

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

ANNUAL REPORT 2006-2007

Summary of Activities, September 2006-June 2007

Co-Chairs: May Pian-Smith, MD, and Beth Beighlie

Co-Vice Chairs: Andrea Farkas Patenaude, PhD and Lisa Muto, PhD

The Committee is comprised of volunteer faculty and staff members and staffed by one part-time assistant.

JCSW SUBCOMMITTEES:

- Archives for Women in Medicine – *Ms. Kathryn Hammond Baker, Chair*
- Bylaws Review – *Dr. Janina Longtine and Ms. Judith Montminy, Co-chairs*
- Career Satisfaction Subcommittee: Faculty – *Dr. Andrea Farkas Patenaude, Chair*
- Communications – *Ms. Lindsay Giorgi and Dr. Jo Solet, Co-chairs*
- CommUnity Book Club – *Ms. Laura Bailey and Ms. Mary Cassesso, Co-chairs*
- Dean's Award for Leadership in the Advancement of Women Faculty – *Dr. Janina Longtine, Chair*
- Dean's Award for Leadership in the Advancement of Women Staff – *Ms. Judith Montminy, Chair*
- Employee Engagement Survey (Staff) – *Ms. Patricia Beckett, Chair*
- Gender Parity in Research Grants Subcommittee – *Dr. Susan Waisbren, Chair*
- Maternity Leave and Flexible Career Paths Subcommittee – *Dr. Mary Ellen McCann, and Dr. Rochelle Walensky, Co-chairs*
- Membership Subcommittee (Faculty) – *Dr. Caren Solomon, Chair*
- Membership Subcommittee (Staff) – *Ms. Beth Beighlie, Chair*
- Mentoring (Staff) – *Ms. Rebecca Grow, Chair (through March 2007); Ms. Laura Bailey, Chair (current)*
- Mentoring (Faculty) – *Dr. Ellen Seely and Dr. Mary-Jo Good, Co-Chairs*
- Outreach Subcommittee (Faculty) – *Dr. Nicole Ullrich, Chair*
- Programs Subcommittee – *Dr. Lisa Muto, Chair*

JCSW ACTIVITIES 2006-2007:

Committee Initiatives and Recommendations during Transitions in Leadership

1. In the autumn of 2006, the JCSW responded to President Bok's request for input into the search process for the New HMS Dean: In addition to highlighting characteristics that we thought would be important in the new leader, we provided a list of present and former JCSW members who we thought could contribute thoughtfully and meaningfully as members of the Search committee. We were pleased that one of our members, Dr. Hannah Kinney, was indeed chosen by President Bok to serve in this capacity. During the course of the year, Dr. Kinney was a valuable liaison- engaging the JCSW for input on the nomination of candidates for Dean and letting us know when further input was appropriate. We are pleased and proud to have had a tangible role in the eventual selection of our new Dean, Dr. Jeffrey Flier.
2. With the initiative and leadership of our Faculty Vice-Chair, Dr. Andrea Patenaude, the JCSW prepared a document highlighting many issues of relevance to the recruitment, retention and reward of women faculty at HMS. Nick-named the "State of the Struggle", this document summarizes many areas where tremendous accomplishments have occurred, as well as areas where continued efforts are warranted. This document was sent to Harvard University Senior Vice-Provost Evelyn Hammonds and we understand it was incorporated into the Presidential Transition memo of President Drew Faust. We appreciate the opportunity to have contributed to future initiatives by summarizing the state of affairs and identifying important areas of need.

Archives for Women in Medicine

Ms. Kathryn Hammond Baker, Chair

The Archives for Women in Medicine supports the mission of the JCSW by documenting and celebrating the contributions of women to medicine and science. With the ongoing assistance of the JCSW and its members, the Archives had another stellar year, the second of its three-year funded project.

The Project Archivist, Ms. Giordana Mecagni, prepared for access the records of Myrtelle Canavan, a neuropathologist and long-time curator of the Warren Anatomical Museum, known for the discovery of Canavan's Disease and for her work with EF Southard at the Boston State Hospital.

Ms. Mecagni has also been engaged in preparing the Grete Bibring collection; this work is nearly complete. One of the members of the "second generation" of Freudian scholars, Dr. Bibring played a leading role in the integration of psychiatry with general patient care. As a teacher, researcher, clinician and administrator, Dr. Bibring influenced a generation of medical students, psychiatry residents, physicians, social workers and nurses internationally. An event celebrating Dr. Bibring, our first woman department chair and full professor, will be held on November 15, 2007.

The Archives is also proud to announce that it has acquired the records of both Elizabeth D. Hay and Lisa I. Iezzoni this year. Named the Louise Foote Pfeiffer Professor of Embryology in 1969, Dr. Hay's research formed the foundation of an entire field in cellular biology. Dr. Hay was the first woman to be made full professor in an HMS preclinical department, and the first woman to be elected president of the American Society of Cell Biology. Dr. Iezzoni is Professor of Medicine at HMS and has been recently appointed Associate Director of the Institute for Health Policy at the Massachusetts General Hospital. Previously, she was Co-Director of Research in the Division of General Medicine and Primary Care, Department of Medicine, at the Beth Israel Deaconess Medical Center. Negotiations are underway for several other collections.

Ms. Mecagni created an on-line version of the *Stethoscope Sorority: Stories from the Archives for Women in Medicine*, which was originally displayed at the Countway Library of Medicine from March to September 2006. It is on the Archives website: <http://www.countway.harvard.edu/rarebooks/awm.shtml>.

The Project Archivist and the staff of the Center for the History of Medicine has been working with the Dean's Archives fundraising committee to seek funds to extend the project, which is now entering its last funded year. The JCSW is an essential part of this fundraising effort, which includes soliciting individual as well as corporate support.

Bylaws Review

Dr. Janina Longtine and Ms. Judith Montminy, Co-chairs

The goals of the Bylaws Review Subcommittee are to review the current bylaws and re-format them to conform to generally accepted standards for non-profit committee bylaws. Specifically, the committee seeks to clarify language related and not limited to membership eligibility and responsibilities, voting status, leadership, responsibilities and governing principles.

The document was successfully reformatted and subcommittee members met to identify sections of the bylaws that needed further clarification and/or revision. The scope of the project turned out to be more complex than anticipated, and with the arrival of a new Dean of HMS pending, it seemed prudent to postpone substantial changes to the bylaws until the next academic year.

Career Satisfaction Subcommittee: Faculty

Dr. Andrea Farkas Patenaude, Chair

The Faculty Career Satisfaction Survey was developed out of a JCSW subcommittee and originally funded by HMS and the Center of Excellence in Women's Health. The Office for Faculty Development and Diversity at Harvard University has provided additional funding for data analysis. Three manuscripts are in preparation: the role of gender in academic advancement, work/family balance and the minority experience at HMS. In addition, JCSW members volunteered to lead analyses on a number of topics. During this year Drs. McCann and Walensky met with Drs. Connelly and Lieberman and it was determined that the data on part-time careers in this survey was not publishable (see that subcommittee report). An application to write a paper using the Faculty Survey data to consider MD/PhD. differences in career satisfaction awaits approval from the Authorship Advisory Council. We anticipate that the analyses from this survey will provide an important knowledge base for the design of future initiatives.

Communications

Ms. Lindsay Giorgi, Dr. Jo Solet, Co-chairs

The Communications Subcommittee is charged with increasing the awareness of the mission and goals of the JCSW. The Subcommittee continues to direct the JCSW website as a communication route to members and as an educational tool for the community. Website enhancements over the past year have included improving links to the Archives for Women in Medicine Project and the JCSW lending library, and developing a "Highlights" feature on the homepage. Goals for website improvements for next year will include:

- Structured scheduling of updates of website content
- Refinement of channels for funneling relevant information to the website coordinator from other Subcommittees, particularly Mentoring, Programs, and Outreach
- Full inclusion of JCSW events on the website calendar including meetings of all subcommittees
- Enhanced interaction with faculty delegates from affiliated hospitals to ensure relevant programs that are open to the community are advertised to our constituency
- Exploration of technical enhancements including streaming video and/or program downloads
- Increasing the prominence of the JCSW and its website through reciprocal linkage with offices/programs featured on our "Links and Resources" pages

CommUnity Book Club

Ms. Laura Bailey and Ms. Mary Cassesso, Co-chairs

The JCSW CommUnity Book Club is a new initiative of the Staff Task Force. The goal is to contribute to the LMA community and culture by bringing people together... and it is working! There have been twelve regular book club members meeting every six weeks since the launch of the Book Club in September. The Book Club met its secondary objective of introducing potential JCSW members to the work and community of JCSW: Indeed, the Book Club was a membership feeder for the Staff Task Force.

Dean's Award for Leadership in the Advancement of Women Faculty

Dr. Janina Longtine, Chair

This annual award was established by Dr. Joseph Martin in 1998 to recognize male and female Harvard faculty members committed to the recruitment, retention, and advancement of women faculty at Harvard Medical School and Harvard School of Dental Medicine. This year 16 faculty members were nominated from 7 HMS affiliated institutions, the largest number of faculty nominations ever received. The Subcommittee was charged with the very difficult job of selecting amongst these many deserving faculty members, both men and women. After careful deliberation, Dr. Susan Block, Chief of the Division of Psychosocial Oncology and Palliative Care, Department of Medical Oncology at the Dana Farber Cancer Institute and Brigham and Women's Hospital and a Professor of Psychiatry and Associate Professor of Medicine at Harvard Medical School was recommended to the Dean. Dr. Block built the Division of Psychosocial Oncology and Palliative Care through active recruitment, mentoring and development of junior faculty and fostering a culture in which women faculty succeed. She is also a national leader and advocate for women in the field of palliative medicine. She was recognized at the May 23rd meeting of the Faculty of Medicine.

It was decided to rename this prestigious award the "Joseph B. Martin Dean's Award for Leadership in the Advancement of Women Faculty" in recognition of the important role Dr. Martin has played in establishing and supporting this award. This announcement was made at our final meeting in June, with Dr. Martin in attendance.

Dean's Award for Leadership in the Advancement of Women Staff

Ms. Judith Montminy, Chair

In 1999, Dr. Martin established this award to recognize an individual who has demonstrated support for the career development, professional advancement, mentoring, and advocacy for career/life balance of women staff. The award is organized by the JCSW.

The following criteria are used to assess the nominees:

- specific actions to support the advancement of women staff
- specific efforts to help change the culture
- active networking
- involvement in events, lectures, and activities designed to:
 - support the advancement of women staff;
 - help change the culture;
 - foster networking;
 - educate staff re: issues facing women and potential actions.

This year the subcommittee presented to Dr. Martin the recommendation that the Dean's Leadership Award for the Advancement of Women Staff be awarded to Lisa M. Muto, PhD, Director of Administration, Department of Health Care Policy.

To quote from several of Dr. Muto's nominations:

"Whether it's advising, mentoring, listening, or advocating, Lisa Muto is a champion of women. She consistently takes the time for women who are at the beginning of their careers; advising women on next career moves, or strategizing with colleagues. The LMA and the University count on her for sage advice on various committees and for thoughtful and caring leadership."

At this year's June Joint meeting, the JCSW invited Dr. Joseph B. Martin so that he could be recognized for his efforts in creating an environment that is supportive of advancing the careers of women staff and faculty. Dr. Martin was further honored by being informed of the approved proposal to rename the Dean's Awards the Joseph B. Martin Dean's Leadership Award for the Advancement of Women Staff.

Employee Engagement Survey (Staff)

Ms. Patricia Beckett, Chair

In FY06 the University conducted a survey of all staff. The objective of the survey was to assess the level of engagement of the staff and to provide data that could be used to improve their work life experiences. In July FY07 HMS responded to the survey results by forming a team of volunteers for the Engagement Survey Action Team (ESAT). The ESAT team was responsible for interpreting the results, recommending appropriate actions, and overseeing the implementation of new programs. Given the mission of the ESAT team and its visibility within the school, the JCSW determined that collaboration with this group could be valuable in furthering joint goals. Thus, the Employee Engagement Subcommittee was formed and discussions with ESAT regarding future joint ventures began. In FY08 the ideas for possible areas of collaboration that were put forth this year will be transformed into concrete initiatives. The subcommittee's role in improving the HMS work environment of the staff will become better defined and its contributions more tangible.

Gender Parity in Research Grants Subcommittee

Dr. Susan Waisbren, Chair

The Gender Parity subcommittee has been analyzing the role of gender in HMS research grant applications. The subcommittee completed data collection from 8 Harvard Medical School affiliated institutions and analyzed data on 6,319 grants submitted by 2,480 faculty applicants. Women submitted 26% of all grants and represented 29% of the investigators. Significant differences between women and men were noted in mean number of submissions per individual, mean number of years of support requested, and median annual amount awarded. After controlling for academic rank, success rates by gender were not significantly different, although rates of submission and the amount of money requested and awarded remained significantly lower for women at the ranks of instructor and associate professor. More men than women submitted grant application to the NIH, which typically awarded higher dollar amounts than other funding agencies. The subcommittee concluded that women are as successful as men in securing grant funding when rank is taken into account. A manuscript describing this study has been conditionally accepted for publication in the Journal of Women's Health.

Qualitative studies are now underway to further examine gender differences in grant applications and outcomes. Supported by a grant from the Milton Fund, this study involves interviews with 16 male and 16 female researchers at the rank of Instructor at Children's Hospital. Approximately half the interviews have been completed. A daylong training session by Eben Weitzman, PhD, on qualitative analyses using Atlas TI software, sponsored by the JCSW for members of the Gender Parity Subcommittee, was held in September 2007. Interviews and data analyses should be completed by the end of 2007.

In addition, the Gender Parity Subcommittee has met to discuss ways to make the grant application process more transparent and to encourage women and men researchers within the medical school community.

Maternity Leave and Flexible Career Paths Subcommittee

Dr. Mary Ellen McCann and Dr. Rochelle Walensky, Co-Chairs

During this past year, this subcommittee evaluated data collected in the Harvard University Faculty Survey to assess parameters related to part-time work (i.e., to analyze the impact of part-time status, less than 1 FTE, on academic advancement for both men and women). After comprehensive review, the data were deemed inconsistently reported and uninterpretable for this purpose. Since then, the subcommittee has been working to adapt the Harvard University Faculty Survey to examine issues related to flexible career options. We have added some questions to measure the effects of being part-time faculty. We hope that a revised version of this survey will be piloted through the administration to a subset of Harvard Faculty in the coming year. This subcommittee is also collecting data on current parental leave policies at Harvard Medical School and its affiliated institutions.

Membership Subcommittee (Faculty)

Dr. Caren Solomon, Chair

The Faculty Membership Subcommittee is charged with the selection of new members to fill vacancies on the JCSW from among women and men faculty applicants. Applicants are asked to submit a letter of approximately 250 words describing their interest in the JCSW and a brief biosketch. This year the Subcommittee received 36 applications for 6 open positions. To ensure that we have the benefit of many faculty perspectives, the Subcommittee selected new members with the intention of reflecting diversity across several spheres including academic rank, personal background, and representation from diverse career tracks and departments across the Harvard Medical area quadrangle and at HMS affiliated institutions. The new members include representatives from Massachusetts General Hospital, Brigham and Women's Hospital, the Beth Israel Deaconess Medical Center, Dana Farber Cancer Institute and Children's Hospital, and represent all faculty ranks. A buddy system linking new members with an experienced member was instituted to welcome new members and ease integration into the JCSW.

Membership Subcommittee (Staff)

Ms. Beth Beighlie, Chair

This year, the Staff Task Force (STF) created the Membership Subcommittee to establish a more deliberate means of filling STF vacancies. Historically, recruitment has been hampered by inconsistent levels of support of this kind of committee work— while some departments have enthusiastic participants and supporters for this type of activity, other departments have not actively encouraged their members to be involved in projects that may take them away from the department during the work day.

As in past years, new members were recruited from recommendations by current members. Additionally, the Membership Subcommittee accessed potential members from two new STF Subcommittees that involve the broader HMS community— the Mentoring and CommUnity Book Club Subcommittees. Nominees for the Dean's Leadership Award for the Advancement of Women Staff were also a source for possible new members. In an effort to reach beyond the community that is already familiar with the JCSW, an announcement soliciting nominations was sent to all members of the HMS community through the Quad Bulletin.

Six nominations came in reflecting our increased outreach— the Mentoring and CommUnity Book Club provided a member from each; two new members came from our announcement in the Quad Bulletin and two came recommended by existing STF members. All nominees were invited to join and all accepted. We will be entering the new year with new members from the Countway Library, Department of Neurobiology, Department of Social Medicine, Office of Resource Development, Program in Medical Education and the Office for Post Doctoral Programs.

Mentoring Subcommittee (Staff)

Ms. Rebecca Grow, Chair (through March 2007); Ms. Laura Bailey, Chair (current)

The Mentoring Committee successfully conceptualized and implemented its first pilot of the Mentoring program. Eleven pairs of mentors and mentees participated in the pilot program from various departments across the quadrangle including a pair from HSDM. All but one pair successfully completed the entire six-month program.

Applications were solicited in September 2006, the committee made matches early in October, and the program kicked off on October 27th with an Orientation Program. At this initial meeting, mentors and mentees had a chance to get acquainted, to learn more about mentoring in general, how to make the most of a mentoring relationship as well as to begin work on creating their own goals.

A mid-point check-in session for all participants in late January included a values clarification exercise. Separate mentor and mentee groups allowed participants to discuss the challenges and successes they had experienced in their work so far. In general we found that at the midpoint, participants were still very positive and committed to the program.

A critical component to the pilot program was the final evaluation that was held on May 9th. Sixteen participants out of the original 22 were in attendance. We used both a written and verbal instrument for collecting data. Each participant completed a written evaluation form which asked them to provide ratings and detail on two dimensions: their own personal and professional experiences and then for the program as a whole. In addition, we continued with the format of two open discussion groups, one for mentors and one for mentees.

Preliminary data analysis and feedback have been extremely positive as well as constructive. The committee is currently in the process of reviewing the results. Our plan is to engage key members from JCSW, HMS Human Resources and Center for Workplace Development in Cambridge as we move forward with recommendations for next steps for the Mentoring Program.

Mentoring Subcommittee (Faculty)

Dr. Ellen Seely and Dr. Mary-Jo Good, Co-Chairs

This was the first year of existence for this committee. Therefore, the goal for this year was to determine mentorship needs for the HMS/HDS community and to develop a plan to better address these needs.

This committee met 3 times outside of the regularly scheduled JCSW meetings. At the first meeting, we discussed and identified mentorship issues for the HMS/HDS community. At the second meeting, Mary Clark and Eleanor Shore presented their experiences with mentoring and at the 3rd meeting, we discussed website development for mentoring. After these meetings, we agreed on the goal of developing a faculty mentoring site on the JCSW website. We have started work on this site with the placement of some articles about mentoring. Our plan is to have this site serve as a resource for mentoring.

Faculty mentoring site on the JCSW website

The site would have:

1. Suggested reading material: This would include articles as well as books. When book titles are posted, they would be posted with an annotation.
2. An updated list of conferences and talks at the HMS/HDS and affiliated hospital that are pertinent to mentoring.
3. A posting of local courses that are pertinent to mentoring.
4. The possibility of having webcasts on this site was discussed and needs to be further explored. Suggested topics for webcast included: How to run a meeting, What goes on your CV, How to negotiate a job, as examples.

Mentoring Network for the HMS/HDS Community

One issue raised through our meetings was the importance of having a mentor outside one's own division/department and often outside one's institution. The possibility of developing a network of mentors that could serve in this capacity was discussed. Mentors would volunteer for this activity and indicate in which spheres they were interested in mentoring. This information would be posted on the website location above. Potential mentees would then apply to the mentor expressing what they are looking for. If the match were good, the mentor would accept that mentee for a specified amount of time. In this way, mentors would be able to limit the number of people they are mentoring at one time. It was decided that a program such as this should be trialed in a pilot fashion since we are not clear on how great the need may be.

Outreach Subcommittee (Faculty)

Dr. Nicole Ullrich, Chair

The JCSW Faculty Outreach Subcommittee was established in the 2002-2003 academic year to create opportunities for dialog, connection and feedback within various Harvard medical communities and bring pertinent issues back to the JCSW to inform the design and implementation of programs and initiatives. In past years, Outreach programs have been held in the following sites: Dana-Farber Cancer Institute, Cambridge Health Alliance, Schepens Eye Research Institute, Massachusetts General Hospital/Charlestown Campus, and HMS Scholars in Clinical Science Program.

Initiatives this year included:

1. Outreach luncheon at Children's Hospital Boston, April 2007, co-sponsored by the Office for Faculty Development at CHB. All female faculty members were invited and 20 attended. Six representatives of the JCSW attended, including Drs Jean Emans, Hannah Kinney, Marisa Silveri, Bonnie Padwa, Micheline Federman and Ms. Maxine Milstein. Dr. Nicole Ullrich opened the meeting with a presentation and short overview of the JCSW mission and activities. Open discussion of issues of concern to the attendees included topics such as perceived lack of diversity among faculty appointments, particularly support of minority women and lack of efforts to promote qualified minority faculty. Other topics concerned the need for transparency of promotion procedures and for protected time during early faculty years. The attendees were interested in future meetings and several attendees expressed interest in becoming members of the JCSW.

2. Outreach luncheon at McLean Hospital, June 2007: Dr. Marisa Silveri helped organize this event, along with Research Administration of McLean Hospital. The program was open to all female faculty at the Instructor level and above. An overview of the mission and activities of the JCSW were presented and then the meeting was open to discussion of issues of concern. Topics of discussion and concern included: 1) the promotion process; 2) salary scales; 3) childcare; 4) maternity/paternity leave policies and how they compare to other Harvard affiliated institutions; 5) integration of clinic and research faculty; 6) building negotiation skills and strategies; and 7) eligibility for Harvard-related resource benefits. Interest in routine meetings was genuinely high and a subsequent email list of women faculty was created with plans for future gatherings.

Future Initiatives:

As the goal of the committee is to connect to the Harvard communities, we hope to continue the Outreach effort and to follow up with sites already visited. We will continue efforts to help inform communities about HMS resources and to help institutions share best practices. One specific goal should be to reach out to each of the remaining HMS affiliated sites, including Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, CBR Institute for Biomedical Research, Forsyth Institute, Department of Ambulatory Care and Prevention, Joslin Diabetes Center, Judge Baker Children's Center, Mount Auburn Hospital, Massachusetts Eye and Ear Infirmary, Spaulding Rehabilitation Hospital and Veterans Affairs Boston Healthcare System.

Programs Subcommittee

Dr. Lisa Muto, Chair

The Programming Subcommittee is comprised of both staff and faculty members. The bulk of the committee's work occurs in the summer months when the committee meets to plan programming for the year, both for the joint committee meetings, and for some of the separate Faculty Task Force and Staff Task Force meetings, and for general programming open to the HMS-community at large. The committee was fortunate to have an overlap with the Steering Committee both on the faculty side (May Pian-Smith) and on the staff side (Beth Beighlie and Lisa Muto) since programming provides much of the structure for the JCSW year. For the joint meetings, the committee strove to design a series of speakers and programs that would be of professional and personal interest to members on both task forces. Linda Wilcox, Ombudsperson, presented a session on "*Negotiation Process*" at the second joint meeting and Ellen Langer, Professor of Psychology at the Faculty of Arts and Sciences, spoke about her research on mindfulness in a presentation titled "*On Becoming an Artist: Reinventing Yourself through Mindful Creativity.*" Both of these presentations were received with enthusiasm.

The programming subcommittee also invited Sumru Erkut, a senior researcher at the Wellesley Center for Research on Women, to speak at an afternoon session in the spring that was open to all in the community. Dr. Erkut's talk, "*Surviving and Thriving in an Academic Medical Environment,*" generated a lively discussion among attendees, many of whom had never attended a JCSW-sponsored event.

Additional programming included co-sponsorship of HMS Quad-based events, including a one-act play called "*A Woman Alone*" by N. Lynn Eckhert, MD about the first female physician in the United States, Elizabeth Blackwell, MD. Mary Ann Mason, PhD presented a talk titled "*Do Babies Matter? Closing the Baby Gap*".

As a follow-up to their talks at JCSW meetings last year, Dr. Evelyn Hammonds, Senior Vice Provost for Faculty Development and Diversity for Harvard University, and Marilyn Hausammann, Vice President for Human Resources for Harvard University, returned this year. Evelyn Hammonds was invited to a Faculty Task Force meeting and updated the group on the many initiatives and pilot programs that have been launched by her office in the specific areas of improving recruitment, and supporting students, post docs and junior faculty with grants and other programs. Marilyn Hausammann was invited to a Staff Task Force meeting and presented results of the Employee Engagement Survey and a general update on the human resources priorities of the university. Although Marilyn Hausammann and Evelyn Hammonds spoke at the Staff Task Force and Faculty Task Force meetings, respectively, these Task Force meetings were opened up to the entire Joint Committee membership. Both the committee membership and these speakers appear eager to continue the dialogue between JCSW and their offices since the committee offers a unique representation of the medical area, drawing its members from across the school and the hospitals.

Other presenters who spoke at JCSW Faculty Task Force meetings this year were Dr. Charles Hatem, Director of the HMS Academy's Center for Teaching and Learning; Dr. Judith Jordan, Director of the Jean Baker Miller Training Institute at Wellesley College and Assistant Professor of Psychiatry at HMS (*Relational Theory for a Change*), and Dr. Nancy Andrews, HMS Dean for Basic Sciences and Graduate Studies (*New Directions for Harvard and for Women in Academic Medicine*).

Many of the Staff Task Force meetings centered on the results of the Employee Engagement Survey. Robert Amelio, Director of the HMS Center for Workplace Learning and Performance, discussed early results from the survey at HMS; Marilyn Hausammann presented results from across the university and spoke about Central HR's plans to address some of the emerging issues; and Pattie Beckett, from IT and a member of HMS's Employee Satisfaction Action Team discussed the survey at the end of the year and the progress that has been made by the task forces. Adam Sutton facilitated an exercise for the group that helped illuminate how our personal values affect the choices we make in our work life.

In looking forward to next year, we hope to strike a balance between invited speakers who will engage the membership intellectually and programming of a more personal nature that will help in team building for the group as a whole.

JCSW Goals for the next year:

This is a transition time for new leadership at the University and Medical School levels and we seek to harness the renewed energy of our community as we enter the new academic year. Specifically, we hope to maximize effective communication, transparency and alignment of efforts. We look forward to meeting with Dean Flier and becoming more informed about his agenda for the school; as well as letting him know about our areas of interests and strengths in the hopes of contributing meaningfully to his vision for the future. We also hope to have President Drew Faust speak to the JCSW; to hear about how she views gender issues in the Harvard Community and explore ways we can help with new approaches to the retention and advancement of women at Harvard. We also plan to build connections with other women's groups throughout Harvard University in the hopes of learning from each other's experiences and facilitating positive results. During this important time of planning for the future, we also plan to celebrate the past, with the organization of the 35th Anniversary celebration of the founding of JCSW.

The JCSW is the only joint committee of both faculty and staff at HMS. As such, we are committed to the advancement of both women faculty and staff, and to the continual *improvement of the work environment at Harvard Medical School for all employees*. Toward that end, our specific goals this year build in part on our recent efforts:

Our subcommittee on staff mentoring will again be offering the successful program it launched last year with the hope of fully partnering with the Office of Human Resources so that this effort will be institutionalized for a broader benefit within a year. Our faculty mentoring subcommittee was newly created this year, and continued efforts to identify areas of need and effective interventions will receive increased focus this coming year. A related and important area of study will be the role of Annual Reviews in the advancement process and how the mechanism for reviews can be improved and standardized to be most useful.

Our membership subcommittees are committed to growing the diversity of our membership and the reach of JCSW's activities and will continue to expand its outreach efforts. The joint communications subcommittee will be focusing on the redesign and updating of our website to be a more effective outreach tool. For the faculty, outreach goals include connecting more with women who are in hospitals or other work settings that are not yet well supported with faculty-development programs. Similarly, JCSW staff

members frequently cite the desire for better networking and building of community across the school as reasons they get involved in the committee. Thus, a commitment to building community will be carried on with the continuation of the CommUnity Book group and we are exploring the possibility of launching a community service project for the immediate neighborhood that could draw volunteers from across the school.

JCSW programming this year will be designed to help people flourish in a time of transition and uncertainty through discussion of leadership agendas, team building and sharing of experiences and ideas. We believe in the power of individuals to promote constructive changes in their work lives and in their departments, whether as teachers, managers or as individual contributors, and JCSW programming supports the empowerment and activism of women in the school. For the Staff Task Force, professional development will be facilitated this year with the help of guest speakers and facilitators from the CWD, and meetings will be anchored on interactive workshops. On the Faculty side, programming will include panel discussions and reports from new leaders in our community.

Times of transition are times for new opportunities. We look forward to contributing in constructive and creative ways.