

**MUSC College of Medicine**  
**New Faculty Orientation**  
**February 6, 2023**

# Welcome...

Dean Terry Steyer

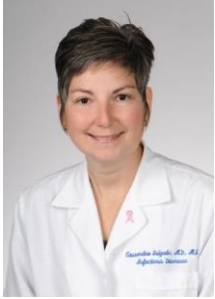
Faculty Affairs, Development, and  
Wellness Associate Deans

Marc Chimowitz, Gary Gilkeson,  
Paul McDermott, Cassy Salgado, and  
Jennifer Nall

<https://medicine.musc.edu/faculty-affairs>

# Today's Program

- Introduction to the COM and the FADW Office- Cassy Salgado
- Faculty Contracts, Diversity & Inclusion, and Resources- Jennifer Nall
- Programming and APT- Gary Gilkeson
- Mentoring and Resources- Marc Chimowitz
- Education Mission and Academy of Medical Educators- Paul McDermott
- COM Research Programs and Strategic Plan- Anand Mehta
- SCTR: South Carolina Clinical and Translational Research Institute and OCR: Office of Clinical Research - Signe Denmark
- MUSC and the Clinical Mission- David Zaas



# Cassandra Salgado, MD, MS

Professor, Department of Medicine  
Senior Associate Dean for Faculty Affairs,  
Development and Wellness  
Director, Infectious Diseases  
Hospital Epidemiologist, MUSC Health

# College of Medicine

- Mission: As academic leaders, offer innovative and inclusive education, training and research in service of compassionate health care delivery. By fostering a diverse educational community, we empower the health professionals and scientists of tomorrow to promote the equitable health and well-being of the residents of South Carolina and beyond
  - Education, Research, Patient Care
- The College of Medicine is comprised of both clinical and basic science departments that are involved in education, clinical care, and research in the basic, translational and clinical sciences

# College of Medicine: By the Numbers



**1,400**  
faculty members



**740**  
medical students



**98%** COM students  
matched to residency opportunities



**850**  
resident physicians



**79** ACGME  
residency programs



**127**  
post-doctoral trainees



**1,500**  
employees



**25** departments,  
including basic sciences  
and clinical



**\$263 M**  
in annual research funding



**998** research  
awards in FY 2021



**102** invention  
disclosures filed in 2021



**74** U.S.  
patents filed in 2021



**9,400+** MDs  
conferred since 1824



**46** foreign  
patents filed in 2021

# MUSC College of Medicine

## Faculty Affairs, Development and Wellness

### **Team:**

Marc Chimowitz, Gary Gilkeson, Paul McDermott, Cassy Salgado, Jennifer Nall, Mary McConnell, and Denise Helton

### **Mission:**

To assist faculty at all levels with successful career development in the areas of education, clinical care, research, administration and wellness

<https://medicine.musc.edu/faculty-affairs>

# Faculty Affairs, Development and Wellness: At a Glance

## Appointment, Promotion & Tenure

---

[Appointment, promotion, and tenure](#) information and guidelines for MUSC faculty

## Researcher Resources

---

View our list of [Researcher Resources](#), including funding opportunities, research education, proposal development, and grant writing support

## Educator Resources

---

[View list and resources](#) for educator opportunities to include AME, ARROW, Telehealth, Writing Center, Apple Tree and more

## Mentoring

---

- [Mentoring Plans \(Department Specific\)](#)
- Mentoring Best Practices: [University of California San Francisco Site & IDP](#)
- ["An institution-wide faculty mentoring program at an academic health care center with 6-year prospective outcome data"](#) published in the Journal of Clinical and Translational Science by MUSC faculty, Dr. Marc Chimowitz, et.al. (PDF)

Tips and Tools for Mentors and Mentees:

 [Faculty Committees](#)

## Faculty Senate

---

## Faculty Engagement in COM Governance - Bylaws & Charters

---

College of Medicine faculty members are encouraged to be actively involved and are fully integrated in the COM committee governance structure, which includes a number of faculty councils and committees:

- Dean's Executive Committee
- Faculty Council
- Appointment, Promotion, Tenure Committee
- Admissions Committee
- Dean's Diversity Council
- Education, Diversity & Student Affairs Committee
- Faculty Development Advisory Committee
- Graduate Medical Education Committee
- Nominations and Elections Committee
- Research Oversight Committee
- Student Progress Committee
- Undergraduate Curriculum Committee

## Programs & Services

---

- Exit Interviews
- [Faculty Development Roundtable Series](#)
- Individual Consults - see Associate Deans contact information above
- [Late Career Transitions](#)
- [New Faculty Orientation](#)
- Special Programs - Leadership Development and special workshops
- [COM Department specific faculty development](#) opportunities

Changing What's Possible





# Jennifer Nall

Associate Dean & Chief of Staff  
Dean's Office, College of Medicine

# Faculty Contracts

- MUSC utilizes annual Faculty Appointment Contracts (FAC) – same format for faculty in each of the Colleges
- Contracts typically run from July 1 – June 30
- Set forth the total anticipated compensation and outline duties, responsibilities and goals for the coming year
- For most new faculty, the offer letter serves as the contract through June 30 of the first year of employment
- Thereafter, each faculty member receives a contract from their department or division on an annual basis; typically prepared in May/June for review & signature.
- If there are disputes between a faculty member and supervisor regarding the FAC, there is a Dispute Resolution Process outlined in the Faculty Handbook.

# Faculty Contracts

- The FAC contains guidelines with respect to compensation tied to faculty rank – this is referred to as “Part A” of the FAC compensation section:

Assistant Professor, \$60,000

Associate Professor, \$80,000

Professor, \$90,000

- Rank compensation applies only to faculty with “regular” faculty appointments, not to faculty with “modified” or “special” faculty rank appointments.
- Any source of funding may be used for rank compensation component of a faculty member’s salary.
- Any potential compensation that exceeds the “rank compensation” is included in “Part B” of the FAC compensation section as “Additional Compensation”.  
This amount can vary from year to year.

# Diversity & Inclusion

- We believe that diversity leads to excellence.
- The goals of our COM Diversity Strategic Plan are to:
  - Expand and enhance opportunities within the COM at all levels for individuals from all backgrounds
  - Promote cultural understanding and cultural competency
  - Increase racial and ethnic diversity reflecting the general population of S.C.
  - Promote racial/ethnic and gender diversity in leadership positions within the COM
- Each department has a diversity plan executed by the department chair, but we are all responsible for ensuring diversity. Faculty, trainees, students, and staff from all backgrounds are needed to have successful diversity and inclusion efforts.

# Diversity & Inclusion

- Current data:

Students      20% URM

Residents     13% URM

Faculty        7% URM

- There are opportunities for faculty involvement in our medical student and resident diversity efforts, which include pipeline programs, student affiliate groups, networking and mentoring programs.
- Recognition/Awards:
  - Currently 94<sup>th</sup> percentile among U.S. medical schools for percent of graduates who are African-American
  - AAMC Institutional Leadership Diversity Award
  - Forbes Best Employers for Diversity

# Resources for Faculty

- Faculty Ombudsman (Dr. Elizabeth Mack)
- Title IX Coordinator and Director of Civil Rights Compliance (Daniela Harris, J.D.)
- Gender Equity Advisors (Drs. Dan Smith and Tina Lopez)
- Employee Assistance Program (Jeni Bowers-Palmer)
- LGBTQ+ Health Services and Enterprise Resources
- Center for the Advancement, Recruitment and Retention of Women (ARROWS) (Dr. Carol Feghali-Bostwick)
- Faculty Council – [Charters and Committees](#)



# Gary Gilkeson, MD

Distinguished University Professor  
Associate Dean for Faculty Affairs,  
Development and Wellness

# Faculty Affairs Roundtables and Other Offerings

- Roundtables offered throughout the year on a variety of topics including wellness and resilience, education, telehealth, promotions, research, and mentoring
- Offered virtually, generally, from 12 -1 pm Thursday
- Sessions on budgeting clinical trials and research grants
- New faculty orientation



# Appointment, Promotion and Tenure

- Promotion and tenure are different decisions and applications at MUSC
- Promotion: reviewed at department and college levels
- Tenure: reviewed at department, college, and university levels
- Separate criteria

# Promotion

- Tenure tracks
  - Clinical Educator
  - Academic Clinician
  - Academic Investigator
  - Academic Investigator/Educator
- Non-tenure tracks
  - Clinical
  - Research
  - Affiliate
  - Adjunct/Visiting

Progression: Instructor –  
Assistant – Associate – Full  
Professor is same in all tracks

# Promotion - Tips

- Know your track!
- Get (and use) a Mentor
- Check progress with Chair/Division Director
- There is no set “time in position” but four years is the recommended minimum
- Know the requirements -  
<https://horseshoe.musc.edu/university/colleges/com/faculty/apt-committee>

# Tenure

- Tenure ensures academic freedom, with the expectation that the faculty member will continue to perform according to accepted standards
- Eligible: Associate or Full Professors on the tenure track
- It is not recommended to seek tenure the same cycle as seeking a promotion
- There is no time clock for tenure at MUSC
- “Long-term value to the University” and “academic maturity” are central issues
  - Not based on publications, grants, per se
  - Intentionally more ambiguous

# APT Summary

- Know your current track
  - Offer letter
  - Determined by Chair
- Work toward promotion criteria within track/rank
- The promotion grid is set at a minimum for publications and grants. If you do not have the pubs, you will not be promoted
- Track can be changed but not the same cycle as a promotion
- Clinical non-tenure track may be more fitting for some faculty as the requirements for promotion are less stringent
- Proactively plan for advancement
  - Mentors
  - Annual conversations/evaluations
- Tenure is qualitatively different from promotion



# Marc Chimowitz, MBChB

Professor, Department of Neurology  
Associate Dean of Faculty Affairs, Development  
and Wellness

# Overall Mentoring Goals

- Improve the quality of mentoring, career development, & job satisfaction of faculty
- Develop mentoring programs that will attract excellent faculty to MUSC
- Increase # of funded junior investigators (K, 1st R01, VA career development, VA Merit)
- Improve scholarly, teaching and clinical activities of clinician educators
- Train current and next generation of mentors

## Mentoring Programs



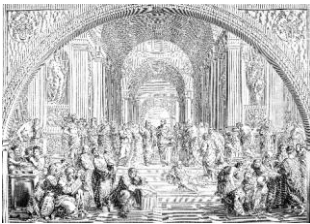
Associate Deans of Faculty Development and Mentor Leadership Council



Department Mentoring Plans



K to R Club



SOCRATES



ARROW and ARROWS



Mentor Training



# Departmental Mentoring Plans

Each COM department has one:

[http://academicdepartments.musc.edu/com/faculty/dept\\_mentoring.htm](http://academicdepartments.musc.edu/com/faculty/dept_mentoring.htm)

# Mentoring Champions

- Each department has a Mentoring Champion to oversee implementation and progress of plan
- Find yours, meet
- Mentoring Champions meet quarterly with Assoc. Deans to solve mentoring problems and strategize
- One Associate Dean responsible for monitoring implementation of mentoring in each department

# SCTR Annual Mentor Training Symposium

- Began in 2010
- Half day – Open to all faculty
- Keynote Address
- Different focus each year:
  - 2022: Wellness for Mentees and Mentors
  - 2021: Mentoring to Support Better Grant Applications
  - 2020: Mentoring in the Age of Digital Technology
  - 2019: Improving Scholarly Writing Skills
  - 2018: Coaching as a Supplement to Mentoring
  - 2017: Professional Communication Skills
  - 2016: Negotiation Skills for Mentors and Mentees

# Mentor Training Course

- Mentoring Competencies





# Paul McDermott, PhD

Professor of Medicine, Division of Cardiology  
Associate Dean for Faculty Affairs, Development  
and Wellness  
Director, Academy of Medical Educators

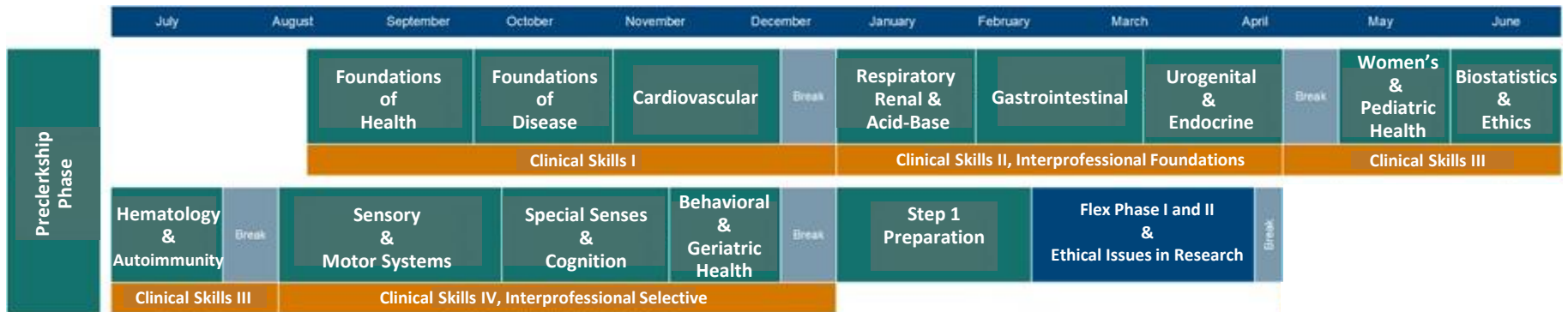
# COM Education Leadership

- Donna Kern, M.D., Senior Associate Dean for Medical Education
- Kristen Hood-Watson, M.D., Assistant Dean for Clinical Curriculum
- E. Ben Clyburn, M.D., ACGME, Designated Institutional Officer and Senior Associate Dean for GME and CME
- William Basco, M.D., Associate Dean for Continuing Medical Education

# COM FLEX CURRICULUM

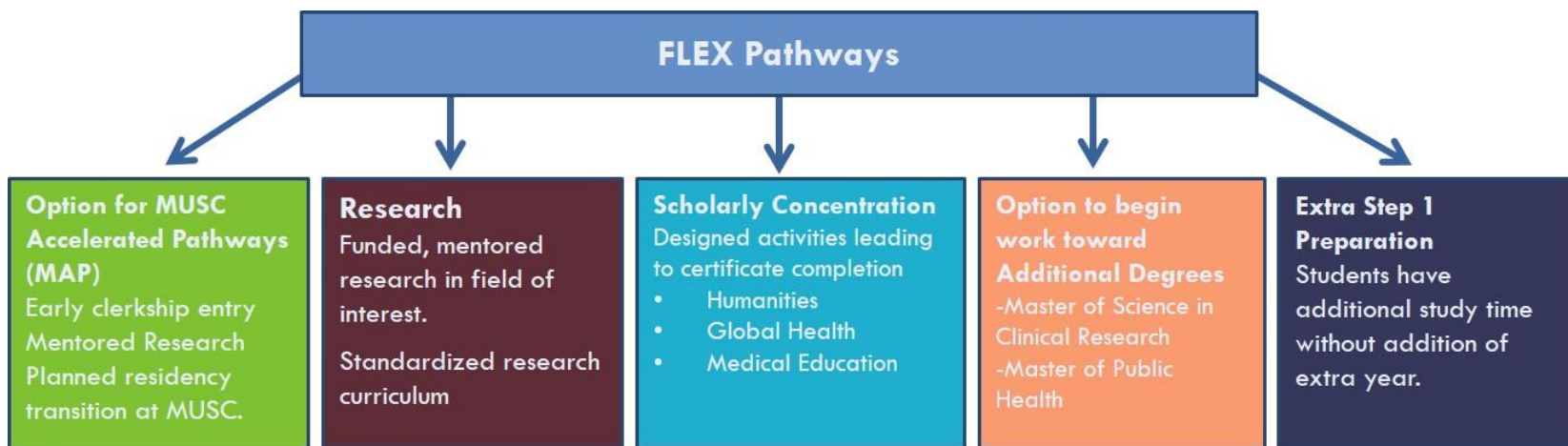
## Systems-based Blocks

### Years 1 and 2



# COM FLEX CURRICULUM

## FLEX Pathways





# COM FLEX CURRICULUM Clinical Phase

## Year 3



The order of rotations varies by student.

## Year 4



The order of rotations varies by student.

# Teaching Opportunities in Undergraduate Medical Education

- Classroom Teaching
- Small Group Preceptors
- Mentoring Flex Projects
- Evidence-based Medicine
- Physical Diagnosis (bedside or simulated-based teaching)
- Procedures/Clinical Skills
- Communication/Interviewing Skills

**MUSC  
COLLEGE OF MEDICINE  
ACADEMY OF MEDICAL EDUCATORS**



EST. 2012

<https://medicine.musc.edu/faculty-affairs/academy-of-medical-educators>

- Recent and Upcoming Events (we take requests!)
- Current Members
- How to Join (it's easy!)
- Portfolio Materials

# Benefits of AME

- Faculty Development in Education: Seminars, Roundtables, Workshops
- Development of Teaching Portfolio
- Peer Observation of Teaching Program



# Anand Mehta, DPhil

Senior Associate Dean for Research  
Smart State Chair in Proteomic Biomarkers  
Professor, Cell and Molecular Pharmacology and Experimental Therapeutics

# Dean's Office Research Team

Terry Steyer, MD: Dean, College of Medicine, and Vice President for Medical Affairs

Anand Mehta, DPhil: Senior Associate Dean for Research

Besim Ogretmen, PhD: Associate Dean for Research

Mary McConnell: Program Coordinator

Jan Buffington & Lori Clekis: Space Management

<https://medicine.musc.edu/research>

# Institutional Animal Care & Use Committee (IACUC)

Purpose: to ensure that animals used in research receive humane care and treatment and all applicable laws, regulations and requirements are met.

Activities:

- Review applications and amendments
- Establish guidelines and policies
- Educate and train faculty and staff
- Oversee all aspects of the animal care and use in conjunction with Division of Laboratory Animal Resources

Contact Information:

[iacuc@musc.edu](mailto:iacuc@musc.edu)

843-792-6553

# **Institutional Review Board for Human Research (IRB)**

Institutional Review Boards (IRBs) that provide the primary review and approval of all human research protocols at MUSC. The IRBs, as well as the principal research investigator, are responsible for safeguarding the rights and welfare of human subjects who participate in research.

Contact Information:

843-792-4148 and 843-792-6527

6<sup>th</sup> Floor (Room 601)

Harborview Towers



# Research Programs

Cycles: April, August, and December

- Bridge Funding – 1 yr., \$60K
- High Impact Research Publication – award on Dean's Wall of Science

Annually:

- College of Medicine Enhancement of Team Science (COMETS)
  - 2 yrs., 1 team (2 PIs), \$150K/yr.
- Translational Team Scientist (TTS) Basic Science & Clinical Science
  - 2 yrs., 1 team (2 PIs), \$100K/yr.
- K-R Clinician Scientist Bridge Funding
  - 1 yrs., 1 team (2 PIs), \$100K
- Program Project Grant (PPG)
  - 2 yrs., 1 team (3-4 PIs), \$150K/yr.

# MUSC Shared Resource Cores

MUSC has many research cores that are open to investigators both within and outside the institution. These provide expertise and state-of-the-art instrumentation to support innovative biomedical research, ranging from basic to translational.

<https://research.musc.edu/cores>

- ✓ Bioenergetics
- ✓ Biomedical Imaging
- ✓ Biorepository & Tissue Analysis
- ✓ Biostatistics Collaborative Unit
- ✓ Biostatistics Shared Resource
- ✓ Brain Stimulation Core (BSTIM)
- ✓ Computational Brain Imaging
- ✓ CEDAR
- ✓ Cell & Molecular Imaging
- ✓ Center for Cellular Therapy
- ✓ Data Coordination Unit
- ✓ Drug Discovery Core
- ✓ Flow Cytometry & Cell Sorting
- ✓ Gnotobiotic Animal Core
- ✓ Histology & Immunochemistry Laboratory
- ✓ Lipidomics Shared Resource
- ✓ Mass Spectrometry
- ✓ Mouse Behavioral Phenotyping
- ✓ Nuclear Magnetic Resonance
- ✓ Proteogenomics Facility
- ✓ QBAR
- ✓ Research Electron Microscopy
- ✓ shRNA Shared Resource
- ✓ Transgenic & Genome Editing
- ✓ Translational Science Laboratory

# Areas of Importance:

## Innovation

Drive science with new ideas and novel technologies

## Impact

High quality publications and meetings

## Influence

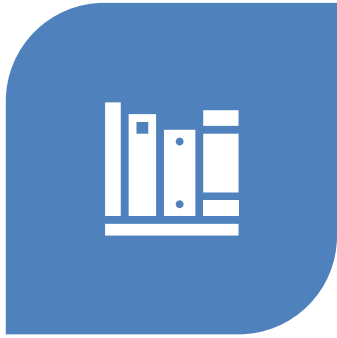
Change people's lives



# Signe H. Denmark, MS, CCRP

Associate Director Research Opportunities &  
Collaborations, Office of Clinical Research  
South Carolina Clinical & Translational Research  
(SCTR) Institute

# SCTR: South Carolina Clinical & Translational Research Institute



RESOURCES



TRAINING



FUNDING



# THE SUCCESS CENTER

Support Center for Clinical & Translational Science (SUCCESS)

## Consultative Services



### Regulatory

- eIRB submissions
- Responding to reviewer comments
- Study document development



### Recruitment

- Strategic planning and budgeting
- SCResearch.org
- Researchmatch.org



### Patient Outreach Recruitment

- Patient access to study opportunities
- Researcher workflow training



### Special Populations Navigation

- Integration of special populations planning
- Participation engagement groups (PEGs)



### REDCap

- Expert research database and survey design support
- Data collection best practices



### Drug Management Planning

- Best practices for study medication storage, accountability and dispensing



### Grant and Budget Development

- Grant application forms and budget development guidance
- Navigating pre & post-award processes



### Research Navigation

- Front door to all SCTR services
- Linkages to research resources and offices

Visit [SPARCRequest](#) to browse SCTR's comprehensive online catalog of services.



# RESEARCH NEXUS

**Our Mission:** Strengthening the discipline of clinical and translational science by facilitating patient-oriented research in a cost-effective manner.



## Fee-based Services

- Nursing, Nutrition, & Pulmonary Function Testing
- Space & Support
- Research Coordination & Management
- Laboratory

## Studies Supported

- Investigator-Initiated
- Industry-Initiated
- Federal, Foundation, & Corporate Sponsored
- Pilot Studies



# OCR: Office of Clinical Research

- **Partnering** research administration & study teams
- **Ensuring** research billing compliance
- **Supporting** clinical research operational & financial performance



Prospective Reimbursement Analysis (PRA),  
Research Billing Compliance,  
Epic Research Records & Study Calendars



Research Opportunities & Collaborations (ROC),  
Site Selection Support,  
Feasibility Assessments



Industry Budgeting,  
Budget Negotiations &  
Sponsor Invoicing,  
Fee for Service,  
Participant Remuneration



Metric Tracking,  
RINS,  
Tableau Reporting



OnCore CTMS,  
eReg,  
Research Training



ClinicalTrials.gov  
Registration & Reporting,  
Clinical Trial ICF Posting  
Compliance







# David Zaas, M.D., MBA

**Chief Executive Officer, MUSC Health – Charleston Division**  
**Chief Clinical Officer, MUSC Health**  
**Professor of Medicine, College of Medicine**

# Vision, Mission, Values

## Our Mission

We preserve and optimize human life in South Carolina and beyond through education, research and patient care.

## Our Vision

### Leading Health Innovation for the Lives we Touch

As one of America's most preferred academic health systems, we will change what's possible with innovation that transforms expertise, learning and discovery into unrivaled patient-centered care. Our teamwork, coordination and accountability will provide the integrated breadth and depth to improve health and value for those we serve.

## Value Proposition

We transform expertise, learning and discovery into unrivaled patient-centered care in every setting.

## Our Values

- Compassion
- Teamwork
- Diversity
- Accountability
- Innovation

# MUSC and MUSC Health Facts

## MUSC

### Economic Impact



27,711

Total employment impact



\$1,813,024,579

Total labor income impact



\$3,847,646,066

Total economic impact

- > With more than 14,000 team members, MUSC is the largest non-federal employer in Charleston.
- > Nearly 20,000 of more than 31,000 MUSC alumni continue to live in and contribute to the Palmetto State.
- > MUSC accounts for 12 percent of the Charleston area economy, being directly or indirectly responsible for 1 in every 12 jobs.

## MUSC Health

26,000

Annual Surgical Cases

40,000

Annual Patient Admissions

80,000

Annual Emergency Room Visits

45%

Patients from Outside Tri-county Area

Average Daily Census

700

Inpatients

1.4 Million

Annual Outpatient Visits

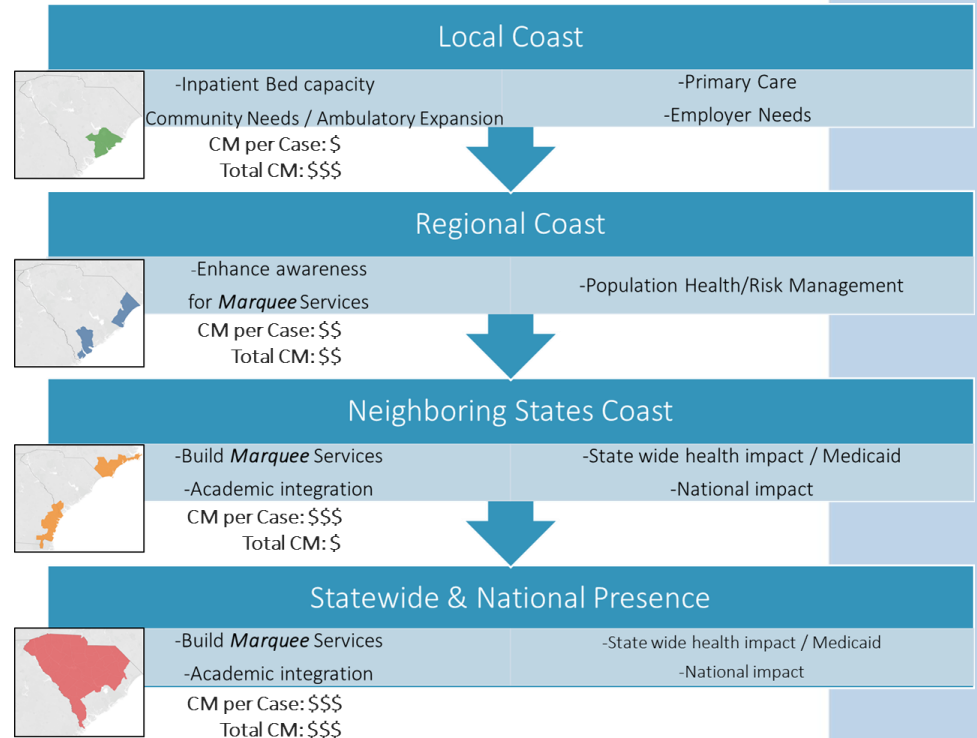
900+

Attending Physicians

# Growth

Building a MUSC Health System that delivers health locally and leads specialty/subspecialty care regionally and nationally

## Our Tactics for Growth



# Transition from Imagine 2020 to OneMUSC 2025

## Commitments

- Commit to patients and families first
- Foster innovative education and learning
- Embrace diversity and inclusion
- Advance new knowledge and scientific discovery
- Build healthy communities

**ONEMUSC**  
INNOVATION | IMPACT | INFLUENCE

# Build a High-Performing, Integrated Academic Health System

## Initiatives

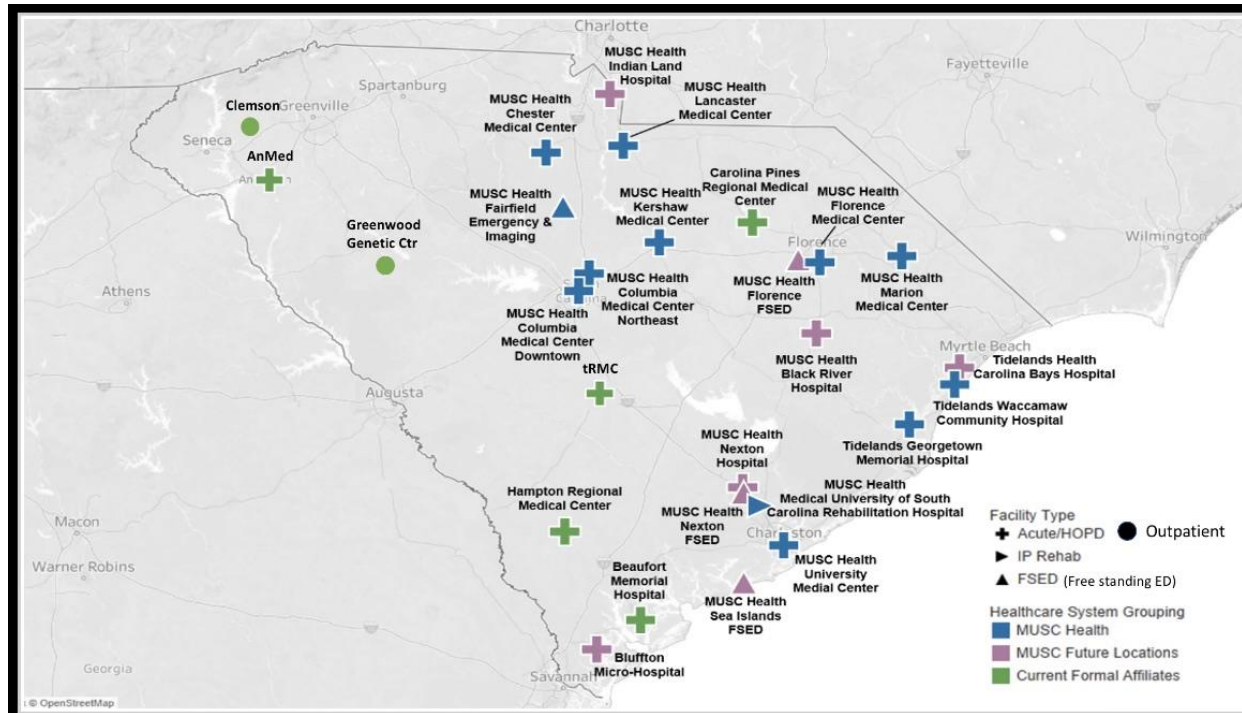
- Lead care transformation
- Harness systemness
- Achieve strategic growth
- Improve the well-being of patients, families, and the MUSC family

# Our Strategies



- Create a culture of innovation
- Become the preeminent model for inclusion and equity, setting a national standard among academic health systems
- Build a high-performing, integrated academic health system
- Re-imagine the learning experience to optimize educational value
- Integrate our research and clinical strengths to transform health care
- Forge innovative partnerships to increase scale, scope, and impact
- Promote our thought-leadership to build our national presence and shape policies

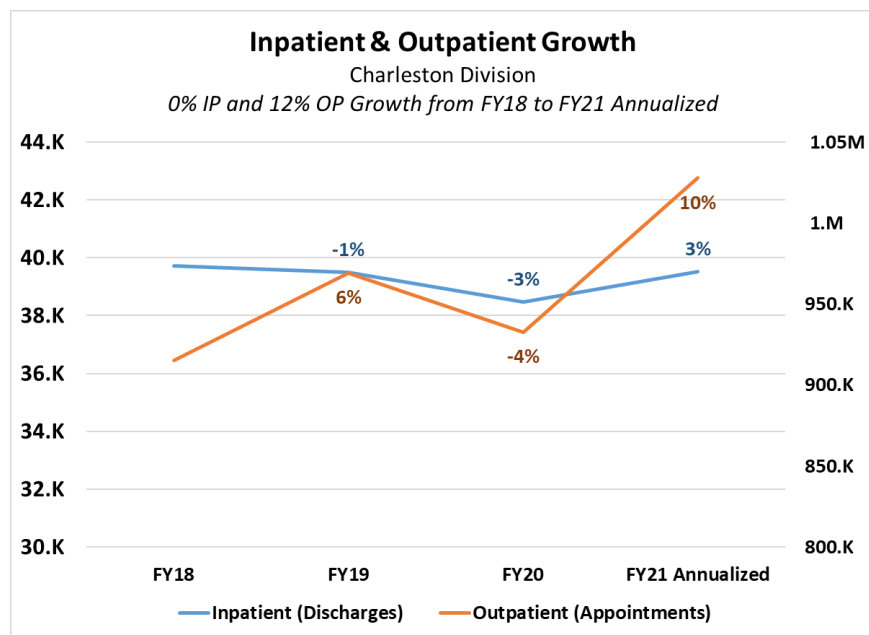
# 2021 MUSC Health Current State, Future State and Formal Affiliates



Changing What's Possible



# MUSC Health Inpatient and Outpatient Growth Charleston Division



# Thank you and best wishes on your journey at MUSC !!

- Please complete and return the Evaluation Survey that's been emailed to you today
- Contact the FADW team at anytime if you need additional information or have suggestions for future programming
- CME information on next slide

# Thank you for your participation today!

- The slides and recording will be posted on our MUSC website @

<https://medicine.musc.edu/faculty-affairs/orientation>

- Please complete the evaluation survey, very short, via [REDCap](#).
- Contact us anytime!



**Recording and Power Point on website at:  
<https://medicine.musc.edu/faculty-affairs/orientation>**

**Faculty Affairs and Faculty Development Series Roster of Attendance**

**All CME is self reported**  
**CME Activity Code; 2362462**

**Topic:** Orientation

**Session Date** 2/6/23

**Activity Director:** Cassandra Salgado, MD

**Enrollment Coordinator:** Mary McConnell

**Learning Objective:** Identify resources for staff/faculty to demonstrate control of their career development by accessing available resources and creating strategies based on institution expectations and policies explored during FAFD

The Medical University of South Carolina is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians. The Medical University of South Carolina designates this live activity for a maximum of 1.0 *AMA PRA Category 1 Credit(s)*<sup>™</sup>. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

In accordance with the ACCME Essentials & Standards, anyone involved in planning, presenting or moderating this educational activity will be required to disclose any financial relationships with any ineligible companies. This information is listed below. Speakers who incorporate information about off-label or investigational use of drugs or devices will be asked to disclose that information at the beginning of their presentation.

**The following information has been disclosed for the 22/23 fiscal year:**

**Unless noted below, the faculty, staff, moderators, and planning committee have no financial relationships with any ineligible companies.**

*The Medical University of South Carolina Office of CME has no financial relationships with any ineligible companies.*

Faculty, staff, moderators, & planning committee with financial relationships with ineligible companies:	Email Address	Do you need CME/CEU Credit
NONE		
<i>Any financial relationships with these ineligible companies have been mitigated by the MUSC Office of CME</i>		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No
		<input type="checkbox"/> Yes <input type="checkbox"/> No

