Overview of Faculty Development Resources at Boston Children’s Hospital

2014-2015

Sponsored by the Office of Faculty Development

S. Jean Emans, MD, Director

Maxine Milstein, MBA, Administrative Director

Alan Leichtner, MD, MSHPEd, Director, Medical Education and The Academy at BCH

Valerie Ward, MD, MPH, Diversity and Cultural Competency Council Faculty Director

Jill Dobriner, PhD, Program Coordinator
Boston Children's Hospital

Our Mission
Provide the highest quality health care
Be the leading source of research and discovery
Educate the next generation of leaders in child health
Enhance the health and well-being of the children and families in our local community

Core Values
Excellence: We are committed to achieving and maintaining a standard of excellence in all we do. First and foremost, we consistently strive to make the patient experience a model of quality care through advanced treatment, compassionate support and full family participation and communication.

Sensitivity: We believe that sensitivity means a compassionate awareness of the stress experienced by families with ill and injured children, and an understanding of the impact it can have on the emotions and behavior of the children and families in our care. We strive both to anticipate and respond to issues arising from complex personal and family situations, and to provide the support that can contribute to the best possible outcome for the child and family. We also believe that sensitivity means a recognition of and respect for the diverse backgrounds of both the patients and families we serve and of our coworkers throughout the hospital.

Leadership: As an academic medical center devoted to the practice of pediatrics, Children’s fosters an environment of innovation and discovery, and of individual and team contributions to advancing pediatrics in all areas of our mission.

Community: We are dedicated to fostering community, both within the hospital and in the neighborhoods around us. Toward that end, we welcome and treat many children whose families can’t afford health care. The Children’s community also includes thousands of dedicated supporters who give generously to the hospital in many different ways.

"If you want one year of prosperity, grow grain; if you want 10 years of prosperity, grow trees; and if you want 100 years of prosperity, grow people."

Ancient Asian proverb

Dear Faculty,

It is with great pleasure that we welcome you to Boston Children’s Hospital. We are proud that our hospital has been a leader in child health for more than 130 years. As the primary pediatric teaching hospital of Harvard Medical School, we value our clinical, research, education, and community service missions and celebrate our new faculty who will continue to advance child health.

It is our hope that you will achieve a deep and abiding satisfaction in your careers, and be an integral part of our community. We look forward to contributing to your career development at Children’s by providing seminars, fellowships, resources, newsletters, mentorship models, and one-on-one meetings.

Warmly,
Jean Emans, MD
Director, Office of Faculty Development

Maxine Milstein, MBA
Administrative Director, Office of Faculty Development
Table of Contents

Boston Children's Hospital Mission Statement and Core Values iii

Welcome Message, S. Jean Emans, MD iv
   Director, Office of Faculty Development

Office of Faculty Development 1
   Mission 1
   Advisory Committee 2
   Services 2
   The Academy at Boston Children’s Hospital 5

Boston Children’s Hospital Resources 5
   Clinical Research Center (CRC) 5
   Clinician Support, Office of (OCS) 6
   Community Health, Office of 7
   Compliance Program 7
   Code of Conduct 8
   Diversity and Cultural Competency Council 8
   Employee Lactation Support Program 8
   Ethics Advisory Committee 9
   Finance, Research 9
   General Counsel, Office of 9
   Government Relations 10
   Human Resources 10
   Innovation Acceleration Program 10
   Institutional Review Board (IRB)
      see Research Administration, Clinical Investigation
   Interpreter Services 11
   Library 11
   Marketing and Communications 12
   Occupational Health 13
   Office of Fellowship Training 13
   Physicians’ Organization 14
   Research Administration 14
      Clinical Investigation, Office of 14
      Clinical Trials Business Office 15
      Research Operations 15
      Sponsored Program, Office of 16
      Technology and Innovation Development, Office of 16
   Translational Research Program 17
   Work-Life Benefits, Family Support Services 17

HMS Resources 18
   The Academy at HMS 18
   Academic and Clinical Affairs, Office for 18
      HMS Foundation Funds 19
      Clinical Department Review Program 19
      HMS Initiatives, Programs, Centers, Institutes 19
   Faculty Affairs, Office for 20
   Promotion Criteria 20
   Eleanor and Miles Shore Scholars in Medicine Fellowships 20
   Leadership Development 20
Diversity Inclusion and Community Partnership, Office for 21
Harvard Catalyst 21
HMS ID Badge 21
Joint Committee on the Status of Women (JCSW) 22
Ombuds Office 22
Harvard University Longwood Campus – Work Life Program 23

Appendix 24
  Boston Children’s Hospital Leadership 24
  Boston Career Development Fellowship Celebration 24
  Boston Children’s Hospital Chiefs 25
  HMS Leadership 26
  Related Web Sites 26
Office of Faculty Development (OFD)
S. Jean Emans, MD, Faculty Director; jean.emans@childrens.harvard.edu
Maxine Milstein, MBA, Administrative Director; maxine.milstein@childrens.harvard.edu
Alan Leichtner, MD, MSHPEd, Director, Medical Education and The Academy at Boston Children's;
alan.leichtner@childrens.harvard.edu
Valerie Ward, MD, MPH, Diversity and Cultural Competency Council (DCCC)
Faculty Director; valerie.ward@childrens.harvard.edu
Jill Dobriner, PhD, Program Coordinator; jill.dobriner@childrens.harvard.edu
ofd@childrens.harvard.edu; 617-355-2922/2923

Mission:
- To recruit and retain the best faculty
- To facilitate career advancement and satisfaction of all junior faculty
- To increase leadership opportunities, particularly for women and minorities

Program Goals:
- Foster academic promotion, professional guidance, and career satisfaction for all faculty members
- Establish a “Climate of Success” through mentoring, skill building, workshops, and dedicated resources
- Promote excellence in teaching, research, clinical care, and community service
- Support work/life balance initiatives
- Promote diversity and cultural competence in collaboration with the Diversity and Cultural Competency Council (DCCC)
- Create comprehensive faculty communication vehicles within the Boston Children’s Hospital academic community
- Forge collaborations across institutions

Reminders to Faculty:
- Check your OFD email messages for information on our upcoming workshops and multi-institutional programs
- Read Perspectives, the OFD newsletter, for workshop reports and updates on hospital initiatives that pertain to faculty
- Review the OFD website for resources concerning the Annual Career Conference, mentoring, fellowship opportunities, The Academy at Boston Children’s Hospital, and other programs
- Call or email us for questions or to make an appointment to meet with Dr. Jean Emans regarding your CV, promotion issues, and career development: ofd@childrens.harvard.edu, tel: 617-355-2923

http://www.childrenshospital.org/research/ofd
OFD Twitter: twitter.com/BCHFacultyDev
Office of Faculty Development Services

The Office of Faculty Development (OFD) at Boston Children’s Hospital (BCH) was founded in 2001 with the goals of recruiting and retaining the best faculty, facilitating career advancement and satisfaction, and increasing leadership opportunities, particularly for women and minorities. Our services over the past 13 years have focused on fostering the careers of faculty at Children’s Hospital, through career conferences, seminars, funded fellowships, mentoring models, a family and career network, library resources, a newsletter (Perspectives), a dedicated website and Twitter page, a teaching Academy, and one-on-one meetings with faculty.

Boston Children’s Hospital Community of Mentors

The OFD in collaboration with our Advisory Committee and Department/Division Chiefs created the framework for the “Community of Mentors” at Boston Children’s. The effort begins with an appointed mentor at the division or department level, and guides mentees to create their own mentor team with the support and advice of their own division or department senior faculty. The OFD helps faculty assess their needs and facilitate matches. The OFD has updated the mentoring booklets, Guidelines for Junior Faculty and Guidelines for Mentors, available on our website, to highlight the importance of “Developmental Networks,” a framework defined by Kathy Kram, Monica Higgins, David Thomas and others. These networks which include one’s Community of Mentors as well as colleagues, subordinates, mentees, family, and friends provide access to knowledge, opportunities, and resources across institutions and cultures.

Career Development Fellowships

Cosponsored by the Research Recruitment and Resource Committee and the Clinical and Translational Research Executive Committee

Established in 2002, the Faculty Career Development Fellowships provide transitional funding to sustain research productivity and career growth during critical years. The faculty fellowships currently provide $50,000/yr for 2 years with departments/divisions funding 25% of the award and overhead. These awards are intended to increase opportunities for junior faculty to advance to senior positions in academic medicine. Four of the thirteen 2014 awards are designated for junior faculty who belong to a racial/ethnic population underrepresented in medicine and science (URM), OR who have family responsibilities such as being the primary caregiver for children and/or parents. The other nine are unrestricted.

Office of Faculty Development (OFD) Advisory Committee

Elizabeth Armstrong, PhD  
Sandra Burchett, MD, MS  
Vincent Chiang, MD  
Alison Clapp, MLS  
Jessica H. Daniel, PhD  
Lynne Ferrari, MD  
James S. Kasser, MD  
Margaret Kenna, MD, MPH  
Monica Kleinman, MD  
Jordan Kriedberg, MD, PhD  
Alan Leichtner, MD, MSPHEd  
Frederick H. Lovejoy, MD  
Joseph A. Majzoub, MD  
Shari Nethersole, MD  
Jane W. Newburger, MD, MPH  
Stavroula Osganian, MD, ScD, MPH  
Orah S. Platt, MD  
Tina Poussaint, MD  
Elizabeth Rider, MD, MSW  
Lynda Schneider, MD  
Robert Shamberger, MD  
Lydia Shrier, MD, MPH  
Susan Waisbren, PhD  
Valerie L. Ward, MD, MPH
Examples of OFD Programs and Workshops:

- **Promotion criteria sessions** by Children’s senior faculty and HMS OFA leaders highlighting the revised HMS promotion criteria and CV format. The OFD also coordinated two training sessions for Children’s administrators on faculty CV preparation with the HMS Office for Faculty Affairs (OFA)
- **Orientation luncheon in July** for new faculty with senior leaders
- **OFD fellowship award ceremony** to honor faculty who have been awarded Children’s and HMS fellowships
- **May is Faculty Development Month** to highlight annual career conferences and work/life balance, among other support mechanisms
  - **Negotiating Up**
    by Melissa Brodrick, MEd, HMS Ombuds Office
  - **Running Effective Meetings**
    by Frederick Lovejoy, MD
  - **Strategies for Saving for College**
    by Jonathan Griswold, MD
- **Developing Managerial and Leadership Skills**
  - **Leadership: Becoming a More Effective Leader**
    by Vincent Chiang, MD
  - **Managing People: A Seminar for Principal Investigators (in collaboration with HR, OFT, and Office of General Counsel)**
    by Melissa Brodrick, MEd, Joanne Doherty, MS; Jordan Kreidberg, MD, PhD; Chris Newell, PsyD; Alan Paret, MBA, Ellen Rothstein, JD, Lydia Shrier, MD, MPH
  - **Recommendations and References: Navigating Challenging Situations**
    by Ted Sectish, MD; Ellen Rothstein; JD, Carolyn Stetson
  - **Civility, Incivility and Bullying (Parts I and II)**
    by Elaine Meyer, PhD
- **Work-life Balance**
  - **Summer Camps and Fun Activities for Your Child**
    by Nina Dickerman, MS, HMS/HSDM Work-Life Liaison
  - **Yoga Classes**
    by Jerel Calzo, PhD, Certified Yoga Instructor
- **Library Lunch Discussions**
  - **Scales to Scalpels: Doctors Who Practice the Healing Arts of Music and Medicine**
    by Lisa Wong, MD
  - **Introduction to Mendeley-A Free Reference Manager and Academic Networking Software**
    by Alison Clapp, MLS
  - **Growing Up Brave: Expert Strategies for Helping your Child Overcome Fear, Stress and Anxiety**
    By Donna Pincus, PhD, Associate Professor of Psychology, Boston University
- **Research Support and Guidance**
  - **Getting Your Clinical Research Funded**
    by Isaac Kohane, MD, PhD
  - **Getting Your Basic Research Funded**
    by Jordan Kreidberg, MD, PhD
  - **Strategies for Applying for BCH Clinical and Translational Grants**
    by Jean Emans, MD; Judith Fleming, PhD; Jordan Kreidberg, MD, PhD; Ellis Neufeld, MD, PhD
  - **Successful Strategies for Writing and Renewing your R01**
    by Ellen Grant, MD, Wayne Lencer, MD, Scott Pomeroy, MD, PhD
Preparing Your NIH Budget:
by Theresa Applegate, MPA, Office of Sponsored Programs (OSP)

Writing for Scientific Publication
by Marjorie Beeghly, PhD and Lydia Shrier, MD, MPH

- Programs for URM Faculty and Fellows: topics of interest; discussion of ongoing diversity initiatives; speakers; and social/networking events
- Medical Education: workshops on teaching reflective practices, evaluating communications skills, enhancing scholarship, developing curricula, designing effective surveys, ethics in teaching, project feedback conferences.
- Presentation and Technical Skills: key components of strong scientific presentations, including designing reliable on-screen presentations, imaging essentials and drawing tools and iPad Tips and Tricks in the HMS Environment
- Leadership Development for Physician and Scientists: a 2 1/2-day HMS course preparing faculty for additional leadership roles in academic medicine
- Joint HMS Hospital Course for Faculty Mentors: mentoring skills, relationships, and systems

Our workshop facilitators are senior faculty members and administrators from Children’s and Harvard Medical School, as well as professional consultants.

Multi-Hospital Programs, Courses, and Events
The OFD collaborates with the faculty development offices at 6 major teaching hospitals (BWH, MGH, BIDMC, DFCI, McLean, CHA) and the HMS Offices of Faculty Affairs and Diversity Inclusion and Community Partnership, through CHADD (Consortium of Harvard-Affiliated Hospital Offices for Faculty Development and Diversity) to invite speakers, sponsor events, and develop courses, search committee guidelines, and diversity initiatives across HMS.

Annual co-sponsored events include.
- September is Women in Medicine and Science Month
- How to Be an Effective Mentor
- Leadership Development for Physicians and Scientists
- Black History Month events and programs
- Latino Heritage Month events and programs
- Asian American and Pacific Islander Heritage Month

Perspectives: Newsletter for BCH Faculty
The OFD introduces new programming, initiatives, and items of interest to faculty through our newsletter. We also report on events at Children’s and HMS. Perspectives includes articles on workshops, mentoring, medical education, and leadership development. “Time Out” highlights activities for your time away from the hospital. Lydia Shrier, MD, MPH, in her column “Boston Bites,” reviews metro area restaurants. Jill Dobriner’s “Leisurely Learning” suggests excursions to local cultural and recreational sites.

OFD Twitter Page
In 2009 the OFD launched a Twitter page: twitter.com/BCHFacultyDev, with notes on OFD programs and online links to publications of interest to faculty to broaden our network and outreach. The site includes 100 followers, both internal and external.

Career and Family Network
The OFD sponsors a seminar series, an innovative model developed and hosted by Dr. Lydia Shrier and Dr. Alicia Casey, for faculty balancing family life and a career in academic medicine. Drs. Shrier and Casey extend their invitation to all faculty who are parenting or have other competing family and career concerns. The OFD also sponsors an annual outing for faculty and their families.
The Children’s Library and the Career and Faculty Development Collection

The Library co-sponsors with the OFD Lunch Topics Workshops with authors of special interest to BCH faculty members, generally with an emphasis on work/life balance.

Lisa Wong, MD talked about the Longwood Symphony Orchestra and the interplay between healthcare and music, *Scales and Scalpels: Doctors Who Practice the Healing Arts of Music and Medicine*. Donna Pincus, PhD, Associate Professor of Psychology, Boston University talked about developing a toolbox of coping skills to overcome childhood and adolescent anxiety disorders and phobias, *Growing Up Brave: Expert Strategies for Helping Your Child Overcome Fear, Stress, and Anxiety*.

The Library also puts together special exhibits corresponding to OFD programs and observances such as “September is Women in Medicine and Science Month,” “May is Faculty Development Month,” “Black History Month,” etc. The Career and Faculty Development Collection, located in the Children’s Library, provides faculty with information on professional and personal development. Included are materials on scientific writing, grant preparation, presentations, teaching, communication, and mentoring strategies.

The weekly Leadership LibGuide (http://childrenshospital.libguides.com/leadership) includes resources such as business/healthcare management databases, TED talk videos on leadership, Harvard Business Review’s recommended reading on various leadership topics, links to useful associations, and selected health care reform resources.

Appointments with OFD Faculty Director, S. Jean Emans, MD

Dr. S. Jean Emans provides appointments on promotion issues, CVs, and academic concerns. To arrange an appointment, email ofd@childrens.harvard.edu

The Academy at Boston Children’s Hospital

Alan Leichtner, MD, MSHPEd – Director, Medical Education and The Academy at BCH
Stuart Goldman, MD – Associate Director

The Boston Children’s Academy was developed to foster the continuous improvement of teaching and learning at Children’s through the support of educational leadership and innovation. Specific goals of the Academy include:

- Offering support to medical educators through seminars and workshops, print and electronic resources
- Advancing assessment programs in medical education, including peer assessment
- Facilitating the mentoring of junior faculty
- Promoting interdepartmental and multidisciplinary educational programs
- Developing materials for national/international dissemination
- Fostering recognition of Children’s teachers locally and as national/international leaders

Other resources and initiatives:

- Projects in Progress Conference to provide a forum to review scholars’ projects
- Interactive website
- Call for applications will take place in July followed by rolling admissions for those unable to meet deadline

For more information on the Academy, including an overview of its mission, the application process, board members, and seminars, resources, and projects go to: childrenshospital.org/research/ofd and click on The Academy link.

BOSTON CHILDREN’S HOSPITAL RESOURCES

The Clinical Research Center

http://www.childrenshospital.org/research-and-innovation/clinical-research-center
21 Autumn Street, 2nd and 3rd Floors, and 300 Longwood Avenue, Pavilion Building, 6th floor
Email: crc@childrens.harvard.edu
Phone: 857-218-4720
Stavroula Osganian, MD, ScD, MPH – Center Co-Chief
Ellis Neufeld, MD, PhD – Center Co-Chief
Colette Hendricks, MSW, MBA – Administrative Director
Adam Simmons, MPH, CCRC – Development and Operations Core Director
Michael Monuteaux, PhD – Design and Analysis Scientific Director
Ellen McCarthy, MPH – Development and Operations Core Manager
Lise Nigrovic, MD, MPH – Education Director
Rob Fuhlbrigge, MD, PhD – Medical Director, CTSU
Andrew Dauber, MD, MMSc -- Assistant Medical Director, CTSU
Cindy Williams, MSN, RN, PNP, NE-BC – Nurse Director, CTSU
Nicolle Quinn, MS, RD, LDN – Nutrition Manager, CTSU

The Clinical Research Center (CRC) at Boston Children’s Hospital is an interdisciplinary, academic and service research center that provides assistance and education to the clinical research community at Children’s. The Center directly supports one of Children’s core mission areas, to be the leading source of research and discovery, and includes four primary areas of focus in four separate but interrelated cores:

- **Design and Analysis Core** - Clinical research methodology (including biostatistics, epidemiology, health economics and informatics);
- **Development and Operations Core** - Collaboration or consultation on the design, conduct, and analysis of clinical research studies;
- **Clinical Research Education Core** - Education in clinical research methods and practice – includes *Introduction to Clinical Research*, an annual hospital-wide course geared towards junior faculty and a monthly orientation for new study coordinators;
- **Clinical and Translational Study Unit** - Provides clinical research infrastructure for investigators in the design, initiation, conduct and reporting of clinical research with the goal of translating scientific knowledge into new therapies for pediatric conditions. Funding for the CTSU services is from the Harvard Catalyst which is an affiliate-wide effort to facilitate laboratory-to-bedside translational research and to encourage researcher collaboration.

Clinical research is scientific investigation that is conducted with human subjects or on material of human origin such as tissues, specimens, cognitive phenomena or other data for which an investigator directly interacts with human subjects or for which material can be directly linked to an identifiable, living individual. Clinical research includes patient-oriented, community, and population-based research studies. For more information on the CRC, please see our website.

**Other CRC Services – Behavioral Science Core**
Director: Deborah Waber, PhD
Co-Director: Michelle Bosquet, PhD

The Department of Psychiatry staff can provide consultation for investigators who wish to include behavioral outcomes on grants, protocols and manuscripts. Also, psychometrician services are available to collect data for protocols that have neuropsychological, psychiatric, psychological or other behavioral outcomes.

**Clinician Support, Office of (OCS)**
David R. DeMaso, MD - OCS Director, 617-355-6724
Lauren Coyne, RN, MS, LICSW – Assistant OCS Director, 617-355-6747
Christina Nikiopoulos, EdM - OCS Coordinator, 617-355-6705
http://www.childrenshospital.org/ocs

The Office of Clinician Support provides a safe place for physicians to discuss and resolve a wide range of work place and personal issues. The OCS provides a blend of services ranging from creating awareness of work-engendered stresses, to discussions about work-related and personal concerns, to mental health assessments, to crisis interventions. All clinicians are seen at no charge with referrals to outside professionals as needed. OCS staff will make arrangements to meet at a convenient time, usually within 24-48 hours. For more information about the program or to make an appointment, please contact the OCS Coordinator. You may also speak directly with Lauren Coyne or David DeMaso. Messages can be left on any of the confidential telephone numbers (above).
Community Health, Office of
http://www.childrenshospital.org/about-us/community-mission
Wendy Warring, JD - Senior Vice President for Network Development and Strategic Partnerships
Shari Nethersole, MD - Medical Director for Community Health
Deb Dickerson - Director, Community Health Initiatives
John Riordan, MA - Director, Community Partnerships
Main Phone: 617-919-3055
Fax: 617-919-3118

In 2014, Boston Children’s Hospital's Office of Child Advocacy changed its name to the Office of Community Health (OCH). The purpose was to better reflect the role of the office in overseeing the hospital's community mission. The OCH is responsible for identifying and understanding community health needs. It brings together hospital and community resources to address health disparities, improve health outcomes and enhance the quality of life for children and families. The OCH role includes:

- Supporting Boston community health centers to improve access to care for patients in neighborhood settings
- Developing Boston Children's at Martha Eliot as a site of excellence in providing high quality health care for pediatric patients and offering community programs to address critical needs
- Engaging and supporting with staff involved in community health related programs and services across the hospital
- Supporting community partnerships to build capacity and broaden the hospital's reach and impact
- Maintaining strong relationships with community, city and advocacy leaders
- Creating transparency about the hospitals' community activities through its communication and reporting efforts
- Influencing changes to improve care and support for children and families
- Managing and reporting on the hospital's investments in community health

Compliance Program
http://web2.tch.harvard.edu/compliance/
Compliance Hotline: Confidential, toll-free 888-801-2805 (available 7 days a week)
Compliance Office: 857-218-4681
For questions related to General Compliance, HIPAA Privacy and Security:
Craig Bennett, JD, MPA - Director of Compliance, Privacy Officer, craig.bennett@childrens.harvard.edu, 857-218-4680
For questions related to Billing Compliance: Brian Meredith, Director of Billing Compliance, brian.meredith@childrens.harvard.edu; 857-218-3271
For questions related to Conflict of Interest, Pharma/Medical Device Industry Interactions, Consulting Agreements, and Sanction Check: Suzanne Tannenbaum, JD, suzanne.tannenbaum@childrens.harvard.edu; 857-218-4675

The Compliance Program assists the hospital community in providing services and conducting business in compliance with all state and federal laws governing its operations and in accordance with established standards of business and professional ethics. The Program is directed by a Compliance Officer and a Compliance Committee who are charged by the Board of Trustees with reviewing Hospital compliance and specific compliance situations that may arise. The Compliance Department provides support for billing compliance, conflict of interest disclosure and management, privacy and security of confidential information, interpretation of regulations, as well as other issues. Questions about the Compliance Committee and Program, about any aspect of compliance, or questions or concerns about any possible instance of non-compliance, should be addressed to the hospital's Director of Compliance and Privacy Officer. A Compliance Manual outlining certain legal obligations applicable to the Hospital's services and activities, as well as a more complete description of the Compliance Program, is available on the internal website under the Compliance Department link. All members of the Hospital community are expected to abide by the Hospital's Code of Conduct, which is available on the internal website through the link on the blue column on the left side.
Code of Conduct
Faculty are required to adhere to the hospital-wide Code of Conduct, available online at chbshare.chboston.org/elibrary/counsel/manuals/cpp/cpp/cm_000_code_of_conduct.doc. As stated on the website, the Code of Conduct applies to the trustees, employees, and medical staff of Boston Children's Hospital and the physician practice groups at the Hospital (the Foundations). It is intended to maintain and reinforce Boston Children's commitment to conduct our affairs in compliance with state and federal laws and established standards of business and professional ethics, and it also highlights policies of particular importance that apply to all members of the Children’s community, including faculty.

Diversity and Cultural Competency Council (DCCC)
http://web2.tch.harvard.edu/diversity/mainpageS2678P2.html
Co-Chairs: Valerie L. Ward, MD, MPH, Assistant Professor of Radiology, Faculty Director of the DCCC; Joanne C. Doherty, MS, SPHR, Director of Human Resources
The Children’s Hospital’s Diversity and Cultural Competency Council (DCCC) is a standing hospital committee that reports to the senior leadership. The annual goals of the DCCC have been incorporated into the hospital’s corporate goals. Committee members on the DCCC are divided into five working groups charged with advancing the following goals: (1) performing research in health care disparities to improve health outcomes for all children; (2) improving culturally effective pediatric care throughout the hospital; (3) promoting respectful interactions between patients, families, providers, and colleagues; (4) monitoring the tracking of metrics for diversity and cultural competency initiatives; and (5) recruiting, retaining and developing a diverse workforce at Boston Children’s Hospital.

Employee Lactation Support Program
http://web2.tch.harvard.edu/hr/mainpageS2652P13.html
Nursing Mothers’ Lounges - Lactation Rooms
Kimberly Barbas, RN, IBCLC – Coordinator, Lactation Support Program, 617-355-0005
kimberly.barbas@childrens.harvard.edu
Lactation Rooms are available for employees who need to express breastmilk during work hours. These rooms have hospital-grade electric breast pumps (Medela Symphony) available for use and a sink for cleaning equipment. Electric breast pumps require the purchase of a Symphony breast pump kit for individual use. Use of these rooms is first-come/first serve basis, and some rooms require a combination code for entry. The lock combination to the employee lounges, breast pump rentals, breast pump kit purchases, and other breastfeeding supplies are available at a discount to employees from the Center for Families (x5-6279), Farley Room 111, during their operating hours. Classes are held bi-monthly for employees returning to work and planning to continue breastfeeding and include an orientation to the breast pump rooms. Please refer to the Human Resources website for class dates.

Employee Lactation Rooms:
• Pavilion, PV110
• Karp 4th floor, RB04-204
• 333 Longwood Ave, OC1.1, lower level
• 1 Autumn St 4th floor, AU-423
• Landmark 6th floor, LM6127
• 1295 Boylston St 4th floor, BY-471
• Waltham 1st floor North, WL1657
• Peabody 2nd Floor, PY2143
• Main Building (shared with patients and families); 11 South, 10 South, 9 South, 8 South, 7 South, 7 West, 3 South
• Fegan Building Out Pt. Families, FE-192

Please reserve 8 South and NICU (7 North) pump rooms for patient families.
Ethics, Office of, and Ethics Advisory Committee
http://web2.tch.harvard.edu/ethics/
The hospital's Office of Ethics can be reached at 5-6920. Co-chairs of the hospital's Ethics Advisory Committee are Jeff Burns, MD, MPH, Chief of Critical Care Medicine (5-7327, beeper #1542, jeffrey.burns@childrens.harvard.edu) and Charlotte Harrison, JD, MTS, MPH, Clinical Ethicist (5-6920, beeper #3171, charlotte.harrison@childrens.harvard.edu). Clinical Ethicist, Judi Friedson, RN, MS, can be reached at x5-0939, beeper #2367, or judi.friedson@childrens.harvard.edu.

In addition, other Ethics Associates at Children's who may be called, paged, or emailed include: Theonia Boyd, MD; Steve Brown, MD; David Coulter MD; Christy Cummings MD; David Diamond, MD; Judy Johnson, JD; Daniel Kamin, MD; Jennifer Kesselheim, MD; Gus Papadakis, MD; Jehanna Peerzada, MD; Sadath Sayeed, JD, MD; Robert Truog, MD; Meredith van der Velden, MD; and David Waisel, MD. More information about the Ethics Advisory Committee, including a membership list and ethics policies and guidelines, can be accessed online from the Boston Children's home page: under departments, click on "ethics," then on "elibrary" for a variety of ethics documents.

Christine Mitchell, RN, and Robert Truog, MD, are Associate Director and Director of the Division of Medical Ethics at Harvard Medical School, which provides educational and research fellowships in medical ethics; an annual 3-day intensive Clinical Bioethics Course for clinicians and ethics committee members; a monthly case-based Harvard Ethics Consortium; and regular meetings for the Ethics Leadership of the Harvard-affiliated health care institutions. For more information, see the webpage at http://medethics.med.harvard.edu/education/bioethics/ or email dme@hms.harvard.edu.

Finance, Research
http://web2.tch.harvard.edu/researchadmin/mainpageS2700P6.html
Karen Renaud, MBA - Director
Office Location: 1295 Boylston St. 3rd Floor
Phone: 857-218-3509; Fax: 617-730-0108;
Email: resfinance@childrens.harvard.edu
Research Finance administers post-award activities associated with sponsored research funded by federal and state agencies, private foundations, organizations, and industry sponsors. It maintains financial accountability and provides financial information, guidance, and training to our research community.

Primary activities include:
- Providing guidance to the Boston Children's research community regarding Hospital financial policies & procedures as these relate to post-award grant and contract administration
- Serving as liaison to the Boston Children's research community regarding matters of financial compliance with sponsor rules and regulations
- Initiating stipend payments for research trainees
- Performing all financial reporting to external sponsors
- Invoicing sponsors for cost reimbursement. Cash collection. Receivables management
- Coordinating annual financial audits of sponsored research activity, including A-133
- Providing financial support data for negotiation of the Hospital's indirect cost rate with the Department of Health and Human Services

General Counsel, Office of
http://web2.tch.harvard.edu/generalcounsel/
The Office of General Counsel is available for consultation on hospital-related legal issues. Calls from attorneys or law enforcement officials on hospital-related business should be referred to the Office of General Counsel. Subpoenas should also be processed through this Office. To contact the office between 8:30am and 5pm, call 5-6108. After hours, or in an Emergency, call the page operator and ask for the attorney on call.
Government Relations
http://web2.tch.harvard.edu/gr/
Joshua Greenberg, JD, MA - Vice President, Government Relations
Kate Audette, MSW – Director, State Government Relations
Amy DeLong – Manager, Federal Government Relations
Tel: 617-919-3055
Fax: 617-919-3118
Members of the Office of Government Relations work with decision-makers at the local, state, and national levels to uphold the hospital's mission of providing exceptional clinical care, research, and training for pediatric providers. Members also like engaging with and supporting the advocacy efforts of internal experts on issues of relevance to children's wellbeing. The program has a special interest in, and commitment to, our community health programs, and works hard to develop and sustain systemic solutions to child health concerns like asthma, obesity and mental health. The Office of Government Relations closely monitors issues related to public sector coverage and access, the health care regulatory environment, pays close attention to research and medical workforce concerns, and works hard to partner and collaborate with community organizations that advocate on behalf of children. Government Relations hosts regular trainings and educational sessions on advocacy topics of interest to the hospital community.

Human Resources, Office of
http://web2.tch.harvard.edu/hr/
Inez Stewart, MEd - Vice President, Human Resources:
Joanne Doherty, MS, SPHR - Director, Human Resources:
Chris Newell, PsyD - Director, Training and Development:
Lucinda Brown, MA - Director, Occupational Health:
Office Location: Landmark 6
Human Resources drives excellence and innovation at Boston Children’s Hospital by empowering managers to recruit, develop, and retain a high performing and diverse workforce making Boston Children’s a worldwide leader in children's health, and to create a culture in which:
- Creative, passionate, and enterprising employees can provide exceptional care and exceptional service every day
- Diversity is encouraged and valued
- Employees are treated fairly and respectfully at all times
For a complete list of HR divisions and personnel with telephone numbers and email links, including recruitment, check Who’s Who in Human Resources: 7chbshare.chboston.org/TS/hr/hrwho/default.aspx

Exceptional Care Exceptional Service
http://chbportal.tch.harvard.edu/eces/index.html
Exceptional Care, Exceptional Service is an institution-wide culture enhancement underway at Children's. Its goal is the spread of service-oriented attitudes and behaviors that exceed the expectations of our patient families, physician partners, neighbors, and co-workers. In short, it is an effort to make our level of personal service to these groups as world-renowned as our medical care. We pledge to foster a culture of exceptional care and exceptional service that supports these values: excellence, respect, communication, courtesy, enthusiasm, teamwork. ECES also supports employee recognition programs, such as Employee of the Month.

Innovation Acceleration Program
http://web2.tch.harvard.edu/iap/index.html
Naomi Fried, PhD - Chief Innovation Officer
Carla Small, MBA - Clinical Innovation Program Manager
Shawn Farrell, MBA – Telehealth Program Manager
Alex Pelletier, MBA – FIT Program Manager & Telehealth
Patrick McCarthy, MBA – FIT & Telehealth Business Analyst
Gajen Sunthara – Principal Software Architect
Emila Shosho - Executive Assistant and Program Coordinator:
Contact: carla.small@childrens.harvard.edu

Our Mission: To accelerate innovation at Boston Children's Hospital by providing resources and support to empower innovators in developing and testing their novel ideas, to collaborate on strategic institutional clinical and business model innovation opportunities, and to initiate innovative cross-disciplinary projects to address unmet clinical needs.

Our Programs:
- Innovestment Grants to provide funding opportunities to support clinical innovations in patient care
- Fast Track Innovation in Technology Awards to offer software development resources for rapid cycle development of promising software solutions in clinical care
- Innovators’ Forum to provide a platform for the innovation community to meet and share work
- Telehealth Task Force to develop hospital-wide strategy for a telehealth program that includes the remote delivery of care and physician to physician virtual consultations
- Boot Camp, a 2 hour workshop designed which provides an overview on innovation concepts and resources to help innovators develop new ideas
- Innovation Day, a periodic opportunity to share your innovative work with the BCH community
- Social Platform for Accelerating Resources and Connections (SPARC) an internal social networking platform. to enhance communication and collaboration

Institutional Review Board (IRB), see Research Administration, Clinical Investigation, Committee for (CCI)

Interpreter Services
http://web2.tch.harvard.edu/interpreter_svc/index.html
interpreters@childrens.harvard.edu
The Interpreter Request Form, available from the website, should be used to schedule interpreter services for outpatient, pre-op admitting, day surgery, or other appointments at the hospital for a patient or family who has limited English proficiency who may need an interpreter to communicate effectively to get proper medical care.

Library
http://web2.tch.harvard.edu/library/
News blog: chblibrarynews.wordpress.com/
Twitter: twitter.com/CHBLibrary
Phone: 617-355-7232 (staff); 617-355-5860 (house phone)
Alison Clapp, MLIS - Manager, Library Services - alison.clapp@childrens.harvard.edu
The library is located next to the Prouty Garden on Fegan Plaza. It has active subscriptions to approximately 65 print journals and 2,500 electronic titles with the primary focus on pediatrics. There are several different book collections, including the Career Center Collection, which address a wide range of topics from mentoring to leadership to time management and the Literature and Medicine collection which includes a wide variety of current titles, many dealing with medical or ethical themes . The website includes library news; Library Lunch Topics announcements; electronic books, journals and database resources; online catalog; writing and publishing aids; classes; library services and many other resources.
Hours: 8:00 - 6:00, Monday - Thursday; 8:00 - 5:30, Friday
Children's Hospital personnel have access to the library during non-staffed hours with their ID, although the Gamble Room is only open during staffed hours.

Boston Children’s Hospital Library’s Resources for Leadership Guide
Boston Children’s Hospital Library’s Resources for Leadership Guide brings together materials found at the hospital library and reputable web sites for managers at every level at Children’s. The Resources for Leadership Guide includes lists of management books and
journals available from the library as well as useful databases, leadership associations, and information about health care reform from the New England Journal of Medicine and other sources. In addition to allowing access to reputable leadership resources, the guide encourages user interaction by allowing individuals to rate and provide feedback about past Management Grand Round sessions, recent trends and key articles, including the Harvard Business Review’s “Must Read” articles. The guide is continuously updated to provide information about upcoming Management Grand Rounds, the latest Harvard Business Review table of contents, new and featured journals and books, and highlights from relevant blog posts and articles. **If you would like to receive the bi-weekly email about updates, email Alison Clapp to be added to the distribution list.**

**Marketing and Communications**
http://web2.tch.harvard.edu/marcomm/
Office Location: Landmark Center, 401 Park Drive, Boston, MA, 02115
Phone: 617-919-3110; Fax 617-919-3034
Email: marketing@childrens.harvard.edu

Leadership:
Margaret Coughlin, MBA - Senior Vice President and Chief Marketing and Communications Officer
Cindy Hale - Senior Director of Marketing Communications
Deb Pappas, MBA - Senior Director of Marketing
Michele Frost - Director of Interactive Marketing
Rob Graham, MPA - Director of National Strategy and Media Relations
Michael Nemetz - Director of Creative Services

The Department of Marketing and Communications performs marketing, market research, marketing communications, media relations and public affairs functions and is responsible for:
- Branding and promoting the hospital, its employees and its clinical care, research, teaching and community initiatives
- Developing programs that drive volume to the clinical services of the hospital and its network and satellite locations
- Raising the hospital’s visibility and strengthening its reputation locally, regionally, nationally and globally

The Department cultivates plans, projects and programming that target the following audiences:
- Internal: Faculty; Staff; Residents, Fellows and Interns
- External:
  - Current patients and families
  - Prospective patients and families
  - Referring clinicians
  - Other medical specialists, subspecialists and allied health professionals
  - Prospective faculty, staff, residents, fellows and interns
  - Researchers and research organizations
  - Policymakers and opinion leaders
  - Scientific and mainstream news media
  - Patient advocacy groups
  - Medical societies and industry organizations
  - The medical elite throughout the world

Marketing responsibilities:
- Coordination and strengthening of hospital brand identity and messaging
- Development of clinical service line marketing strategies, plans and programs to drive volume and build reputation across targeted market segments
- Advertising, direct mail and email campaigns in support of the hospital and its network and satellite locations
• Creation of network marketing strategies, plans and programs to grow Boston Children's Hospital's Community of Care across its satellite locations, community hospital partner networks and referring physicians
• Primary and secondary market research and analysis of physician, consumer and patient audiences to identify and measure/track market trends, market share, competitive landscape, reputation, brand awareness and preference and satisfaction

Marketing communications responsibilities:
• Content conceptualization, design, writing/editing, production and dissemination across vehicles and platforms - print, video, social media and Web - to promote the hospital and its offerings, accomplishments, employees and patients
• Direction of the institution's national, international and regional media strategy and alignment of media coverage with hospital goals
• Crisis communications and public relations
• Physician relations across the hospital network
• Planning for hospital-wide and external events and medical conferences

Occupational Health Services (OHS)
http://web2.tch.harvard.edu/hr/mainpageS2652P6.html
Lucinda Brown, MA - Administrative Director, 857-218-3052
Christine Cadegan, NP - Clinical Coordinator, 857-218-3055
Tom Winters, MD - Medical Director
Office Locations: 333 Longwood Avenue, 2nd floor
Email: ohs@childrens.harvard.edu
Phone: 857-218-3046
STIK pager: 7845 (for bloodborne pathogen exposures 24/7)
Hours: 7:00 am - 5:00 pm, Monday - Friday
Occupational Health Services (OHS) provides occupational-related medical services for employees, medical staff, volunteers and other Associated Personnel at Boston Children’s Hospital. OHS provides initial treatment and case management for work-related illnesses and injuries; pre-placement health screens, serologies and vaccinations; fitness for duty assessments; ergonomics evaluations; and other medical services related to the treatment, diagnosis and prevention of work-related illnesses and injuries.

If a faculty member is employed directly by BCH and is injured at work, the employee or the staff member’s supervisor must complete the Employee Accident Report within 24 hours and report to OHS for evaluation. No appointment is necessary. If the faculty member is employed by a foundation, he/she must contact their administrator for information on workers comp coverage.

For needlestick injuries or other bloodborne pathogen exposures, please page the STIK pager at 7845 for immediate attention.

Other services provided by appointment. For more information or questions about Occupational Health Services, please call Lucinda Brown at 857-218-3052.

Office of Fellowship Training
http://www.childrenshospital.org/research-and-innovation/research-administration/office-of-fellowship-training
Jordan Kreidberg, MD, PhD - Faculty Director
Lu-Ann Pozzi, PhD – Program Manager
Administrative Office Location: Karp 6/ Room 6-217
Phone: 617-919-2961 (internally, x4-2961)
The mission of The Office of Fellowship Training (OFT) is to provide research and clinical fellows with career development tools, access to resources and opportunities to network at BCH and in Boston. The OFT organizes career development seminars and social functions to enrich the experience of
fellows during their time at Children’s. We also provide mentoring and help identifying relevant training, funding, and other opportunities.

**Physicians’ Organization**
http://web2.tch.harvard.edu/po/
Executive Committee:
Mark Proctor, MD - President
William Harmon, MD – Past President
Steven Fishman, MD - Past President
Vincent Chiang, MD - Secretary/Treasurer
Irene Paresky - Chief Operating Officer
Thomas Hart - Chief Financial Officer
Suzanne McDermott - Senior Director, Operations & Decision Support
Tel: 617-919-4084

The Physicians’ Organization at Boston Children’s Hospital is a non-profit management service organization to 1,200 physicians incorporated on February 7, 1995. The Organization works jointly with the Hospital and 17 sub-specialty Foundations in developing and coordinating an integrated child health care system that fosters cost-effective, quality patient care. To support the development of health care services, the Physicians’ Organization identifies, evaluates, negotiates, and enters into agreements with insurers and manages care plans as well as physicians’ fringe benefits on behalf of its members and their affiliated physicians and employees. The Organization arranges for the delivery of health care services through third party payor contracting. It also performs services including; utilization review, internal investment funds, managing audits, external financial reporting, offering billing services and IT services to support billing, accounting and cost modeling.

The Organization provides a physician forum for input to the Hospital’s strategic and operational decisions. The Organization nominates, designates, and elects persons to serve as the Organization’s representative on the Hospital’s governing board and committees, in accordance with the Hospital’s by-laws, rules, regulations, and policies. It also works with the hospital on an abundance of joint business initiatives that range from patient experience to compliance and employee development.

**Research Administration**
http://web2.tch.harvard.edu/researchadmin/index.html
August Cervini, MBA – Vice President, Research Administration
Office Location: 2 Ave. Louis Pasteur; Lefavour Hall 4th Floor, Simmons College Campus
Phone: 617-919-4664; Fax 617-730-0086
Email: resadmin@childrens.harvard.edu

Research Administration and its departments manage the strategic planning challenges and growth of the research enterprise and its highly innovative researchers. Serving as primary liaison to the research community and hospital administration, Research Administration organizes regular committee meetings and fora, including the monthly Administrators’ Round Table and the Research Faculty Council meetings.

The departments within Research Administration provide services to facilitate excellence in the conduct of research and ensure regulatory compliance. They maintain research governance committees, grants management, technological development, human and animal research, laboratory facilities and resource management for the Boston Children’s research enterprise.

**Research Administration Departments**

**Office of Clinical Investigation (IRB)**
Susan Kornetsky, MPH - Director, Clinical Research Compliance
Office Location: 2 Ave. Louis Pasteur; Lefavour Hall 4th Floor, Simmons College Campus
Phone: 617-355-7052; Fax: 617-730-0226
Email: cci@childrens.harvard.edu
The Office of Clinical Investigation oversees the protection of human research subjects and is committed to safeguarding the rights and welfare of all children, adolescents, adults and family members who volunteer to participate in research at Children’s Hospital. The department provides administrative support for the hospital’s internal review board, the Committee on Clinical Investigation (CCI), which was established to assure the protection of all human subjects in research projects by reviewing and approving all research that involves human subjects conducted by anyone on the premises of or under the auspices of Children's Hospital. Clinical Investigation provides a mechanism for continual education and improvement for the human research protection program through the Education and Quality Improvement Program (EQuIP). The goal of EQuIP is to provide education and assist investigators who conduct human subjects research according to the highest ethical standards, in compliance with federal, state, and institutional regulations, and according to Good Clinical Practice. The CHeRP application on our website now provides an accessible electronic review system.

Clinical Trials Business Office
http://web2.tch.harvard.edu/researchadmin/mainpageS2700P141.html
Nick Repucci - Director
Office Location: 1 Autumn Street, 3rd Floor
Phone: 617-919-4611
Email: ctbo@childrens.harvard.edu
The Clinical Trials Business Office (CTBO) provides end-to-end professional services to investigators interested in conducting clinical research at Boston Children’s Hospital. Specifically, the CTBO oversees contract and budget development and negotiation for industry-sponsored clinical trials, investigator-initiated studies, and other sponsored clinical research, regardless of the source of funding. The CTBO manages the business requirements of engaging in clinical research at the Hospital, including making insurance coverage determinations, coordinating charges for routine- and research-related care, invoicing sponsors, and ensuring compliance with state and federal billing regulations. In coordination with the Clinical Research Center, the Center for Clinical Investigation, Research Affairs and other BCH research departments and programs, the CTBO also offers education and training on a variety of topics aimed at helping research faculty and staff properly conduct and manage clinical trials.

Research Operations
web2.tch.harvard.edu/researchoperations/
Brian Lobao - Director
Main Office Location: Karp 4th Floor
Enders Main: 617-355-6348; Karp Main: 617-919-2280
Research Operations provides operational support to research faculty, staff and the related facilities by administering programs that result in a positive impact on research objectives and resources to ensure compliance with regulatory agencies in a cost effective manner.

The Research Operations departments are responsible for providing training in safety and animal research compliance through effective communication with a high standard of administrative efficiency that supports the needs of the research community. The organization seeks to provide laboratories with value-added service. Policies, procedures and practices must keep pace with changing needs.

The departments include:
- Animal Protocol Support & Assurance (APSA) - orientation schedules, IACUC, policies & protocol help
- Animal Research Children’s Hospital (ARCH) - veterinary care, forms
- Aquatic Resources Program (ARP) - fish care, contacts and forms
- Research Facilities - capital equipment, keys, building access, lab coats, critical research repository, project request form
- Research Lab Support - radiation safety, biosafety, lab support
Office of Sponsored Programs (OSP)
web2.tch.harvard.edu/osp/
Paula Roth, MEd - Director of Sponsored Programs and Compliance
Theresa Applegate, MPA - Manager & Senior Grant Officer
Office Location: 2 Ave. Louis Pasteur; Lefavour Hall 4th Floor, Simmons College Campus
Phone: 617-919-2729;
Email: osp@childrens.harvard.edu

The Office of Sponsored Programs handles federal government, foundation and other non-profit funding arrangements. Grant officers are assigned to the research community by department and division. They serve as the primary points of contact for grant application review, submission, award acceptance and administration, sponsor relations, and inter-institutional contractual agreements. OSP is committed to facilitating and supporting the research mission of the institution.

The Office of Sponsored Programs also supports the Grant Management Service Team (GMST), a group of highly experienced individuals that works directly with the research community to foster understanding of research administrative processes and policies and to mitigate administrative errors. This is accomplished by working directly with departments on education, review of departmental internal controls and comparison of departmental administrative practices to “best practice” standards. This group is available to meet with newly hired employees to discuss the grant administration role of Departmental Administrators and to assist in the transition to the institution.

Technology & Innovation Development Office (TIDO)
http://www.childrensinnovations.org/
Jane Amara, PhD - Interim Director of TIDO
Monique Yoakim-Turk, PhD - Principal, Technology Development Fund; Associate Director
Maude Tessier, PhD - Assistant Director, Business Development and Strategic Initiatives
Office Location: 1 Autumn St, 3rd floor
Phone: 617-919-3019; Fax: 619-919-3031
Email: tido@childrens.harvard.edu

The mission of the Technology and Innovation Development Office (TIDO) is to translate the laboratory and clinical research excellence and innovations at Boston Children’s into products for public benefit. The TIDO team works closely with investigators and clinicians within the Children's Hospital community to promote, support, and develop research, technology, and clinical innovations through the protection and licensing of intellectual property, investing in Boston Children’s technologies, and establishing strong research and development partnerships with industry throughout the innovation to product life cycle.

This multi-faceted approach includes:

- Evaluating new innovations and discoveries
- Protecting intellectual property
- Marketing and licensing technologies to industry
- Advancing the development stage of technologies through the Technology Development Fund
- Establishing collaborations and sponsored research with industry through Business Development efforts
- Fostering and supporting a culture of innovation and entrepreneurship at Boston Children’s

TIDO is a team of highly motivated professionals with experience in academic and industry biomedical research, technology licensing, company startups, business and law. With the integration of the Clinical Trials Office into TIDO and expanded resources in Business Development and Technology Development, TIDO has the enhanced capabilities to bring Children's innovations to market for patient care.
Translational Research Program
http://www.childrenshospital.org/trp
David Williams, MD - Director
Judy Fleming, PhD - Associate Director
Christina McCarthy, MS – Senior Compliance and Regulatory Affairs Specialist
Kara Caliri – Administrative Associate
Phone: 617-919-2927 (x4-2927 internal); Email: TRP@childrens.harvard.edu
Office Location: 2 Avenue Louis Pasteur, 4th Fl. L-430l (Simmons Campus)
The Translational Research Program (TRP) at Boston Children's Hospital aims to stimulate and facilitate the development of preclinical and ultimately, human translational trials seeking to improve pediatric health. In order to do this, the TRP provides support for faculty-initiated pre-clinical and clinical translational research projects, in addition to ensuring adequate infrastructure to facilitate the rapid completion of these trials. The TRP funds a cadre of Boston Children's investigators to help them pursue successful translational research.
Focus areas of the TRP include:

Stimulative grants-in-aid awarded for programs containing novel ideas or applications

- Improvement in institutional cores needed to support disease-specific non-clinical and early phase human studies
- Multidisciplinary retreats to foster interactions across the spectrum of research and clinical activities
- Identifying and supporting the development of faculty-scientists who will become the national and international leaders in the translational research paradigm
- Assistance with regulatory affairs

Work/Life Benefits -- Family Support Services
http://web2.tch.harvard.edu/hr/mainpageS2652P15.html
Donna Warner - Manager of the Child Care Center and Family Services
Phone: 617-355-6006; Child Care Center Fax: 617-730-0133
Children's Hospital Child Care Center was created to provide high quality child care for children of hospital employees and staff. The Center accepts children 3 months through 5 years without regard to race, creed, cultural heritage, or religion. Every child in the Center receives a safe, supportive environment which fosters self-esteem, growth, and cultural diversity. Please note that the Center has a waitlist and encourages faculty to review all child care options.
The Child Care Center also disseminates information regarding Bright Horizon's Family Center, Parents in a Pinch, and Child Care and Elder Care Referral through the Hospital's Employee Assistance Program KGA. For additional assistance in work-life stressors, faculty can also make use of the Boston Children’s Work-Life Information and Assistance Program, www.kgreer.com, 1-800-648-9557.
HARVARD MEDICAL SCHOOL RESOURCES

The Academy at Harvard Medical School
http://hms.harvard.edu/departments/academy
260 Longwood Ave – TMEC 384, Boston, MA 02115
Phone: 617-432-5401; Fax: 617-432-7850; Email: academy@hms.harvard.edu

The Academy is established to advance the education of physicians and scientists throughout the Harvard Medical School community by:

- Creating and supporting a community of leaders in education and a culture of excellence in teaching and learning.
- Fostering the careers of educators in medicine and science.
- Providing programming to improve the skills of teachers.
- Stimulating and supporting the creation and implementation of innovative approaches to learning and assessment.
- Supporting educational research and scholarship in medical and graduate education.

In addition to sustaining and building upon the work of its professional development arm, the Center for Teaching and Learning, the HMS Academy is working more closely with the Graduate programs, the Program in Medical Education at HMS, and with the evolving educational centers at many HMS-affiliated hospitals. Among its goals, the HMS Academy hopes to support innovation in pedagogical methods and curriculum, as well as promote research that focuses on teaching, learning, and assessment at the undergraduate and graduate medical education levels and in the science education of graduate students.

Children's Hospital HMS Academy Members:
Puja Banka, MD; Richard Blum, MD; Debra Boyer, MD; David Brown, MD; Michele Burns, MD; Martha Cesena, MD; Vincent Chiang, MD; Elizabeth Doherty, MD; S. Jean Emans, MD; Laurie Fishman, MD; Stuart Goldman, MD; Holly Gooding, MD; Lisa Gruenberg, MD; Robert Holzman, MD; Tanzeema Hossain, MBChB; Jennifer Kesselheim, MD; Alan Leichtner, MD, MSHPEd; Clifford Lo, MD, ScD; Alexander McAdam, MD; Joshua Nagler, MD; Elizabeth Rider, MD, MSW; Christiana Russ, MD; Thomas Sandora, MD; David Urion, MD; Debra Weiner, MD; Alan Woolf, MD

Academic and Clinical Affairs, Office for
http://hms.harvard.edu/departments/office-academic-and-clinical-affairs
Nancy Tarbell, MD - Dean for Academic and Clinical Affairs
Main contact for inquiries regarding the Office of Academic and Clinical Affairs:
Maureen Bergeron, Senior Administrative Coordinator at 617-432-7460 or maureen_bergeron@hms.harvard.edu

The Office for Academic and Clinical Affairs encompasses the Office for Faculty Affairs, the Office for Diversity Inclusion and Community Partnership, as well as the Office for Professional Standards and Integrity.

The mission of the Office for Academic and Clinical Affairs is to uphold a commitment to excellence in academic affairs and ethical standards throughout the Harvard Medical community and to develop and nurture a diverse faculty through policies, practices and programs.

The Office for Academic and Clinical Affairs supports the academic and clinical activities of HMS faculty with an emphasis on faculty development and diversity. Specifically, the Office:

- Coordinates the selection process for limited competition funding opportunities (i.e., HMS Foundation Funds: http://hms.harvard.edu/foundationfunds.
- Conducts clinical department reviews: http://hms.harvard.edu/content/clinical-department-review-program.
• Maintains agreements with HMS-affiliated hospitals and research institutions: http://hms.harvard.edu/hms-affiliates.

• Serves as Dean’s Office liaison for some of the HMS initiatives, programs, centers and institutes: http://hms.harvard.edu/departments/office-academic-and-clinical-affairs/initiatives-programs-centers-and-institutes

**HMS Foundation Funds Program:**
Contact: Betty Carbunari at 617-432-7463 or betty_carbunari@hms.harvard.edu
The HMS Foundation Funds Program administers the nomination process for HMS/HSDM faculty and postdocs for funding opportunities from private foundations that require candidates to be nominated by either Harvard Medical School or Harvard University. Each year, several foundations invite HMS/HSDM junior faculty members and postdocs to apply for their fellowships and grants, which serve as critical funding at the early stages of a research career. Interested investigators must first apply internally through the HMS Foundation Funds, and a committee will select the final candidates who will then submit applications to the foundations.

Additionally, a number of funding opportunities are available solely to our faculty. These are different from the typical Foundation Funds awards because applicants do not go on to compete against applicants from other universities at the national level, and therefore no institutional nomination is required.

**Clinical Department Review Program:**
Contact: Sara Kiarsis at 617-432-7543 or sara_kiarsis@hms.harvard.edu
Started in 2000, the Clinical Department Review is a joint program between Harvard Medical School and its affiliated hospitals to review the activities of clinical departments on approximately an six-eight-year cycle. The review is a constructive process uses a broad-based perspective in evaluating departmental leadership and overall operation with a focus on key areas in clinical care, research and education. Typically, three outside external reviewers are invited to serve on a committee that meets with the department leadership and its faculty over the course of two days to discuss the department’s activities. At the end of the review the committee delivers the results of their findings to the dean of HMS, the dean for Academic and Clinical Affairs, and the president/CEO of the hospital. Once the Committee has submitted the final written report, a meeting is set up with the head of the department, deans and hospital president/CEO to discuss the report and review the recommendations. Each department is asked to prepare a comprehensive and detailed report of activities over the previous five- to eight-year period. The report also includes information on the faculty and on the teaching, research and clinical programs of the department. Additionally, the department chair includes a strategic plan for the department. The report is shared with the external reviewers, deans and hospital president/CEO approximately one month prior to the review.

Over 60 reviews have been conducted since the Program’s inception in 2000.

**HMS Initiatives, Programs, Centers and Institutes ("Centers"):**
Contact: Sarah Lewis, 617-432-6928, Sarah_lewis@hms.harvard.edu
HMS “centers” are organizational structures created to facilitate interdisciplinary, interdepartmental, and inter-institutional collaboration for novel research and education activities.

The committee for oversight of HMS centers has developed transparent and supportable guidelines for the organization and governance of research and education involving interdisciplinary, interdepartmental and inter-institutional work. These guidelines are detailed in the Principles and Guidelines document available online at: http://hms.harvard.edu/departments/office-academic-and-clinical-affairs/initiatives-programs-centers-and-institutes
Faculty Affairs, Office for
http://www.fa.hms.harvard.edu/
Maureen Connelly, MD, MPH – Dean for Faculty Affairs
The Office for Faculty Affairs is responsible for the promotions and appointments processes at HMS and HSDM, works with committees that address faculty concerns, and serves as a resource to faculty members for issues related to promotion and career development. In addition to meeting with individual faculty members, the Office runs the annual HMS Leadership Development Course for Physicians and Scientists and the Eleanor and Miles Shore 50th Anniversary Fellowship Program for Scholars in Medicine for junior faculty in collaboration with our hospital affiliates. The office also runs orientation programs for new faculty across HMS and HSDM and will hold the fall orientation on October 27, 2014. For further information, visit the website or call 617-432-1540.

Promotion Criteria
http://facultypromotions.hms.harvard.edu/
Harvard Medical School and Harvard School of Dental Medicine criteria for faculty promotion and appointment recognize the broad range of faculty activities that support the academic mission. By allowing the sum total of each faculty member’s contributions and achievements to be considered in the evaluation for promotion, these new criteria provide many different paths to academic advancement for our extraordinary faculty. An overview and explanatory booklets, as well as resources and tools can be found on the website.

Eleanor and Miles Shore 50th Anniversary Fellowship Program for Scholars in Medicine
http://www.fa.hms.harvard.edu/faculty-resources/faculty-development/fellowships/50th-anniversary-shore-fellowships/
The Fiftieth Anniversary Program for Scholars in Medicine was established in 1995 to celebrate the 50th anniversary of the admission of women to HMS and to acknowledge the important contributions of women to the school. As part of this celebration, a fellowship program was established to help junior faculty, women and men, at the point in their careers when they must teach, do research, compete for grants, publish, or practice (if a clinical faculty member) at the same time they may be assuming increased family or other responsibilities. The program was renamed in 2004 to honor the efforts of Dr. Eleanor Shore, former Dean for Faculty Affairs, and Dr. Miles Shore, Bullard Professor of Psychiatry, Emeritus, on behalf of the 50th Anniversary Program for Scholars in Medicine. Most fellowships provide funding of $30,000/1 year.
Eligibility: MD, PhD or equivalent advanced degree, appointment at the level of instructor or assistant professor at HMS or HSDM, and may not have been a past recipient of the Scholars in Medicine Fellowship.
The BCH Office of Faculty Development Career Development Fellowships are included under the HMS Shore 50th Anniversary Fellowship Program for Scholars in Medicine.

HMS Leadership Development Course for Physicians and Scientists
http://www.fa.hms.harvard.edu/faculty-resources/faculty-development/leadership-program/
This course is designed for HMS/HSDM instructors, assistant professors, or associate professors who currently have responsibility for a research grant, laboratory, educational course, or clinical program. This course is intended for those in the early stages of leadership and not for chairs of departments or divisions. The goal of the course is to build on participants’ knowledge base and skills to enhance their professional development as administrative leaders in academic medicine. Participants will acquire skills in institutional organization, financial, legal & regulatory issues, and the full spectrum of communication skills. Women and minorities are particularly encouraged to apply.
Diversity Inclusion and Community Partnership (DICP), Office for
https://mfdp.med.harvard.edu/
617-432-2413; fax: 617-432-3834
164 Longwood Avenue, Room 210
Joan Y. Reede, MD, MPH, MBA - Dean for Diversity and Community Partnership
joan_reede@hms.harvard.edu
The Office for Diversity Inclusion and Community Partnership (DICP) at Harvard Medical School (HMS) was established to promote the increased recruitment, retention and advancement of diverse faculty, particularly underrepresented minority (URM) faculty, at HMS and to oversee all diversity and inclusion activities involving HMS faculty, trainees, students and staff.

DICP’s Minority Faculty Development Program sponsors programs for the development of HMS faculty, with an emphasis on mentoring and leadership, as well as programs that are designed to reach out to the pre-college and college populations with the goal of bringing outstanding, URM students into the pipeline.

DICP’s research and evaluation arm, Converge: Building Inclusion in the Sciences through Research, conducts research that lead to national, regional and local strategies that support workforce diversity and inclusion in the biomedical sciences. The Office also acts as a central resource for monitoring faculty development and diversity efforts of the Harvard Catalyst | The Harvard Clinical and Translational Science Center through its Program for Faculty Development and Diversity. In partnership with the Biomedical Science Careers Program, DICP offers programs aimed at providing the encouragement, support and guidance needed for the successful pursuit of careers in biomedical sciences. The Harvard Medical School Center of Excellence in Minority Health and Health Disparities maintains and builds upon existing educational programs that seek to enhance the academic performance of URM students, strengthens efforts to support the cultural competency preparedness of faculty, trainees, and students, and expands current models for URM faculty development and student/faculty research focusing on issues of minority health and health disparities.

HMS Visiting Clerkship Program
http://www.mfdp.med.harvard.edu/medgrad/vcp/
164 Longwood Avenue, 2nd Floor, Boston, MA 02115
Tel: 617-432-4422 Fax: 617-432-3834 E-mail: vcp_hpssp@hms.harvard.edu
The Visiting Clerkship Program provides housing and reimbursement for travel for fourth-year, and qualified third-year, minority (African-American, Native American and Hispanic American) medical students to participate in the HMS Exchange Clerkship Program. Clerkships last four weeks and are available, space permitting, to full-time students in good standing at accredited US medical schools. The one-month clerkships are available throughout the year.

Harvard Catalyst – Pediatrics Program
http://catalyst.harvard.edu/
Ellis Neufeld, MD, PhD – Co Chair, Child Health Committee, Harvard Catalyst
Harvard Medical School and its affiliated healthcare institutions have established the Harvard Catalyst Clinical and Translational Science Center, to assist students, fellows, and faculty in their research career development. The website provides links to finding research study groups, colloquia and conferences, as well as to the HMS educational and grant programs. A major focus of Harvard Catalyst in its second 5-years of NIH funding is training and career development. Investigators can build a unique research identity by posting their profile through online tools, and, simultaneously, reach out to the HMS community.

HMS ID – HMS Kresge Building at 677 Huntington Avenue, Room 119; tel 617-432-0389; hours are 8 - 4
If you encounter difficulty, please verify that your Department has sent HMS the necessary
administrative paperwork for appointments, or reappointments.

**Joint Committee on the Status of Women (JCSW), HMS/HSDM**

http://hms.harvard.edu/departments/joint-committee-status-women

Phone: 617-432-0719  
Email: JCSW_AdminAssist@hms.harvard.edu

The JCSW is a standing committee of the Dean of the Faculty of Medicine, established in 1973, representing a constituency of women and men faculty, fellows, residents, post docs, students, of the Medical and Dental Schools, and the affiliated hospitals and institutions and staff of HMS and HSDM. The mission of the Committee is to facilitate and enhance the contribution of women at HMS and HSDM by expanding and improving opportunities for leadership and advancement. The members of the JCSW constitute a fabric of connection and a force for institutional evolution—as observers, researchers, analysts, commentators, mentors and educators. Past achievements include helping to establish the Ombuds Office (see below), and the Archives for Women in Medicine. Visit the JCSW website for more information, including a calendar of programs and events, as well as these links: HMS websites on promotion and fellowships; Offices for Women at Harvard Hospitals; the Ombuds Office; the Office for Work and Family. The JCSW accomplishes its goals through the work of subcommittees and task forces such as Child Care; Flextime and Job Sharing; Joseph B. Martin Dean's Leadership Award for the Advancement of Women Faculty and Staff; Membership; Mentoring; Outreach and Development; Programming; Salary Equity; Technology and Communication. The JCSW documents obstacles and opportunities for advancement of women, offers and promotes educational programs, networking, and provides recommendations to the Dean. JCSW membership is open to all faculty, trainees, students, and quad staff.

Boston Children's Hospital faculty/staff who are currently JCSW members:  
Eman Ansari, MD, MPH; Dusica Bajic, MD; Donna Brezinski, MD; Diana Carlone, PhD; Martha Cesena, MD; Maria Chahrour, PhD; Kathryn Commons, PhD; S. Jean Emans, MD; Nadine Gaab, PhD; Carleen Irwin, PhD; Hannah Kinney, MD; Mary Frances Lopez, PhD; Mary Ellen McCann, MD; Mary Mullen, PhD, MD; Bonnie Padwa, MD, DMD; Andrea Farkas Penaude, PhD; Adrienne Randolph, MD; Rachel Schmitt, PhD; Laura Simons, PhD; Samantha Spencer, MD; Anne Marie Stack, MD; Diane Stafford, MD; Catherine Stamoulis, PhD; Amy Szarkowski, PhD; Lisa Teot, MD; Nicole Ullrich, MD, PhD; Susan Waisbren, PhD; Julia Wong, PhD; Maxine Milstein, MBA

**Ombuds Office, HMS/HSDM/HSPH**

http://hms.harvard.edu/departments/ombuds-office  
164 Longwood Avenue; Ombuds tel: 617-432-4040; Office tel: 617-432-4041  
Melissa Brodrick, MED – Ombudsperson, melissa_brodrick@hms.harvard.edu

The Ombudsperson for HMS/HSDM/HSPH provides impartial assistance to Harvard faculty, staff, students, trainees and appointees at the affiliated institutions whose concerns are impacting their work or studies. The Ombuds Office offers a highly confidential, independent and informal forum in which to help visitors to clarify their concerns, identify their goals and consider all of their options in managing or resolving their concerns. Options can range from simply talking about problems to filing a formal complaint. The Ombudsperson provides coaching in written and verbal communications, informal mediation, meeting facilitation, shuttle diplomacy, upward feedback and information about policies/procedures and resources. Concerns include but are not limited to career management, working conditions, sexual harassment, discrimination, professional/scientific misconduct, authorship, personality conflicts, fear of retaliation, favoritism and feelings of stress/anxiety. Any issue may be brought to the Ombudsperson.
Harvard Longwood Campus – Work/Life Program
http://hms.harvard.edu/humanresources/worklife-harvard-longwood
Work/Life Seminars and Webinars: http://www.hsph.harvard.edu/human-resources/worklife/seminars/
Susanna Katsman, Ed.M. - Work/Life Program Manager
Email: worklife@hsph.harvard.edu; Phone: 617-432-1048

The Work/Life Program Manager oversees a series of lunchtime educational seminars addressing family and wellness issues. These seminars are open to all HMS affiliated hospital faculty and staff. Please feel free to bring your own lunch and join us to hear from experts in their fields. Work/Life also maintains relationships with wellness vendors who serve the Longwood area such as Parents in a Pinch in addition to seeking out new programs that can support faculty and staff in Longwood.

“This project is extremely important, but it has no budget no guidelines, no support staff and it’s due tomorrow morning. At last, here’s your chance to really impress everyone!”
© 1996 Randy Glasbergen. E-mail: randy@glasbergen.com
Appendix

**Boston Children's Hospital Senior Leadership**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sandra Fenwick, MPH</td>
<td>Chief Executive Officer and President</td>
</tr>
<tr>
<td>Kevin Churchwell, MD</td>
<td>Executive Vice President of Health Affairs and Chief Operating Officer</td>
</tr>
<tr>
<td>Dick Argys, MHSA</td>
<td>Chief Administrative Officer</td>
</tr>
<tr>
<td>August Cervini, MBA</td>
<td>Vice President, Research Administration</td>
</tr>
<tr>
<td>Margaret Coughlin, MBA</td>
<td>Senior Vice President and Chief Marketing and Communications Officer</td>
</tr>
<tr>
<td>Gary Fleisher, MD</td>
<td>Physician-in-Chief</td>
</tr>
<tr>
<td>Naomi Fried, PhD</td>
<td>Chief Innovation Officer</td>
</tr>
<tr>
<td>Michael Gillespie, MPH</td>
<td>Vice President, Clinical Services</td>
</tr>
<tr>
<td>Joshua Greenberg, JD, MA</td>
<td>Vice President, Government Relations</td>
</tr>
<tr>
<td>Sophia Holder</td>
<td>Vice President, Finance (starting 8/14)</td>
</tr>
<tr>
<td>Kathy Jenkins, MD, MPH</td>
<td>Director, Patient Safety and Quality</td>
</tr>
<tr>
<td>James Kasser, MD</td>
<td>Surgeon-in-Chief</td>
</tr>
<tr>
<td>Daniel Nigrin, MD, MS</td>
<td>Chief Information Officer</td>
</tr>
<tr>
<td>Stuart Novick, JD</td>
<td>Senior Vice President and General Counsel (through 9/30/14)</td>
</tr>
<tr>
<td>Michelle Garvin, JD</td>
<td>Senior Vice President and General Counsel (starting 10/1/14)</td>
</tr>
<tr>
<td>Philip Rotner, MBA</td>
<td>Chief Investment Officer</td>
</tr>
<tr>
<td>Inez Stewart, MEd</td>
<td>Vice President, Human Resources</td>
</tr>
<tr>
<td>Lynn Susman</td>
<td>President, Children's Hospital Trust</td>
</tr>
<tr>
<td>Douglas Vanderslice</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>Wendy Warring, JD</td>
<td>Senior Vice President, Network Development</td>
</tr>
<tr>
<td>Charles Weinstein, JD</td>
<td>Vice President, Real Estate Planning and Development</td>
</tr>
<tr>
<td>Laura Wood, DNP, MS, RN</td>
<td>Senior Vice President of Patient Care Operations and Chief Nursing Officer</td>
</tr>
</tbody>
</table>

The Boston Children's Hospital Fellowship, Research Award, and Program Award Luncheon

2013 Fellowship recipients with Sandra Fenwick, President and CEO, and Jean Emans, MD, the Director of the Office of Faculty Development
Boston Children’s Hospital Chiefs – Departments and Divisions

Anesthesia
- Cardiac Anesthesia: James DiNardo, MD
- Critical Care Medicine: Jeffrey Burns, MD
- Pain Medicine: Charles Berde, MD, PhD
- Perioperative Anesthesia: Lynne Ferrari, MD

Cardiac Surgery: Pedro Del Nido, MD

Cardiology
- Associate Chief - Academic Affairs: Jane Newburger, MD, MPH
- Associate Chief - Clinical Operations: Steven Colan, MD

Cardiac Surgery: Pedro Del Nido, MD

Cardiology: James Lock, MD

Dental: Man Wai Ng, DDS, MPH

Laboratory Medicine: Orah Platt, MD

Medicine
- Deputy Chairman: Frederick H. Lovejoy, Jr., MD
- Adolescent Medicine: S. Jean Emans, MD
- Developmental Medicine: Leonard Rappaport, MD
- Emergency Medicine: Richard G. Bachur, MD
- Endocrinology: Joseph A. Majzoub, MD
- GI/Nutrition: Wayne I. Lencer, MD, PhD
- General Pediatrics: Mark Schuster, MD, PhD
- Genetics/Genomics: Christopher A. Walsh, MD, PhD
- Hematology/Oncology: David Williams, MD
- Immunology: Raif S. Geha, MD
- Infectious Diseases: Michael Wessels, MD
- Molecular Medicine: Stephen C. Harrison, PhD
- Nephrology: Friedhelm Hildebrandt, MD
- Newborn Medicine: Stella Kourembanas, MD
- Respiratory Diseases: Craig J. Gerard, MD, PhD

Neurology: Scott Pomeroj, MD, PhD

Neurosurgery: Alan Cohen, MD

Ophthalmology: David Hunter, MD, PhD

Orthopedic Surgery: Peter Waters, MD

Otolaryngology: Michael J. Cunningham, MD

Pathology: Mark Fleming, MD, DPhil

Plastic Surgery: John Meara, MD, DMD, MBA

Psychiatry: David DeMaso, MD

Radiology: Richard Robertson, MD

Surgery: Robert Shamberger, MD
- Gynecology: Marc Laufer, MD

Urology: David Diamond, MD

Interdisciplinary Programs
- Bioinformatics: Isaac Kohane, MD, PhD
- Cellular and Molecular Medicine/Immune Disease Institute: Frederick Alt, PhD
- Clinical Research Center: Co-Chiefs: Stavroula Osganian, MD, ScD, MPH; Ellis Neufeld, MD, PhD
- Neurosciences: Clifford Woolf, MD, PhD
- Stem Cell/Developmental Biology: Leonard Zon, MD
- Translational Research Program: David Williams, MD
- Vascular Biology: Marsha Moses, PhD
Harvard Medical School – Academic Leadership

Dean of the Harvard University’s Faculty of Medicine - Jeffrey Flier, MD
Dean of the Harvard School of Dental Medicine - Bruce R. Donoff, DMD, MD
Dean for Academic and Clinical Affairs - Nancy Tarbell, MD
Dean for Faculty Affairs - Maureen Connelly, MD, MPH
Dean for Medical Education - Jules Dienstag, MD
Dean for Graduate Education - David Golan, MD, PhD
Dean for External Education – David H. Roberts, MD
Dean for Clinical and Translational Research - Lee Nadler, MD
Dean for Diversity and Community Partnership - Joan Reede, MD, MPH, MBA
Interim Executive Dean for Administration and Chief Financial Officer - Wesley Benbow, MBA
Dean for Faculty and Research Integrity - Gretchen Brodnicki, JD
Director of the Harvard Medical School Academy - Richard Schwartzstein, MD
Ombudsperson - Melissa Brodrick, MEd

For complete Offices of the Deans, see: hms.harvard.edu/public/deans/index.html

For Harvard Medical School Standing Committees, see fa.hms.harvard.edu/faculty-governance-and-committees/standing-committees/

Related Web Sites

Bok Center for Teaching for assistance in teaching techniques: http://www.fas.harvard.edu/~bok_cen/

Teaching Opportunities, HMS Office of Educational Resources
http://mycourses.med.harvard.edu/HMSteaching.asp

Harvard Affiliated Housing provides information about housing for faculty and links to related resources
https://harvardlive.secureportaln.net/HarvardUniversityHousing/index.aspx