

Hospital Working Group Report

A. Junior Faculty Development

Background: Women and men enter the Harvard Medical School promotion process as instructors in near equal numbers. However, women then face significantly longer time to promotion for their first critical junior faculty promotions. The WISE Hospital Working Group sought to address this by providing resources to women of exceptional talent. This recommendation is based on Harvard Medical School's highly successful Eleanor and Miles Shore 50th Anniversary Fellowship Program.

Recommendation: Improve the retention and promotion of junior faculty women and minorities by providing (1) support and resources during periods of added family responsibilities; and (2) consistent levels of resources to junior faculty that are necessary for academic development and overall professional success.

1. Provide funding for junior faculty to buy protected time for research and teaching during periods when they have added family responsibilities. This program would build on the current Eleanor and Miles Shore 50th Anniversary Fellowship Program by increasing the number, amount, and duration of the awards. Currently, the awards provide \$25,000 for one year to approximately sixty recipients. It is recommended that the awards be expanded to \$75,000 per year over three years duration and be provided to eighty-five recipients [*4% of women instructors and asst. professors vs. ~3% for Shore grants*]. This amount will provide salary support for junior faculty for themselves and/or provide the option to hire a lab technician. The duration is consistent with the start-up packages provided to junior faculty who are externally recruited. This level of support provides junior faculty with the opportunity to develop the research platform that is crucial to their own advancement and therefore advances the quality and diversity of the hospital faculty at all ranks. Such support would be intended to be an especially important part of increasing the representation of women at the higher ranks in the Faculty of Medicine. The awards would be granted on the basis of need and academic merit.
2. Provide consistent level of resources necessary for academic development and overall professional success. Standardize entry-level support for externally and internally recruited junior faculty and promotions. Develop standards that are applicable to clinician-teachers and researchers related to the provision of administrative support, academic support and office/lab space.

B. Transitional Grants

Background: The Hospital Working Group recognizes that professional advancement in our environment requires a steady and unrelenting pace with critical transition points. Highly talented women sometimes chose to narrow the focus of their careers for a period of time. Often this narrowed focus coincides with an increase in family responsibilities.

Awards of resources to women reentering the academic medical promotion process enable them to fully re-engage in their clinical and research work. Similarly, the careers of women who assume significant leadership responsibilities also benefit from the award of resources that enable them to maintain their research and education-related work. The investment in the careers of women at these critical transition points supports the success of them as individuals, but more importantly, the advancement of their work at Harvard.

Recommendation: Improve the retention and promotion of women and minorities by providing support and resources during periods of significant professional transition at which we risk losing talent. These at-risk transition points include (1) when women and minorities are seeking to refocus and expand their academic qualifications upon returning from a leave of absence or a narrowed focus (re-entry or up-ramp); and (2) when women and minority associate professors have assumed significant leadership responsibilities in addition to their ongoing research, clinical and/or teaching roles work and additional resources allow them to continue the work needed to achieve their promotion (senior faculty transition).

1. Create a fund to support the ramp-up of associate professor women and minorities who are seeking to refocus and expand their academic work upon returning from a leave of absence or a narrowed focus. The fund would have multiple levels of grants including full salary support for an academic-year sabbatical or partial salary support that would enable a focus on retraining. The grants would be provided to five associate professors [*~3% of women associate professors in 2005*] in the first year. Their ongoing success would be tracked to evaluate the impact of the program and revise its approach as needed.
2. Create a fund to aid research programs of senior faculty women and minorities who take time away from their research to take on leadership roles. Senior faculty face challenges to their research program when they take time away from their research to take on leadership positions, for example to be a department chair, division chief or other leadership roles. Having women and minorities in leadership positions is essential to encouraging and promoting the pipeline at all levels. However, given the additional challenges faced by women and minorities at all ranks, it is essential that we encourage them to take on these positions by making the transition back to their research easier by providing needed funds while they are gearing back up their research program, or by providing supplementary support to their research programs while they are too busy with new responsibilities to maintain their needed funding level. The purpose of the program is to enhance the quality and diversity of the hospital faculty at all ranks. Such support is intended to be an especially important part of increasing the representation of women and minorities at the higher ranks in the Faculty of Medicine. The awards would be granted on the basis of need and academic merit.

C. Leadership accountability for hiring, retention, and promotion of women and minority faculty

Background: The Hospital Working Group recognizes that the hospitals are a unique environment relative to other Harvard schools for the tracking and accountability of the attraction, promotion and retention of faculty. In addition to being faculty of the Harvard Medical School, the hospital CEOs and department chairs have significant roles in the recruitment and promotion of faculty and the related data from which we can learn. Their leadership, support and involvement, have been, and will continue to be, critical to the success of any efforts to improve the attraction and promotion of women and minority faculty to Harvard Medical School.

Recommendation: Increase leadership accountability for hiring, retention, and promotion of women and minority faculty.

1. Standardize data/metrics on hiring, retention, and promotion of women and minority faculty. Responsibility and funding for data collection will need to be coordinated with the recommended Senior Vice Provost for Faculty Development and Diversity position and recognize that significant aspects of faculty related data are held at the department chair level in the hospitals.
2. Integrate faculty hiring, retention, and promotion metrics into department chair performance reviews to ensure that the representation of women and minorities is increasing annually throughout the faculty promotion pipeline. It is also recommended that the Committee for Faculty Development and Diversity present progress annually to deans, hospital CEOs, and department chairs.

D. Search Committees

Background: The Hospital Working Group recognizes that the value of searches that are conducted with transparency and tools that support the identification and review of diverse candidates. This requires development of those involved in the search process and accountability for the outcome. The Hospital Working Group acknowledges the success of University of Michigan's NSF-funded Committee on Science and Technology Recruiting to Improve Diversity and Excellence (STRIDE) model as a learning opportunity for Harvard.

Recommendation: Provide search committees with tools and training to increase numbers of women and minority candidates, ensure equitable assessment of all candidates and increase ability to recruit talent.

1. Whenever possible, and particularly on leadership searches, include two women on search committees. Respond to the demands placed on women faculty and consider expanding the pool of search committee members by including part-time faculty.
2. All search committee members participate in a diversity program based on University of Michigan's NSF-funded Committee on Science and Technology

Recruiting to Improve Diversity and Excellence (STRIDE) model. Such a program would be mandated across the University and would have well-respected senior faculty as the leaders of this process.

3. Charter a search process with explicit goals and tools to expand the pool of diverse candidates and measure the search committee's use of such tools.
4. Ensure internal and external recruits are provided with equitable compensation packages through enforcement of standards per the recommendation to Revise and Expand Search Processes to Increase the Recruitment of Women and Underrepresented Minority Faculty in the Sciences (see proposal 14). Given that significant portions of junior faculty are recruited from within the ranks of internal trainees, there is less transparency in the recruiting process than when a search is undertaken. This lack of transparency may disadvantage junior faculty recruited outside the search process.