

**Harvard Medical School/Harvard School of Dental Medicine
Joint Committee on the Status of Women
2004-05 ANNUAL REPORT**

“It shall be the purpose of the committee to document and monitor the status of women, identify obstacles to improvement, to recommend changes and to review and advise on grievances.”
JCSW Bylaws, approved April 10, 1974, revised 2002.

“What is good for Harvard’s women is good for Harvard.”
Jo M. Solet, PhD Closing Remarks,
Meeting with President Summers, March 17, 2005.

This has been a challenging and productive year for the HMS/HSDM Joint Committee on the Status of Women (JCSW). We have continued our efforts to document the status of women at Harvard Medical School and Harvard School of Dental Medicine, to compile and analyze relevant data, to identify obstacles to advancement that affect women, and to recommend solutions to benefit the entire medical community. This year brought national attention to the status of women faculty at Harvard and across the nation, especially in science and engineering. More than thirty years of experience advocating for women faculty and staff at Harvard Medical and Dental Schools placed the JCSW in a unique position to use accumulated information and expertise to contribute to the Task Force for Women and the Task Force for Women in Science and Engineering (WISE) which were initiated by Harvard University President, Lawrence Summers. In March, President Summers met with the full JCSW membership to discuss issues of women’s advancement in the Harvard medical community.

Faculty Chair, Jo M. Solet, Ph.D., and Faculty Vice-Chair, Janina Longtine, M.D., participated as JCSW representatives in several meetings of the hospital based section of the WISE Task Force lead by Paula Johnson, M.D. The Faculty Chair and several subcommittee chairs and former chairs also met in Cambridge with Professor Evelyn Hammond, Chair of the Task Force for Women. Both Task Forces received copies of recommendations and analyzed data prepared by the JCSW in coordination with the Office for Faculty Affairs and the Partners Offices for Women’s Careers at MGH and BWH, for presentation at our meeting with President Summers. This included conclusions drawn from the HMS funded Faculty Career Satisfaction Survey.

Now that the Task Force reports have been made public, it is apparent that recommendations by the JCSW have been considered and incorporated, especially with regard to using the Eleanor and Miles Shore Fellowship awards as models to support women faculty at critical career stages. The JCSW recommended that support be increased and offered not only early in careers when parenting may interfere with advancement, but later as parenting or eldercare duties lighten and mid-career faculty are prepared to invest more fully toward academic advancement.

The other major change affecting the constituents of the Joint Committee is the Medical School’s continuing efforts to contain costs. Administrative restructuring affected all HMS departments during the past year, including the JCSW. The December 2004 departures of the long-term JCSW coordinator, her part-time assistant, and the Dean and Associate Deans for Faculty Affairs left a significant gap in our collective institutional memory and created a steep

learning curve for those who stepped into their shoes as well as the JCSW officers. We are slowly recovering from these changes, but the reduction in available clerical support remains a challenge.

The HMS Voluntary Enhanced Severance Program was certainly a creative approach to meeting the challenge of reducing future salary liability. It rewarded long-term employees with the freedom to pursue new endeavors, and it created career advancement opportunities for those who remained. Now that this process is in its final stages, the community has begun the process of recovering from the uncertainty and dramatic change of the past year.

Joint Faculty and Staff Task Force Meetings: Acknowledging the Past, Planning the Future

Faculty and staff met together in September to open the year, introduce new members, and organize subcommittee work. Summaries of those subcommittee efforts are included later in this document. The December joint meeting included a visual/photographic presentation of the history of women's efforts at Harvard Medical School, tracking early faculty and one hundred years of applications before the first women students were admitted. At this meeting, we also acknowledged the contributions of departing staff members Ms. Nancy Meyer and Ms. Christina Loftis, and the longstanding support of Dean for Faculty Affairs, Dr. Eleanor Shore and Associate Dean for Faculty Affairs, Dr. Mary Clark.

The March joint meeting was held at the New Research Building. The JCSW hosted Harvard President Lawrence Summers and HMS Dean Joseph Martin and HSDM Dean Bruce Donoff. After Dr. Martin introduced the President, Faculty Chair Dr. Jo Solet delivered the opening remarks. Staff Chair Mr. Mohan Boodram described the changing face of the student body, which now includes half women. The meeting continued with a panel presentation offering data, conclusions, and recommendations in specific areas of concern to women faculty. Dr. Tayyaba Hasan of MGH spoke on Recognition and Leadership, Dr. Jean Emans of Children's Hospital, on Academic Advancement and Faculty Development, Dr. JoAnn Manson of Brigham and Women's Hospital, on Work/Life Balance, and Dr. Janina Longtine of Brigham and Women's Hospital on Looking Toward the Future. President Summers then offered his remarks and answered questions from the JCSW membership and guests.

The closing meeting of the academic year included recognition of the winners of the faculty and staff Deans Awards for the Advancement of Women, Dr. Jane Weeks and Dean Mary Cassesso, distribution of the updated member list showing names and affiliations of new JCSW members (attached), and the results of elections for Faculty and Staff Vice-Chairs for the coming year, Dr. May Pian-Smith and Ms. Beth Beighlie. Ms. Linda Wilcox, Ombudsperson, described the type of concerns brought to her office this year and how these reflected the climate of the community. The reins of the JCSW were then passed to the incoming Chairs, Dr. Janina Longtine and Ms. Judith Montminy.

JCSW Faculty Task Force Meetings: Building Alliances

The JCSW has continued to reach out to the Harvard medical community and to build alliances with individuals and offices that share our commitment to excellence and to equity for women. Faculty Task Force meetings focused on developing lines of communication around important shared concerns. Guest speakers included Dr. Jo Shapiro, Brigham and Women's Hospital, on The Academy and Dr. Hope Ricciotti, Beth Israel/Deaconess Medical Center, on

medical education reform and Theme 10: Women's Health; Dr. Nancy Tarbell and Ms. Rebecca Starr of the Office for Women's Careers at MGH on their joint research with the Simmons School of Management, and Dr. Raphael Dolin, Dean for Academic and Clinical Programs on the search process for faculty and administrative positions. The latter meeting resulted in a series of recommendations for enhancing women's roles in the search process.

JCSW Staff Task Force: A New Beginning

Academic year 2004-2005 was a time of particularly significant change for the JCSW Staff Task Force. The HMS Voluntary Enhanced Severance Program and the accompanying Work Review initiative had a dramatic impact. One-third of the membership moved on to new employment opportunities outside of HMS/HSDM. Many of the remaining members experienced expansion of their day-to-day job responsibilities – an exciting change for most, but a change which often necessitated a scaling back of the level of involvement with the ongoing work of the Committee.

As a result, the Staff Task Force is now in the midst of a “work review” process of its own. Rather than continue with the tradition of creating a master work plan and implementing it via a number of subcommittees, the staff focused on several key goals this year: collecting information on timely issues affecting women staff; exploring ways to provide input on existing initiatives and programs; and creating leadership development opportunities so that members are well-prepared to identify opportunities for workplace improvements and serve as effective agents of change.

Our 2004-05 meetings moved the Staff Task Force closer to these goals. The Staff Task Force heard reports from Ms. Barbara Wolf of the Office of Work and Family and Ms. Mary Dupont of the Office of Human Resources. Groundwork is being laid for a mentoring demonstration project which we hope to launch in the fall in collaboration with the Center for Workforce Development. In May, Mr. John Lacey of the Office of Public Affairs spoke to us about his experiences juggling work, family, and graduate school responsibilities; this was the first in an ongoing series of opportunities to develop a deeper understanding of current challenges facing staff and creative approaches to problem-solving.

Highlights of Our Achievement

July 2004-June 2005

JCSW SUBCOMMITTEES and CHAIRS:

- Archives for Women in Medicine – *Dr. Nancy Tarbell, Ms. Kathryn Hammond Baker*
- Communications – *Dr. Jo Solet, Ms. Judith Montminy*
- Dean's Award for Leadership in the Advancement of Women Faculty
Dr. Tayyaba Hasan
- Dean's Award for Leadership in the Advancement of Women Staff
Ms. Vickie Monta
- Faculty Career Satisfaction Survey – *Dr. Maureen Connelly (Acting Chair)*
- Faculty Maternity Leave and Flexible Careers – *Dr. Mary Ellen McCann, Dr. Rochelle Walensky, Dr. Lisa Prosser*
- Grant Funding Parity – *Dr. Susan Waisbren*

- Medical Education and Search Process (Ad Hoc)– *Dr. Mary Loeken*
- Membership (Faculty) – *Dr. Andrea Patenaude*
- Outreach – *Dr. Hannah Kinney, Dr. Janina Longtine*
- Programs– *Ms. Mary Cassesso and Dr. May Pian-Smith*

JCSW SUBCOMMITTEE REPORTS:

Archives for Women in Medicine

The subcommittee's focus this year has been the development of a pilot oral history project documenting the experiences of senior HMS women faculty, which is expected to begin in the coming academic year. The subcommittee has also consulted with the Countway Library's Center for the History of Medicine on the staging of the National Library of Medicine's "Changing the Face of Medicine" traveling exhibit. The exhibit, which focuses on the entry and experiences of women in medicine, will be held at the Countway from March 8 to April 21, 2006. Since last year's event to celebrate the subcommittee's successful fundraising efforts, the Countway has hired project archivist Giordana Mecagni and has continued initiatives to acquire the papers of senior women.

Communications

The Communications Subcommittee integrates and communicates JCSW concerns through the website www.hms.harvard.edu/jcsw and highlights monthly events and sponsored programs throughout the institution and affiliates. The Subcommittee developed an archival photo postcard which has successfully raised visibility and drawn people to the web site; it has been distributed at outreach events, orientations and through offices and events at the affiliated institutions.

Dean's Awards for the Advancement of Women Faculty and Staff

The JCSW continues to administer the *Dean's Awards for Leadership in the Advancement of Women Faculty and Staff*. This year's recipients were Dr. Jane Weeks, Professor of Medicine, Brigham and Women's Hospital and Dana Farber Cancer Institute and Ms. Mary Cassesso, Dean for Administration and Finance, Harvard School of Dental Medicine. Honoring these exceptional members of our community is a tangible demonstration of the commitment of the Medical School to fostering the success of women faculty and staff. Twenty-nine extremely well qualified individuals were nominated showing increased visibility and importance of these awards.

Faculty Career Satisfaction Survey

The subcommittee is continuing to analyze data from the completed survey of all full-time faculty members. Three manuscripts are in preparation: the role of gender in academic advancement, work/family balance, and the minority experience at HMS. We anticipate that these and many additional analyses from this survey will provide an important knowledge base for the design of future initiatives.

Flexible Career Pathways and Maternity Leave Policy

This year the name of the subcommittee was changed from Maternity Leave Policy Subcommittee to the Subcommittee on Flexible Career Pathways and Maternity Leave Policy. This year the subcommittee was instrumental in changing the faculty maternity leave policy at HMS. In April 2005, HMS introduced a new pilot program that provides 12 weeks of paid maternity leave and 4 weeks of paid adoption and parental leave for faculty. This policy change effort was led by Dr. Lisa Prosser (Former Subcommittee Chair), Mary Dupont, Dr. Eleanor Shore, Dr. Anashua Sinha with contributions from many others. It is expected that the new HMS policy can be used as a model for maternity leave policies at affiliated institutions. Dr. Rochelle Walensky (Co-Chair) is now following on this success with an effort to improve the maternity leave policy at MGH.

The subcommittee name change reflects broadened goals related to the needs of faculty who are balancing family responsibilities with academic careers. We wish to alter the perception that there is only one career trajectory possible for academic contribution and success within the HMS system. “Flexible Career Pathways” refers to professionals who choose to work less than full-time for all or part of their professional lives. We hope to develop role models, mentoring and fellowships/grants for women who are not ready to work full time and for women who would like to “ramp up” their commitment to academic medicine as family responsibilities decrease.

The initial efforts of this new subcommittee include establishing baseline demographics of the number of women within HMS who fit our definition of flexible careers. A flexible career survey has been designed and administered to the chiefs and division heads of departments at Children’s Hospital through the auspices of the JCSW and the Office for Faculty Affairs at Children’s Hospital. We hope to administer the survey to all the facilities and hospitals within the HMS system through the offices of faculty development. The survey also queries department chiefs about their attitudes and concerns toward part-time positions and flexible hours for full time positions.

The next goal is to develop ways that these expressed concerns can be addressed. Eventually we would like to query female professionals within HMS to determine their perceptions about the “costs” of being part-time as well as the benefits of being part-time.

Grant Parity Subcommittee

The Grant Parity Subcommittee, comprised of 15 members from throughout the medical area, continued its study of grant parity in research grants. The data were assembled from Beth Israel Deaconess Medical Center, Brigham and Women’s Hospital, Cambridge Hospital, Children’s Hospital, Dana Farber Cancer Institute, Joslin Diabetes Center, and Massachusetts General Hospital. The data span the years 2001 to 2003. Data were analyzed for 4,335 submitted grants from 1,496 individuals. Of these, 31% were submitted by women. Twenty-seven percent of the 2047 funded grants were submitted by women. Completion of data analyses will be accomplished and a manuscript will be prepared within the next few months. A request for additional funds to complete this project was submitted to JCSW leadership and to both committees established by Dr. Summers to address issues of women in science.

A proposal to continue the study with a qualitative research component (based on interviews with men and women grant applicants) has been submitted. The title of this project is, "Implicit negotiation, gender, and grant success in academic medicine" and the principal investigator is Dr. Patricia Flynn Weitzman. Dr. Weitzman will work with Andrea Patenaude (co-PI) and other members of the Grant Parity Subcommittee as well as with Ms. Hannah Riley Bowles from the Kennedy School of Government.

Membership (Faculty)

The increased attention to the role of women scientists which was occasioned by Dr. Summers' remarks in the winter of 2005 as well as the efforts of the JCSW outreach committee seemed reflected in the fact that we had 34 extremely well-qualified applicants to the JCSW this spring. Invitations had been sent to all 9,000 HMS faculty and special letters had been sent to the Department Chairs at the affiliated hospitals as well. Applicants were of both genders, included individuals with academic rank ranging from Full Professor to Clinical Fellow, were from a broad range of HMS affiliated institutions, and included a number of individuals from underrepresented minorities.

Criteria used to evaluate the applicants included: Evidence of interest in and/or previous experience in the mentoring of women or the creation of curriculum or other programmatic planning which benefited the career development of women physicians or scholars, expertise in an area which is needed for or useful in the completion of tasks central to the JCSW mission, genuine concern for the issues and challenges faced by women scientists and physicians in the academic workplace and a passionate interest in reducing barriers for women. The subcommittee members selected 8 new members for three year terms on the Faculty Task Force of JCSW beginning in 2005-06 academic year.

The 8 faculty selected include several from departments or HMS affiliates which have no current representation on the JCSW such as the Department of Social Medicine and the MGH East Campus (Charlestown). They include one full professor, 3 associate professors, 2 assistant professors, and 2 instructors. Four are physicians and 4 are Ph.D. scholars. There is minority representation within the group. All share a commitment to improving opportunities and career paths for women who choose medicine or science and to reducing gender-based barriers at all points on the academic ladder. Letters were sent to the applicants welcoming them to the JCSW and inviting them to the last meeting of this academic year on June 13, 2005. They were also welcomed by a letter from the Dean, Dr. Joseph Martin.

Outreach

Successful contacts to set up JCSW Outreach Programs were made at (MGH) Charlestown and Harvard Vanguard. The planning of the hour-long programs at each site is in progress for the fall of 2005. The Communications Subcommittee will continue to work jointly with Outreach to advertise their programs. The successful Cambridge Hospital follow-up program on excellence in teaching, with Dr. Marty Samuels in March, is one model for continuing efforts after primary outreach at affiliates.

Programs Subcommittee

The goal of the Subcommittee is to deliver programs that assist women within the Harvard medical community to develop rewarding and successful careers and fulfilling lives. Within this mission is also the opportunity to highlight as speakers members of the Harvard community and the JCSW. During the academic year 2004-05, the Programs Subcommittee sponsored the “Life-cycle Series”, ten noon-time events aimed at improving performance in the work-place and well-being on the personal front. They were: the workshop “Managing organizational transitions: what every employee needs to know” was presented by Mr. Robert Amelio, Director of Workforce Development; “Financial planning: managing multiple priorities” was presented by financial planner Mr. Al Salvato; a lecture “The menopause maze: research and clinical implications” was jointly given by Drs. Maureen Connelly and Jan Shifren of HMS; “So you’re thinking about adopting a child?” was led by Ms. Joan Clark of the Open Door Society of Massachusetts; “Legal and financial issues for elders” was presented by attorney Judith Mendel; and “The impact of father-child relationships: what every parent should know” was presented by Mr. John Badalament, director of the PBS documentary “All Men are Sons”. The programs also included four panel discussions: (1) “Weighty issues: community approaches to healthy lifestyles” by Drs. Virginia Chomitz, Karen Hacker and David Ludwig of HMS; (2) “Legal and financial implications for gay and lesbian marriage: do I?” with Ms. Kim Cohen, Esq., and Dr. Valerie Fein-Zachary; (3) Mentoring: best practices” by Drs. David Bor, Joan Reede and Ms Regina Corry; and (4) “Crossroads: successful career transitions” by Drs. Vicki Rosen, Carolyn Connelly and Ms. Peg Doyle. The Programs Subcommittee held 3 of these events offsite to expand its reach beyond the LMA; two programs were held @ the MGH and a second @ the CHA.

Medical Education and Search Process

An ad hoc subcommittee of the Faculty Task Force was formed in January, 2005 with the initial goal of increasing the participation of women in the selection process for the new Dean of Medical Education. Members of the committee submitted a list of nine individuals whom we recommended for the Search Committee to Deans Joseph Martin, and Raphael Dolin, the latter having been appointed to chair the Search Committee. Timing prevented consideration of the JCSW suggestions. However, Dean Dolin offered to meet with the JCSW Faculty Task Force to discuss the activities of this search committee and broader issues related to search/promotion process at HMS. This meeting produced a number of recommendations for improving the participation of women both in searches and as candidates.

Fae Golden Kass Lecture

The Office of the Dean for Faculty Affairs will coordinate the 25th annual Fae Golden Kass lecture, reception and dinner in the spring of 2006 with publicity support from the JCSW. The speaker will be Dr. Julie Freischlag, the William Stewart Halsted Professor and Director of the Department of Surgery at the Johns Hopkins School of Medicine and surgeon in chief of The Johns Hopkins Hospital.

Recommendations

Faculty Career Satisfaction. The JCSW appreciates the support provided in the past by HMS for analyses of the Faculty Career Satisfaction Survey. Results, conclusions and recommendations were very useful in contributing to the Task Forces for Women formed by President Summers. We recommend that the JCSW work with the administration of the Medical School and through the Harvard central administration to implement programs based on the needs identified by this Faculty Career Satisfaction Survey and by The Women's Task Force Reports.

Flexible Careers for Faculty. We suggest that JCSW gather information on faculty not filling traditional full time positions within HMS to determine their satisfaction and their perceptions about the "costs" and benefits of being part-time.

Great Places to Work Focus Groups. After the release of the 2003 Great Places to Work report, several important new initiatives in the areas of communication and recognition were introduced in response to staff concerns. Independent focus groups should be convened to provide feedback concerning these initiatives to ensure that they are effectively meeting their objectives.

Flexible Schedules for Staff. While scheduling flexibility is ultimately the purview of department managers, some supervisors are more amenable to creative solutions than others. Best practices in this area should be documented and made available as part of the HMS/HSDM supervisor training program.

Staff Morale. An unintended consequence of the recent administrative restructuring has been a decline in morale on the part of some staff members. HMS/HSDM should consider making deliberate efforts to strengthen a sense of community and re-assert that all members of the HMS community, including staff, make mission-critical contributions to the work of the Schools on an ongoing basis.

Budget. Current staffing and budget levels make it difficult for the JCSW to perform the very important mission with which it is charged. Recent staff reductions have significantly reduced the clerical support we are able to offer our volunteers. Our operating budget is modest and leaves us with no identifiable resources with which to support the critical initiatives and research proposed at our March meeting with President Summers. New sources of support must be identified if we are to succeed in this important work.

Grant Parity. Funding is needed to complete the analysis of gender and grant parity which has 2001-2003 data from the Harvard affiliated hospitals. These data will become obsolete if not analyzed, losing an enormous opportunity and hundreds of hours of faculty time already invested.

Salary Parity. While advances have been made, issues of gender parity continue to be of concern to women in the Medical School. The Committee therefore recommends that the Medical School regularly monitor the status of women faculty and staff with regard to advancement and salary equity and that conclusions drawn from the current faculty salary equity study be used to address any inequities with all possible speed.

Faculty Searches. The Committee recommends that a list be compiled of women faculty and their areas of special expertise, in coordination with the Offices of Women’s Careers/Faculty Development and the Office for Faculty Affairs, for use in broadening the pool of search committee members, selecting candidates and expanding the network of contacts to recommend internal and external candidates.

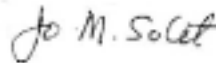
Parental Leave Policy. We recommend that the Medical School carefully evaluate and extend the new pilot program, Faculty Parental Leave Policy, organized for faculty working in pre-clinical HMS departments. Consideration should be given to lengthening the leave time for adoptive parents who may spend as much as a month out of the country to undertake foreign adoption even before actual care-giving begins.

Child Care. While we celebrate the commitment of BWH to a back-up childcare center, we continue to stress the need for back-up childcare for our entire HMS community. Information from recent focus groups of staff, post-docs and faculty conducted by the Task Forces for Women should be considered in evaluating the wisdom of onsite childcare for our Longwood community.

Programs. Professional development opportunities are critical to the success of women as leaders in our community. We suggest that the HMS, HSDM, and the affiliated institutions affirm the commitment to existing programs and explore ways to broaden their reach through inter-institutional collaborations and JCSW co-sponsorship. To this end, the JCSW Programs Subcommittee will continue to work closely with JCSW officers to develop learning opportunities for the JCSW membership and the Harvard medical community at large.



Mohan Boodram, MA
JCSW Staff Co-Chair
Harvard Medical School



Jo M Solet, Ph.D.
JCSW Faculty Co-Chair
Cambridge Health Alliance/Harvard Medical School

Appendix: List of 2004-5 Members

Joint Committee on the Status of Women 2004-2005

Dr. Jo M. Solet, Faculty Chair	Dr. Adrienne G. Randolph
Mr. Mohan D. Boodram, Staff Chair	Dr. Priscilla A. Schaffer
Dr. Janina A. Longtine, Faculty Vice Chair	Dr. Margaret Seton
Ms. Judith F. Montminy, Staff Vice Chair	Dr. Martha E. Shenton
Dr. Ayse A. Atasoylu	Dr. Clare M. Tempany
Ms. Kathryn Hammond Baker	Ms. Anne Trubia
Dr. Sheila R. Barnett	Dr. Nicole J. Ullrich
Ms. Patricia Beckett	Dr. Susan A. Vassallo
Ms. Beth Beighlie	Dr. Susan E. Waisbren
Ms. Lorraine Caristo	Dr. Rochelle P. Walensky
Dr. Helen A. Christou	Ms. Cynthia L. Walker
Ms. Patricia A. Cunningham	Ms. Amy E. Webber
Ms. Dawn M. DeCosta	Dr. Patricia Flynn Weitzman
Ms. Rebecca Grow	Dr. Stephanie J. Woolhandler
Dr. E. Tessa Hedley-Whyte	Ms. Mary Cassesso, Emerita
Ms. Jean R. Hess	Dr. Maureen Connelly, ex officio
Ms. Sara Kiarsis	Ms. Christine Coughlin, Liaison
Dr. Hannah C. Kinney	Dr. Rosemary B. Duda, ex officio
Dr. Kimberly Lee	Ms. Mary Dupont, ex officio
Dr. Deborah Levine	Dr. S. Jean Emans, ex officio
Dr. Mary R. Loeken	Dr. Micheline Federman, Emerita
Ms. Annamaria Mariani	Mr. Don L. Gibbons, ex officio
Dr. Deborah L. Marsden	Dr. Ilene Gipson, Emerita
Dr. Mary Ellen McCann	Ms. Carole Teperow Goldberg, Liaison
Ms. Vickie R. Monta	Ms. Sandra Gould, Liaison
Dr. Lisa M. Muto	Dr. Tayyaba Hasan, Emerita
Dr. Uma Naidoo	Dr. Carol C. Nadelson, ex officio
Dr. Rachel A. Nardin	Dr. Malkah Notman, Emerita
Dr. Andrea Farkas Patenaude	Dr. Elizabeth A. Rider, Emerita
Dr. May Pian-Smith	Dr. Laura Riley, Emerita
Dr. Lauren Dewey Platt	Ms. Rebecca Starr, Liaison
Dr. Jennifer E. Potter	Dr. Nancy J. Tarbell, ex officio
Dr. Lisa A. Prosser	Ms. Linda J. Wilcox, ex officio
Dr. Deborah A. Quinn	Ms. Barbara A. Wolf, ex officio