is reliable and low budget (WebEx, Skype, Conference Call line) or taped recording to be viewed anytime
 - Set up live streaming of programming events to a particular conference room at each hospital, with dates identified early so conference rooms can be reserved

Advancing the JCSW by: Broadening Leadership Opportunities

Why It Matters to the JCSW:

The JCSW should focus its attention and resources on helping its own membership succeed and grow into leaders in meaningful leadership positions. The JCSW will be working towards grooming leaders and keeping metrics on women in leadership positions within the HMS/HSDM community. “If we don’t do this.... who will?”

Suggested Projects/Actions to be considered:

- Ask JCSW Co---chairs and subcommittee members to keep leadership development as a key part of their focus and deliverables, by coordinating speakers, opportunities, and workshops.
- Investigate possibility of how leadership can be included as a focus in the JCSW:
 - Conduct a needs assessment; survey landscape, etc. of how other women’s groups and HMS/affiliates are delivering leadership skills
 - Decide on how this is done: programmatic theme versus course (with consideration of and deference to resources, budget, etc.)
 - Facilitation of topic will complement and not duplicate existing course content.
 - Investigate collaborating with existing Office for Women’s Careers/Centers for Faculty Development/Harvard University
- Identify and “pool” leadership resources so that members have access to a tool kit to draw from:
 - Harvard---based resources: Compile available resources via Harvard University, HMS/HDM and affiliated institutions (e.g. Harvard University Lynda.com and HarvardManageMentor (HMM))
 - Externally---based resources: Association of American Medical Colleges (AAMC), Group on Faculty Affairs (GFA), Group on Women in Medicine and Science (GWIMS), and Executive Leadership in Academic Medicine (ELAM), Association for Women in Science (AWIS), and Healthcare Businesswomen’s Association (HBA).
- Create and monitor metrics on women in HMS/affiliate leadership positions
 - Identify benchmarks (AAMC, peer institutions, etc.) and compare with HMS data
 - Prepare annual report of metrics for presentation to JCSW members, senior leadership, and affiliate institutions

JCSW Committee Proposed Action Items

In keeping with the identified JCSW priority areas, yet acknowledging that the JCSW will maintain flexibility and agility in directing attention and resources to dynamic new areas of focus, the following action items for each subcommittee are proposed to move priority goals forward. There is no specific timeline mandated for these action items. Logistically, we do recommend addressing some items, such as creating a more cohesive onboarding process for new members, appointing and delegating responsibility to JCSW ambassadors, and establishing a web broadcast system for annual keynote programs and events, quickly in order to rapidly improve connections both within the JCSW and between the JCSW, HMS/HSDM, and affiliate institutions.

Career Advancement Committee

- Set up a network of promotion mentors to assist with pulling together promotion materials, advising on promotion timelines and process
- Outline promotion processes for different groups (i.e. pre-clinical, research, quad) and publish on JCSW website.
- Continue and expand mentoring circles (and explore meeting 'virtually' as an option)
- Create a Women's Leadership Program
- Build a mentorship matching system between JCSW members and trainees (i.e., postdocs, dental and medical students, and graduate students).

Professional Equity Committee

- In collaboration with HMS/HSDM administrative and academic offices, create a "best practices" handbook / white paper / tool-kit for Department Chairs on creating an equitable department
- Develop a set of questions that can be incorporated into Departmental 5-year reviews to assess professional equity reviews at a departmental level at HMS quad and affiliate institutions
- Organize a Professional Equity symposium that specifically includes an invited audience of senior leadership who can make meaningful decisions about equity reviews and establishing professional equity in their departments and divisions.

Work / Life Integration Committee

- In collaboration with HMS/HSDM administrative and academic offices, create "best practices" handbook / white paper for Department Chairs on staff flex time / work from home policies
- Research different paths and experiences of women clinicians who have worked flex time or part time positions. What were the challenges and benefits? What are the paths to hold these types of positions and still achieve career advancement?

Community Engagement Committee

- Onboarding for new JCSW members:
 - Create a brief 'Welcome to the JCSW' packet to give to new members with information about the subcommittees and priority areas (perhaps a copy of this Strategic Plan!)
 - Assign new members a "buddy" who will meet them at their first JCSW meeting, introduce them to others, and generally help them feel comfortable
 - Give new members contact information for the co---chairs of the new subcommittee they have joined
 - Give subcommittee chairs the names of all potential new subcommittee members so chairs can reach out ahead of meetings to welcome new members
- Appoint JCSW ambassadors for each institution who will:
 - Maintain connections with their institute's professional development office and keep that office informed about JCSW programs and workshops
 - Be the point person at that affiliate for any potential new JCSW members
- Targeted membership to: post---docs, women of color, staff and institutions that are not strongly represented in JCSW – work with different affinity groups in these areas, as well as the appropriate deans.
- Create a member directory that includes information about hospital affiliation and identifies if the member is a JCSW ambassador and/or past leader
- Public Relations:
 - Ensure that our programs and achievements are broadcast more widely
 - Emphasize that the JCSW is an inclusive space
- Connect with the hospitals and member institutions – what would you ask of the JCSW to address? How can we work together? How do we turn our de---centralization into strength?
- Enhance the JCSW website to ensure that information is up---to---date and accurate, and that meeting dates and times are easily accessible. The member directory and list of JCSW Ambassadors should also be made accessible on the website.
- Generate document detailing "best practices" for producing diverse programs / policies

Dean's Award Committee

- In collaboration with the HMS Dean's office, evaluate the established criteria for the Dean's Award for the Advancement of Women and determine if changes should be made to current criteria to recognize accomplishments of those who do not hold senior leadership positions.
- Other Awards? Fund raise for a named chair?

Rebranding / Restructuring Committee

- Develop strategy and execute plan to:
 - Pursue a rebranding 'name change'
 - Critically evaluate each subcommittee's structure and purpose
 - Introduce the new JCSW to HMS and HSDM
- Determine the optimal structure and length of time for JCSW meetings
- Examine structure of other institutions

- Establish metrics for evaluating the JCSW's success in achieving priority goals and accomplishing action items.

Appendix A

Strategic Planning Process: Approach

The SP subcommittee utilized a consensus approach to decision making throughout the iterative process outlined below.

<i>Organization Mandates</i>	<ul style="list-style-type: none"> • Reviewed 2011---2016 JCSW Strategic Plan • Reviewed HMS/HSDM Missions
<i>Statement of Purpose</i>	<ul style="list-style-type: none"> •Reviewed current JCSW Statement of Purpose •Revised JCSW Statement of Purpose
<i>Vision Statement</i>	<ul style="list-style-type: none"> •Reviewed current JCSW Vision •Revised JCSW Vision Statement
<i>Organization Values</i>	<ul style="list-style-type: none"> • Created a list of values to make explicit JCSW implied values
<i>Environmental Scan</i>	<ul style="list-style-type: none"> • JCSW members' provided responses at the December 2015 JCSW monthly meeting • JCSW subcommittee Co---chairs' input was provided via email • JCSW SP committee identified JCSW strengths, weaknesses, opportunities, and threats • Identified JCSW faculty, staff, student representatives, and hospital representatives to invite to participate • Interviewed and collected data via phone, email and in person • Identified themes
<i>Identify Priorities</i>	<ul style="list-style-type: none"> • Priority Issues were identified based on data collected and reviewed in prior stages of the process • Articulated why the identified priority issues matter to JCSW and suggested projects/actions for each issue • Confirm alignment with data collected and reviewed throughout the strategic planning process

Appendix B

Environmental Scan Summary Strengths, Weaknesses, Opportunities and Threats (SWOT)

JCSW members including subcommittee co---chairs, SP committee members, hospital liaisons and student representatives were invited to participate in the environmental scan, otherwise known as a SWOT analysis. SP subcommittee members conducted in person interviews, phone interviews, and reviewed responses sent via email.

The current internal strengths and weaknesses, and external opportunities and threats to the JCSW identified through this process are outlined below, and were integral to the identification of priority issues and suggested projects/action items for fiscal years 2017 through 2021.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Programming • Networking • Opportunities for Leadership • Open and welcoming • Well positioned to be an advocate for change 	<ul style="list-style-type: none"> • Scheduling / Structure • Outreach / Perception • Difficulty moving ideas to action • Disconnected from like organizations & decision---makers • Onboarding new members
Opportunities	Threats
<ul style="list-style-type: none"> • Outreach to affinity groups, affiliates, the new HMS Dean (Yet to be selected by the University), current HSDM Dean • Partner w/ similar organizations, HMS/HSDM and hospital decision---makers • Rebranding / Renaming / Restructuring • Technology • Leveraging members' strengths 	<ul style="list-style-type: none"> • New HMS Dean (Yet to be selected by the University) • Visibility • Perceived Redundancy • Isolation • Lack of Clarity of Mission

***Environmental Scan Summary
List of Interviewees and Respondents***

Below in alphabetical order is the list of JCSW members, HMS/HSDM faculty and staff, student representatives, and affiliated institutional representatives that participated in the environmental scan.

- Consortium of Harvard Affiliated Faculty Development and Diversity (CHADD) Meeting, March 2016
- Dr. Sharon Brody---Wright, BIDMC
- Dr. Maureen Connelly, HMS Dean for Faculty Affairs
- Dr. Marie Demay, MGH
- Dr. Ed Hundert, HMS Dean for Medical Education
- Dr. Ellen McCarthy, HMS Assistant Dean of Development and Diversity, and BIDMC
- Dr. Joan Reede, HMS Dean for Diversity and Community Partnership
- Dr. Kathy Rexrode, BWH
- Dr. Nancy Rigotti, MGH
- Dr. Nancy Tarbell, HMS Dean for Academic and Clinical Affairs, and MGH
- Dr. Eileen Reynolds, BIDMC
- Dr. Jeanine Weiner – Kronish, MGH
- JCSW Membership in attendance at the December 2015 monthly meeting
- JCSW subcommittee Co---chairs, 2015---2016
- Rebecca Lijek, Chair, HMS Post Docs Association (HMPA)
- Julie Stanley, HMS Chief Human Resources Officer
- Maria Tarullo, HMS HR Strategy and Management Consultant, and Dean’s Representative to the JCSW

List of Questions

- Consider the current JCSW; what should it continue to do? Why?
- What should it start doing? Why?
- What should it stop doing? Why?
- How would you describe the JCSW’s ability to build effective relationships across the HMS/HSDM community? What might be done to further enhance the effectiveness?
- What is the JCSW’s reputation across the HMS/HSDM community?
- What trends/issues across the HMS/HSDM community may impact the JCSW’s success over the next 3---5 years?
- What impact could the JCSW have over the next 3---5 years? What would you like to see the JCSW do/accomplish during the next 3---5 years?
- What do you know about the JCSW?
- How can the JCSW complement the work that your organization is doing?
- What are the barriers to women within the HMS and HSDM community?
- How can we enhance the collaboration between your organization and the JCSW?