



# The Office for Postdoctoral Fellows at Harvard Medical School

## 2017 Annual Report

---

### Overview

The HMS/HSDM Office for Postdoctoral Fellows (herein referred to as the OPF or the Office) is engaged at all levels of the institution to actively, 1) promote the career development of postdoctoral fellows, 2) ensure fair and equitable treatment, and 3) advance policies consistent with the nature of temporary advanced training. The Office works in close collaboration with representatives from the teaching hospital affiliates of Harvard Medical School, Harvard University's Office for Postdoctoral Affairs and Harvard's T.H. Chan School of Public Health Office of Faculty Affairs to offer training seminars of broad interest, discuss postdoctoral policies and procedures unique to each institution and nationally, and create a broader community for postdoctoral fellows.

Through a combination of administrative initiatives and educational activities, the OPF actively assists postdoctoral fellows in obtaining the skills necessary to pursue both academic and other careers in science and beyond. By supplementing the training received in the laboratory with career development guidance and ancillary research skills instruction, the Office seeks to maintain the institutional reputation of recruiting and training the best biomedical researchers and scientific leaders of tomorrow. Currently the Office serves and supports over 930 postdoctoral fellows at HMS/HSDM [see Appendix B for demographics and data of postdoctoral fellows].

The engine of the basic research laboratories at HMS is the postdoctoral workforce. This component of the scientific workforce, historically invisible and under supported, has become an important aspect of the national discussion of issues relating to funding and the biomedical research workforce ([postdoc.hms.harvard.edu/tools-resources](http://postdoc.hms.harvard.edu/tools-resources)). HMS has long supported our postdoctoral fellows through an active and successful program run out of the OPF. This support and career development is critical to our postdoctoral fellows' success here at HMS and when they move on to professional positions, whether that be in academia, industry or elsewhere.

### Mission

The mission of the OPF is to:

- Enhance the development and experience of the postdoctoral community by recognizing the valuable contributions of postdoctoral fellows.
- Develop a firm foundation on which to build a comprehensive training and career development experience.
- Encourage individual responsibility.
- Foster mentoring.
- Cultivate a sense of community.

### History

The OPF officially opened in September 2001 under the guidance of the HMS Office for Faculty Affairs and the Human Resources' Faculty Services Unit. The Office was established in direct response to the recommendations of The *ad hoc* Committee to Consider the Status of Postdoctoral Fellows at Harvard Medical School (est. July 1997) and its charge was to monitor the implementation of postdoctoral policies to ensure consistent and uniform application of those policies throughout HMS and HSDM. In 2004, oversight of the OPF was transferred to the Dean's Office for Basic Sciences and Graduate Studies. In November of 2007, the OPF was provided a physical space in the link level of Gordon Hall in a suite that contains a meeting area and lounge space for Quad-based postdoctoral fellows as well as office space for staff. This marked an important transition with institutional commitment for operational support, allowing for the development of meaningful programming in professional development for the postdoctoral community.

### Organization

The OPF is organizationally situated within Dean David Golan's Office for Basic Sciences and Graduate Education. The Office's activities, programs, and mission are administered by James Gould, PhD, Director, and Michaela Tally, Program Coordinator. The OPF Faculty Advisory Committee counsels and weighs in on program and policy development [see Appendix A]. The OPF is strategically located on the link level of Gordon Hall in Room 006. The location has proven to be a key factor in visibility amongst the postdoctoral community as this is a heavily traveled corridor.

## Major Initiatives & Activities

### *New Postdoc Orientation & Research Resource Symposium*

Every six weeks, the OPF hosts a New Postdoc Orientation ([postdoc.hms.harvard.edu/orientation](http://postdoc.hms.harvard.edu/orientation)) for incoming quad-based postdoctoral fellows. The orientation is an important opportunity for new postdoctoral fellows to obtain the necessary resources they need for living and working in and around the HMS/HSDM community. Postdoctoral fellows learn about the postdoc office, research support infrastructure, administrative systems, research policies, and receive an overview of the many benefits of working at Harvard. Representatives from the following offices attend to introduce their offices and services:

OPF, Benefits Office, Bioinformatics Analysis & Training, BBIC, Committee on Microbiological Safety, Countway Library of Medicine, Diversity Inclusion & Community Partnership, Harvard Catalyst, Harvard International Office, HMS/Longwood Ombudsperson, HMS Research Computing, HMS Research Core Facilities, HMS Security & HUPD, HMPA, HUIT & HMS IT Security, Human Resources & Title IX, JCSW, Office for Academic & Research Integrity, Office of the IACUC, Office of Human Research Administration, Office of Technology Development, Office of Work and Family, Research Data Management, Research Imaging Solutions, and Sponsored Programs Administration.

### *Responsible Conduct of Research (RCR)*

While the OPF has always supported, recruited, and advertised for RCR at HMS ([bioethics.hms.harvard.edu/rcr](http://bioethics.hms.harvard.edu/rcr)), in 2015 the office was tasked with taking a more active role. James Gould is now a Course Co-Director where he is responsible for coordinating logistics with the Center for Bioethics, scheduling RCR sessions, recruiting faculty/staff speakers, and facilitating sessions on Mentoring, Collaboration, and Scientific Citizenship.

### *Postdoc Training Curriculum*

The OPF has built a robust curriculum over the past 15 years, and is now offering as many as 150 events annually in skills development, career development and community building. In addition to the office staff, programming involves members of our faculty and staff at HMS as well as contracted outside experts. A major initiative of the Office has been the development and implementation of a comprehensive training curriculum for postdoctoral fellows to address the need for mastering core competencies. The programming includes a number of modules in skills development covering topics such as individual development planning, communicating science, identifying funding opportunities and grant writing. Career development activities include extensive programming relevant to all career pathways for scientists, networking, leadership and lab management essentials, CV and resume workshops and essentials for conducting a job search. The curriculum provides training opportunities on each topic annually to enhance the training experience while preparing postdoctoral fellows for the next stage in their careers [see [postdoc.hms.harvard.edu/curriculum](http://postdoc.hms.harvard.edu/curriculum) and Appendix D for a full listing].

### *Individual Development Plan (IDP) Training*

The OPF runs bi-monthly workshops using the HMS IDP Annual Planning Tool ([postdoc.hms.harvard.edu/tools-resources](http://postdoc.hms.harvard.edu/tools-resources)), a mentoring tool that links research goals with career development and progress towards independence. It is meant to foster an ongoing and recurring discussion that involves evaluation, goal setting and feedback with input from both postdoc and PI. These workshops lay out tools and strategies for choosing the right research environment to thrive as a postdoc as well as planning, and executing, a successful postdoc tenure. This training covers what postdocs need to know, and do, to efficiently advance in their early research career via an effective use of their IDP. The HMS IDP template provides an open framework that can facilitate an annual planning meeting between the postdoc and PI that addresses research and professional progress.

### *Postdoc Advocacy*

The Office serves as an advocate for postdoctoral fellows at HMS and promotes discussion of the workforce issues and concerns within the community. Another important component of advocacy for the postdoctoral fellows lies with the Harvard Medical Postdoctoral Association (HMPA; [hmpa.hms.harvard.edu](http://hmpa.hms.harvard.edu)). The OPF advises and interacts with the governing board of HMPA, provides guidance and support including sponsoring their monthly meetings and providing funding for their activities. Recently the OPF helped stimulate and support members of the HMPA with a grassroots effort around the postdoctoral experience and biomedical workforce issues, supporting them in developing and launching local and national discussions of the Future of Research (FoR; [futureofresearch.org](http://futureofresearch.org)). Now a Non Profit Organization, FoR have organized symposia and helped to stimulate grassroots efforts among postdoctoral fellows across the country. The OPF and HMPA collaborate with the newly formed Boston Postdoctoral Association

([bostonpostdocs.org](http://bostonpostdocs.org)) of postdocs and PDAs across the Greater Boston area. In June 2017, the OPF and HMPA were Gold Level sponsors of the BPDA's Boston Symposium on Careers & Collaborations in Science ([BSoCCS](http://BSoCCS)).

### *Lending Library*

The OPF has an ever-expanding lending library ([postdoc.hms.harvard.edu/library](http://postdoc.hms.harvard.edu/library)), which offers an extensive collection to Harvard Longwood Medical Area postdoctoral fellows for a three-week borrowing period. Topics range from writing a grant application to navigating the NIH submission process, careers inside/outside of academia, interviewing skills, academic teaching, applying for academic positions, CVs/resumes/cover letters, scientific presentation skills, and lab management basics. Each title has one "in office" copy and at least one copy to be borrowed.

### *OPF Website*

The recently relaunched OPF website ([postdoc.hms.harvard.edu](http://postdoc.hms.harvard.edu)) serves as a virtual postdoc manual and a comprehensive resource for current and incoming postdocs, department administrators, and faculty. Incoming postdocs can access the getting started guide for new postdocs, explore relocation resources, and sign up for New Postdoc Orientation. The website also includes information on the OPF's professional development curriculum, upcoming and past events ([postdoc.hms.harvard.edu/calendar](http://postdoc.hms.harvard.edu/calendar); dating back to 2006), information about research and support offices at HMS, an overview of postdoc benefits and policies, and resources to help find funding and explore career options. Visitors to the website can also download important articles, the IDP template, boilerplates for grant submissions, and standardized offer letters among others.

### *Career Advising & Coaching*

A major need expressed from the HMS postdoctoral community is for one-on-one, individualized career advising and coaching. Because many postdoctoral fellows go on to pursue careers outside of academia, they must seek advice and guidance in addition to their faculty mentors. Since postdoctoral fellows are unable to access the resources of the HU Office of Career Services, James Gould, offers one-on-one advising sessions providing assistance in navigating a postdoc, exploring diverse career paths, and résumé, CV, and application material critiques for job searching.

### *Building Diversity*

In an effort to promote a diversity of backgrounds, perspectives, and experiences among its faculty and trainees, the OPF has partnered with the Office for Diversity Inclusion and Community Partnership to offer the Dean's Postdoctoral Fellowship. This two-year fellowship is awarded annually to two promising researchers, particularly researchers from underrepresented minority and disadvantaged backgrounds, in the fields of basic or social sciences. The OPF has also formed a partnership with HMS Joint Committee on the Status of Women (JCSW). In addition to the OPF Director currently co-chairing the Community Engagement Committee, we plan to form peer mentoring circles for faculty, staff, and postdocs as well as hosting the Path of Professorship for Postdoctoral Women.

## **Policy and Outreach Activities**

### *Policy and Procedures*

As trainees, postdoctoral fellows are not considered students, staff, or faculty and therefore exist outside of the established policies and procedures for those populations. While the OPF serves as a repository for commonly accepted practices and interprets any existing policies that pertain to this segment of the academic community, there are many issues that arise for which no established policy may be referenced. While the Office has helped to establish a number of policies there remains a need for a concise and fully articulated postdoctoral policy. A comprehensive policy would ensure equitable institutional treatment for every postdoctoral fellow working in quad-based laboratories at Harvard Medical School and School of Dental Medicine. Below are several key areas where the OPF has been working to help establish policies and best practices:

Standardized Appointment Letters – provide a template offer letter to be used for all postdoctoral fellow appointments to ensure specific information is conveyed regarding the training status and expectations of the fellowship, as well as information pertaining to the Participation Agreement, COI, and Research Integrity.

Termination Policy – established the existing policy and practice for 90-day notice for no-fault terminations. We continue to work with HR and the departments to offer standardized termination letters.

Grievance Procedure – a policy/mechanism should be developed for which postdoctoral fellows have the ability to file a grievance. While few circumstances warrant such intervention, it is important that a formal mechanism exist beyond the

scope of the Ombuds Office. Depending on the nature of the grievance, postdoctoral fellows are also able to utilize HR and/or the Office for Academic & Research Integrity. Recently, University Title IX policies have been developed and implemented, which include procedures for postdoctoral fellows.

Term Limits – a policy should be adopted that limits the number of years one can serve as a postdoctoral fellow at HMS/HSDM. It is strongly recommended that a term of no more than 5-6 years be spent in advanced training with extension requests to be evaluated on an individual basis by academic leadership/Faculty Advisory Committee. This recommendation has been actively discussed but not yet implemented.

Institution of Salary Policy – working with the Dean of the Faculty of Medicine, in consultation with the pre-clinical Chairs, the Dean for Basic Science and Graduate Education and the OPF Director set the minimum salary/stipend for postdoctoral fellows at or slightly above the NRSA fellowship amounts determined by the NIH for years of service post-grad [see Appendix C for recent salary levels].

Policy on Volunteer Postdocs – the Harvard University Office of General Counsel has recently returned a decision that the nature of research work conducted by postdoctoral fellows does not qualify as volunteer work under the Harvard volunteer guidelines. Consistent with this decision, Harvard Medical School should establish a visible policy that “volunteer” postdoctoral fellows are not to be appointed in quad basic science departments.

## ***Outreach***

### **Harvard, HMS, and Local/Regional Committee Participation**

In recent years, the OPF and its Director have made great strides in outreach and inclusion within the Harvard/HMS community. Several of the committees, organizations, and collaborations in which the OPF participates are listed below:

Founding Member: Harvard Tax Leadership Team, Visas@HMS Administrative Team, Tools & Resources Administration Committee (TRAC), and HMS Data Management Working Group

Member: HMS Taskforce for Diversity & Inclusion Metrics Subcommittee, HMS Safety Committee, Harvard Postdoc Hiring Working Group, HMS HR Online Academic Appointment Strategy Team, HMS Joint Committee on the Status of Women, and MyHMS Ambassador

Programming Partner: FAS Office for Career Services, HMS Ombuds, Harvard Catalyst, Countway Library, Curriculum Fellows Program, Harvard Office for Technology Development, Harvard innovation lab, MassBioEd Council, Boston Biomedical Innovation Center, Naturejobs Career Expo Boston, and the Office for Diversity Inclusion & Community Partnership [see Appendix D]

Policy & Compliance Advisor: HMS Basic Science Administrators Group, HMS Finance Managers Group, HMS Human Resources, HMS Information Technology, HMS Office of Faculty Affairs, HMS Office for Academic and Clinical Affairs, HMS Office of Academic and Research Integrity, and the Harvard Office of the President and Provost

### **Postdoc Office Consortium of Harvard Affiliated Institutions (PDOC)**

Formed in September 2006, the PDOC consists of faculty directors and administrators responsible for postdoctoral affairs at HMS, Harvard, HSPH, BWH, BCH, DFCI, Joslin, BIDMC, McLean, and MGH including FAS Office of Postdoctoral Affairs, HSPH Office of Faculty Affairs, BWH Office for Research Careers, MGH Office for Research Careers Development, BCH Office of Fellowship Training, and DFCI Postdoctoral and Graduate Affairs Office. The group meets 3-4 times a year, and serves as a forum to discuss best practices and share information. The group has co-hosted a number of events including the 2008 Annual Meeting of the National Postdoctoral Association at the NRB Conference Center.

### **National Postdoctoral Association (NPA)**

The OPF is an institutional sustaining member of the NPA, and the OPF staff participates in annual meetings. The NPA's key focus is on advocacy, resource development, and community building. Participation in discussions at the national level has afforded the OPF the opportunity to contribute to and keep abreast and ahead of trends and best practices. As an institutional member, HMS postdoctoral fellows are granted “Affiliate Member” status, which unlocks a wealth of resources on the NPA's members-only content sites.

## **Association of American Medical Colleges Group on Graduate, Research, Education, and Training**

OPF leadership attends and participates in the annual GREAT Group meeting. The Group provides professional development to, and fosters the exchange of information and ideas among, the faculty and administrative leaders of biomedical PhD, MD-PhD, and postdoctoral programs.

## **Graduate Career Consortium (GCC)**

The OPF is a member of the GCC. The GCC shares resources, guidance, and best practices with offices that provide career and professional development for doctoral students and postdoctoral scholars at GCC member institutions. The GCC provides national leadership and serves as a national voice for graduate and postdoctoral career and professional development. This consortium has a national meeting and 1-2 regional meetings annually.

## **Tracking Initiatives**

### *Postdoc Tracking*

In July 2008, HMS Information Technology (IT) released a custom database built for the tracking of postdoctoral fellows at the request of and in collaboration with the OPF. In consultation with the Faculty Services Unit of Human Resources and IT, the application design draws information from several warehouse databases to provide robust reporting capabilities and the ability to upload data into an application-specific database for future tracking. Born out of the need to report annually on the HMS postdoctoral community for the NSF/NIH Survey of Graduate Students and Postdoctorates in Science and Engineering, the scope of the application was expanded to capture and store salary information, years of service, prior postdoctoral experience, degree information, and first out data. The reporting features of the Postdoc Tracking application affords the OPF the ability to have up-to-date reliable information on the postdoctoral fellow population in quad-based departments and the hospital affiliates (although in a more limited capacity).

### *Exit Metrics and Alumni Tracking*

To assess the training environment and future placement of exiting HMS postdoctoral fellows, the OPF has proposed to implement several key initiatives to collect data, foster an alumni network, and provide professional networking for current postdoctoral fellows in the following three areas:

“First-Out” Data – A design feature of the Postdoc Tracking application (see above) is the uploading of “first-out” information regarding the type of position and institution to which they have been hired. Data is collected via an eCommons form and entered by staff.

Exit Survey – An anonymous exit survey was designed to capture information on the training environment (individual lab and institution), mentoring relationship, and professional development experienced while at HMS. Administered through SurveyMonkey.com, metrics may be obtained with anonymity regarding culture and garners a wealth of information to inform future initiatives and programming.

Postdoc Networking Group – In creating an alumni database, the obstacle of maintaining current information for alumni postdoctoral fellows is often insurmountable. The solution was to utilize an existing popular professional networking site. Postdoctoral fellows (past/present, quad/hospital-based) are invited to join a HMS Postdoc Networking Group on LinkedIn ([linkedin.com/groups?gid=1013267&trk=hb\\_side\\_g](https://www.linkedin.com/groups?gid=1013267&trk=hb_side_g)) that allows users to create profiles and maintain them throughout their professional careers. To date, there are over 2900 members in this group.

While initial efforts have provided some progress, all are completed on a voluntary basis and we do not yet have the ability to accurately track and report on long-term outcomes for the HMS postdoctoral population. Further challenges are outlined below.

## **Future Goals and Current Challenges**

### *Term Limits*

As mentioned above, the OPF supports implementing a 5-6 year term limit for postdoctoral fellows, with the possibility of requesting extensions beyond this term limit. We have found that in the past five years (2013-17) the average postdoc tenure is about 3.5\* years across *all* departments [\*data are still being analyzed; see Appendix B]. However long the average tenure is, at least 15% of our current postdoc population have been at HMS beyond 5 years. Despite clear term limits at our peer institutions (including Harvard FAS), there has been resistance to this

recommendation among the faculty advisory committee and academic leadership in the departments at HMS. This is an issue that should continue to be considered and discussed.

### ***Individual Development Planning (IDP)***

The OPF has developed tools and programming to support the implementation of individual development planning (IDP). We encourage annual planning meetings between postdoctoral fellows and their mentors and provide templates and guidance for these meetings. The OPF also provides boilerplate language for NIH and NSF submissions and updates that address requirements for professional development and IDP utilization. The OPF has also increased its outreach to faculty, partnering with the Quad Faculty Development Committee to offer faculty workshops and training in the effective use of individual development planning in the lab. The potential impact of widespread and coordinated faculty participation in the IDP process are better retention, faster time to training completion, documentation of progress/issues, better working relationships, and a mutual understanding of research and career path.

### ***Tax and Benefit Implications of Accepting a Fellowship (Stipendee Postdoc)***

While HMS and its faculty encourage postdoctoral fellows to seek outside fellowship funding, there are significant tax and benefit implications to accepting such a fellowship. A change from employee postdoc to stipendee postdoc results in different tax and benefit treatments as outlined here: the University will not withhold tax from non-employee fellowship payments; no longer receive a W2 or 1099 form; may be required to pay quarterly estimated state and federal tax; Benefits (Health, Dental, and Vision) are no longer Pre-Tax Deductions but are now Post-Tax deductions; the amount of money Harvard pays for benefits will now be considered Imputed Income, and will be added to the fellow's Taxable Gross; no longer eligible for a Flexible Spending Account (FSA); no longer eligible to make contributions to a Tax Deferred Annuity (TDA) nor a Roth IRA retirement plan; no longer paying into Social Security (FICA) or Medicare.

### ***Postdoc Classifications: Employee, Stipendee, and Direct Pay***

All HMS quad-based postdoctoral fellows who receive a paycheck (salary or stipend) through Harvard University are eligible to enroll in a University Benefits Plan. The funding source, however, determines the benefits eligibility ([hr.harvard.edu](http://hr.harvard.edu)) that is available to trainees. Having three different classifications creates confusion, unequal access, and disparate processes across departments. The three postdoc classifications are outlined below:

Employee postdocs that receive funding from their PI's research grant and are paid a *salary*. State and Federal taxes as well as Social Security and Medicare payments are withheld, and the University issues a W2 form. Benefits premiums are paid through pre-tax payroll deductions. Pre-tax payroll deductions can also be made for items such as FSA, TDA, and monthly T pass payments.

Stipendee postdocs that receive funding from a fellowship or training grant are not considered employees and are paid a *stipend*. State and Federal taxes as well as Social Security and Medicare payments are NOT withheld from stipend pay. For US citizens neither W2 nor 1099 forms will be issued by the University, however, if a postdoc is a nonresident alien on a stipend, they will be issued a 1042S form in March. Stipendees are expected to pay quarterly estimated State and Federal taxes. (Tax and benefit implications are outlined above.)

Direct Pay postdocs that are paid directly and not through Harvard payroll are not eligible for the benefits plan or any other payroll-based perks offered to Harvard-paid appointees. In addition, they are required to purchase health coverage through the Harvard University Health Services Affiliate, Massachusetts Health Connector, or Affordable Care Act plans.

### ***Childcare***

As the average age of postdoctoral fellows steadily climbs and longer periods are being spent in training, childcare has become a pressing issue for individuals and institutions alike. Keeping talented scientists in the pipeline is critical to the future success of basic science research and has been the focus of much recent discussion. One area that needs to be examined is the disproportionate cost of infant and childcare in the Boston metro area relative to the average postdoctoral fellow salary. Additional issues are access to childcare scholarships for "direct pay" fellows not on Harvard's payroll and more generally availability of quality care in the Longwood Medical Area. An onsite affordable facility would be the ideal solution for postdoctoral fellows and other members of the community, but this would require substantial institutional resources.

### *Quad (Basic Science) versus Hospital Postdocs*

Given the limited resources of the OPF, its primary mission is to support HMS Quad-based postdoctoral fellows, but when there is extra capacity at events an invitation is extended to hospital-affiliated postdoctoral fellows. The postdoc population at the HMS hospital affiliates combined is over 4,000 and they account for upwards of 50% of event attendance annually. Since the hospital to quad postdoc ratio is nearly 4:1, the OPF has had to develop a policy where preference is given to quad postdocs while limiting access to programs and resources to hospital fellows. Much confusion derives from that fact that many hospital postdocs are unsure of their appointment status, where their salary and benefits originate, and what support infrastructure is available at their home institutions. Another layer of complexity comes from departments that make no distinction between quad/hospital since many of their faculty members have dual appointments as well the physical lab location versus the department location. While the OPF has adopted an open-door attitude and has worked with PDOC in sharing resources, it would be helpful to have a more formal process of meeting the needs of all Longwood postdocs without taxing our already stretched budget and efforts.

### *Research Rigor & Reproducibility*

This recent NIH policy ([grants.nih.gov/reproducibility](https://grants.nih.gov/reproducibility)) was announced in October 2015, with implementation starting January, 2016. The policy applies to most research grant proposals (mechanisms R, P, U, K). Rigor and Transparency must be addressed in Progress Reports (RPPR) and will apply to institutional training grants and fellowships (T, F, & K12) in FY17. The OPF has begun to develop a course module that addresses these topics including Experimental Design, Selection Bias, Data Management, and Biostatistical Analysis [See Appendix D].

### *Tracking Outcomes*

The OPF is working across administrative offices to develop a more effective postdoc on-boarding and exit process. Ideally, new processes will include making the Orientation mandatory, a universal exit checklist, a consistent mechanism for obtaining first position out information, and a long-term strategy of career tracking. In addition, the Office is working with HMS IT, HR, and TRAC to update and improve our Postdoc Tracking database and expand the capabilities of the database for tracking demographics and trends in the population. Major obstacles to successful tracking efforts continue to be lack of interest and poor response rates to the exit survey as well as limited office staff time and resources.

## *APPENDIX*

### *Appendix A: The OPF Organization*

#### *Oversight*

**David Golan, MD, PhD**

*Dean for Basic Science and Graduate Education*

#### *Staff*

**James Gould, PhD**

*Director, Office for Postdoctoral Fellows*

**Michaela Tally**

*Program Coordinator, Office for Postdoctoral Fellows*

#### *Faculty Advisory Committee*

##### *Current*

**Angela DePace, PhD**, *Associate Professor, Systems Biology*

**Stirling Churchman, PhD**, *Assistant Professor, Genetics*

**Chenghua Gu, DVM, PhD**, *Associate Professor, Neurobiology*

**Steve Liberles, PhD**, *Associate Professor, Cell Biology*

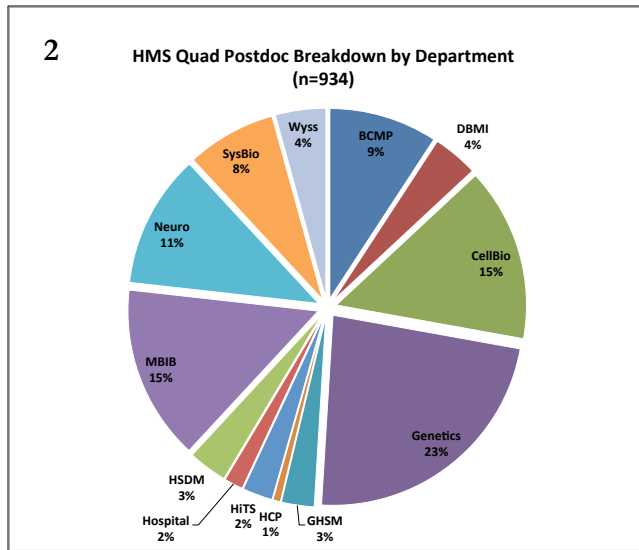
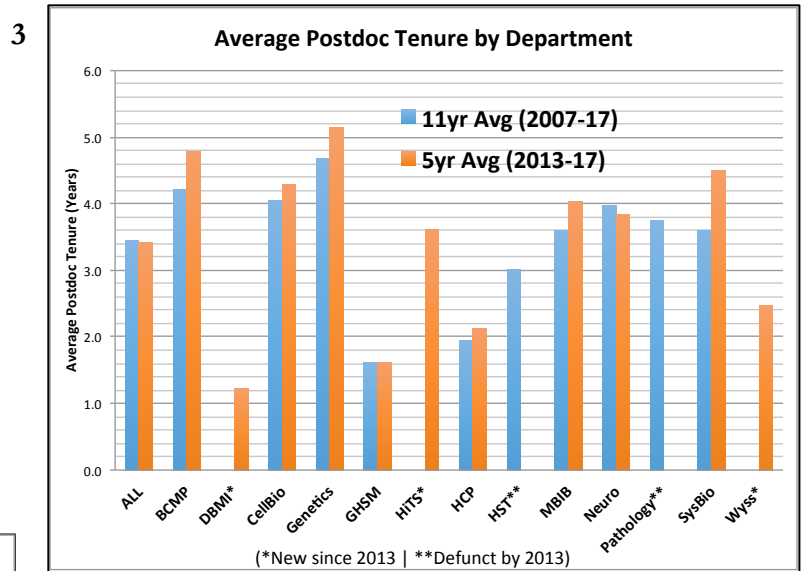
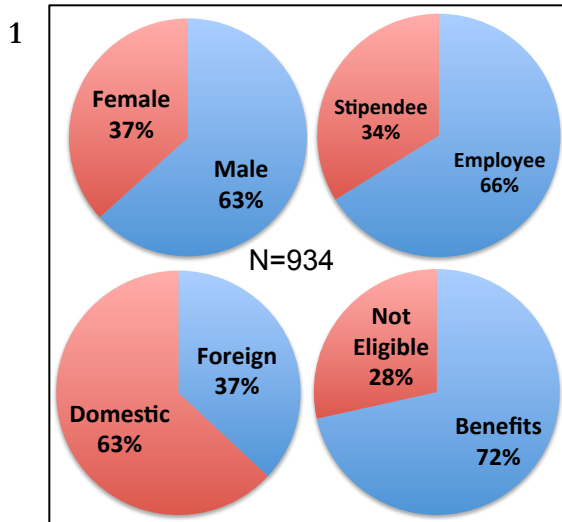
**Johannes Walter, PhD**, *Professor, BCMP, HHMI Investigator*

##### *Past*

**Jesse Gray, PhD**, *Assistant Professor, Genetics*

**David Knipe, PhD**, *Higgins Professor of Microbiology and Molecular Genetics, MBIB*

## Appendix B: HMS Quad-based Postdoctoral Fellow Demographics



**Figure 1:** Demographic breakdown of the current HMS/HSDM quad postdoc population. *Top left pie chart shows the male to female ratio; bottom left chart shows the foreign (visa holders) to domestic ratio; top right shows the employee to stipendee ratio; and the bottom right shows the percentage of postdocs that are benefits eligible (employee+stipendee) and not (direct pay).*

**Figure 2:** HMS/HSDM quad postdoc numbers based on department.

**Figure 3:** Average postdoc tenure at time of termination broken down by department.

## Appendix C: Minimum Salary Levels NIH/HMS

Approved Postdoctoral Salary/Stipend Guidelines beginning July 1, 2017		
Years of Experience	<a href="#">NIH/NRSA Minimum Levels for FY '17</a> (Aug. 10, 2016 - Sept. 30, 2017)	<a href="#">HMS Postdoc Minimum Levels for HMS FY '18</a> (July 1, 2017 - June 30, 2018)
0	\$ 47,484	\$ 47,484
1	\$ 47,844	\$ 47,844
2	\$ 48,216	\$ 48,216
3	\$ 50,316	\$ 50,316
4	\$ 52,140	\$ 52,140
5	\$ 54,228	\$ 54,228
6	\$ 56,400	\$ 56,400
7+	\$ 58,560	\$ 58,560

# Appendix D: Postdoc Programming & Training Curriculum

([postdoc.hms.harvard.edu/calendar](http://postdoc.hms.harvard.edu/calendar); [postdoc.hms.harvard.edu/curriculum](http://postdoc.hms.harvard.edu/curriculum))

## OPF Partnerships in Programming for 2016-17

When developing programs, the OPF looks for opportunities to partner with departments across the School and University to leverage internal expertise and knowledge while reducing costs.

- Academic Job Search Series (*in partnership with the Program in Graduate Education and HSPH Office for Faculty Affairs*)
- Advanced Communication Course for Non-native English Speakers (*in partnership with the Harvard Bridge Program*)
- Advanced Pronunciation Course for Non-native English Speakers (*in partnership with the Harvard Bridge Program*)
- Bioinformatics Bootcamp Summer Course (*in partnership with the Countway Library*)
- Building Professional Relationships (*in partnership with the DFCI Postdoctoral and Graduate Affairs Office*)
- Diverse Careers in Science Policy (*in partnership with the Harvard OCS and FAS OPA*)
- Elements of Teaching and 4-day Teaching Institute (*Simmons College*)
- Green Card & Visa Info Session (*in partnership with the Harvard International Office*)
- Imaging Essentials for Research Series (*in partnership with HMS IT/RIS*)
- Path of Professorship for Postdoctoral Women (*in partnership with the Harvard FAS OPA*)
- Pathways to Entrepreneurship (*in partnership with the Office of Technology Development*)
- Postdoc Ice Cream Social (*in partnership with the Children's Hospital Fellowship Training Office*)
- Postdoc Life Cycle: Negotiating Your Training (*in partnership with the Ombuds Office*)
- Professional Development for Life Scientists Series (*in partnership with Harvard OCS, DMS, and HILS*)
- Promoting & Managing Your Research (*in partnership with the Harvard OCS and FAS OPA*)
- Responsible Conduct of Research (*in partnership with the Center for Bioethics and Office for Academic & Research Integrity*)
- Scientists Teaching Science: Online Teaching Course (*in partnership with the Children's Hospital Fellowship Training Office*)

## OPF Training Curriculum

