

MUSC College of Medicine

New Faculty Orientation

August 30, 2021

Welcome!

Raymond DuBois, MD, PhD

Dean, MUSC College of Medicine

Director, Hollings Cancer Center

Gary Gilkeson, MD

Professor, Department of Medicine
University Distinguished Professor
Associate Dean Faculty Affairs and Faculty
Development

Welcome from your Faculty Affairs and Faculty Development (FAFD) Associate Deans

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

Today's Program

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

College of Medicine

Missions: Education, Research, Patient Care

~ 1350 employed faculty

~ 1300 staff

~ 780 trainees

~ 700 medical students

~ \$248 million in extra-mural awards for FY20

MUSC College of Medicine

Faculty Affairs and Faculty Development

Team:

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

Mission:

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

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

Faculty Affairs Roundtables and Other Offerings

- Roundtables offered throughout the year on a variety of topics including wellness and resilience, education, telehealth, promotions, research
- Offered virtually, generally, from 12 -1 pm Thursdays
- Recently added lightning webinars

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
 - (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
- Know the grid requirements

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
- “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 criteria within track/rank
- Proactively plan for advancement
 - Mentors
 - Annual conversations/evaluations
- Tenure is qualitatively different from promotion

Faculty Contracts

Diversity and Inclusion

Jennifer Nall

Associate Dean for Academic Affairs & 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 96th percentile for graduating African-American medical students
 - AAMC Institutional Leadership Diversity Award
 - Forbes Best Employers for Diversity

Resources for Faculty

- Office of Gender Equity (Drs. Dan Smith & Cristina Lopez)
- Faculty Ombudsman (Dr. Elizabeth Mack)
- University Chief Diversity Officer and Title IX Coordinator (Dr. Willette Burnham-Williams)
- Employee Assistance Program (Jeni Bowers-Palmer)
- Faculty Council – [Charters and Committees](#)

Mentoring and Resources



Marc I. Chimowitz, MBChB, and Paul McDermott, PhD
Associate Deans of Faculty Development, COM

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



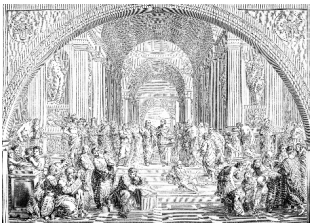
Associate Deans of Faculty
Development and Mentor
Leadership Council



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

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

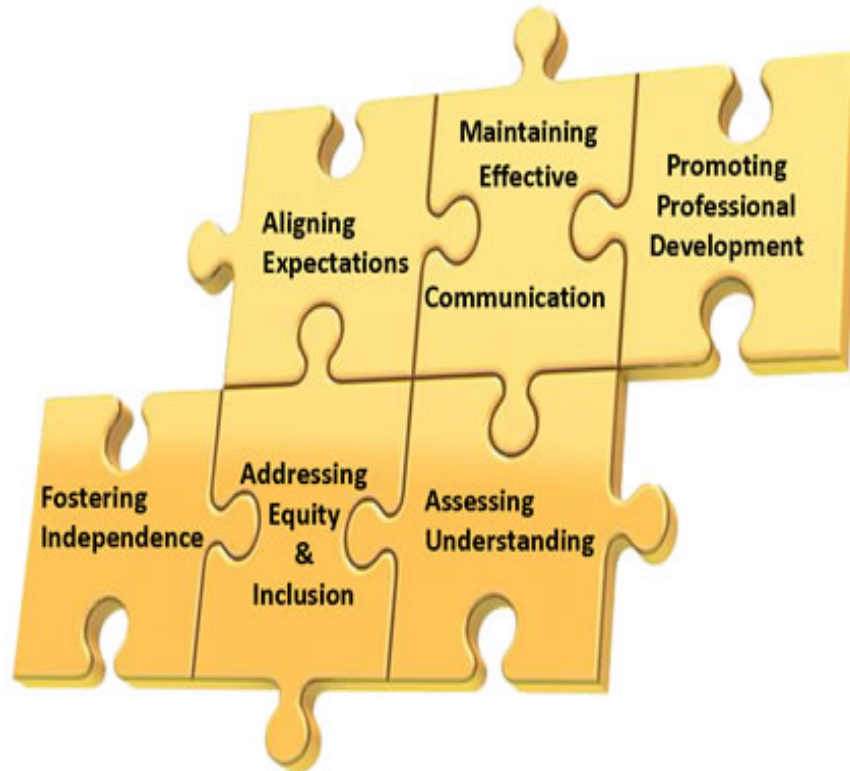
SCTR Annual Mentor Training Symposium

- Began in 2010
- Half day – Open to all faculty
- Keynote Address
- Different focus each year:
 - 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

Oct 29, 2021: Mentoring to Support Better Grant Applications

Mentor Training Course

- Mentoring Competencies



“Manage Up”

- “Managing up” -- *the mentee takes ownership of and directs the relationship, letting the mentor know what he or she needs . . . Managing up makes it easier for a mentor to help a mentee*

Medical Education and Teaching

Paul J. McDermott, Ph.D.

Associate Dean for Academic Affairs & Development
Professor of Medicine



COM Education Leadership

- Donna Kern, M.D., Senior Associate Dean for Medical Education

Debra Hazen-Martin, Ph.D., Associate Dean for Curriculum-Basic Sciences

Angela Dempsey, M.D., MPH, Associate Dean for Curriculum-Clinical Sciences

- E. Ben Clyburn, M.D., ACGME, Designated Institutional Officer and Senior Associate Dean for GME and CME
- Robert J. Malcolm, M.D., Associate Dean for CME

COM FLEX CURRICULUM

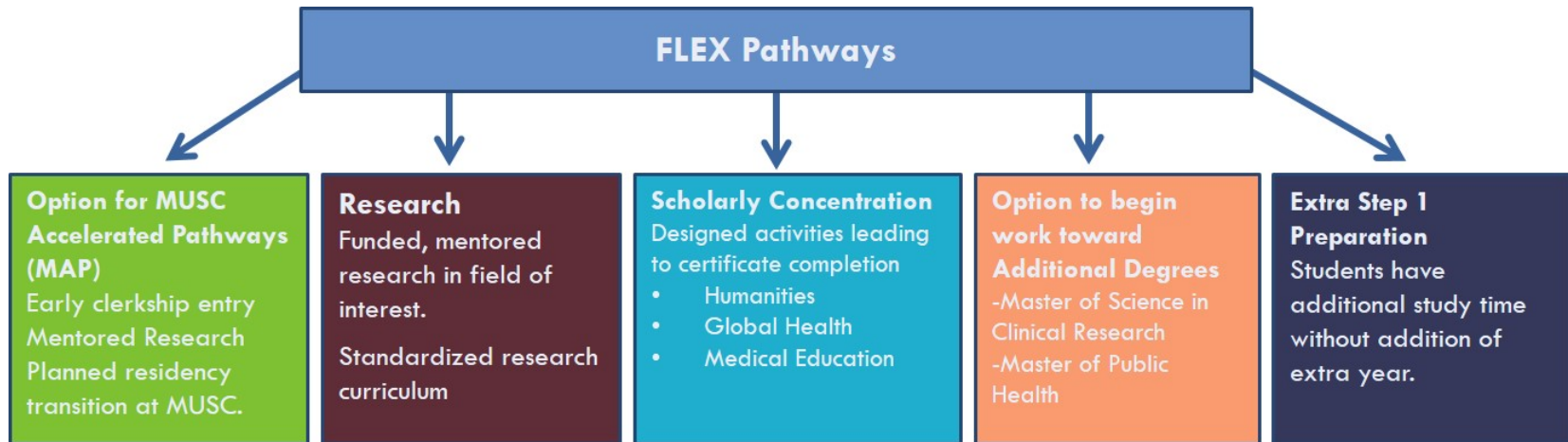
Systems-based Blocks

	July	August	September	October	November	December	January	February	March	April	May	June
Preclerkship Phase			Foundations of Health	Foundations of Disease	Cardiovascular	Break	Respiratory, Renal, and Acid Base	Gastrointestinal	Urogenital and Endocrine	Break	Women, Infant & Pediatric Health	Biostatistics & Medical Ethics
			Clinical Skills I, Careers in Medicine (CIM)				Clinical Skills II, Interprofessional Foundations, CIM			Clinical Skills III, CIM		
	Hematology and Autoimmunity	Break	Musculoskeletal Function and Disorders	Central Nervous System Function and Disorders	Behavioral and Geriatric Health	Break	Systems Integration	Step 1 Study	FlexPhase I, II, III including Health System Science Critical Review of Literature; Ethical Issues in Clinical Research			Break
	Clinical Skills III, CIM		Clinical Skills IV, Interprofessional Selective, CIM									

Changing What's Possible

COM FLEX CURRICULUM

FLEX Pathways



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



<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

College of Medicine Dean's Office

Smart State Endowed Chair of Proteomic Biomarkers

Professor Cell and Molecular Pharmacology and Experimental
Therapeutics

Dean's Office Research Team

CSB 601

Raymond DuBois: **Dean**

Anand Mehta, PhD: **Senior Associate Dean for Research**

Mary McConnell: **Program Coordinator**

Jan Buffington & Lori Clekis: **Space Management**

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

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

6th Floor (Room 601)

Harborview Towers

Research Programs

Three Cycles: April, August, December

- Bridge Funding – 60K
- High Impact Research Publication – award plaque on Dean's Wall of Science

Annually:

- College Of Medicine Enhancement of Team Science (COMETS) – 1 team; 2 PIs, 150K each
- K-R Clinician Scientist Bridge Funding – 100K
- *New programming under development – Eminent Scholar and PPG

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

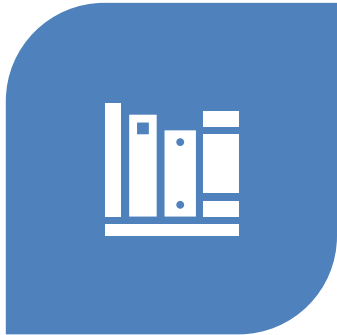
High quality publications and meetings

Influence

Change people's lives.

Signe Denmark, MS, CCRP
Associate Director Research
Operations and Collaborations
SCTR
Office of Clinical Research

SCTR: South Carolina Clinical & Translational Research Institute



RESOURCES



TRAINING



FUNDING



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



Looking to the Future for MUSC Health

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

45%

Patients from
Outside
Tri-county Area

40,000

Annual Patient Admissions

Average
Daily Census

80,000

Annual Emergency Room Visits

700

Inpatients

1.4 Million

Annual Outpatient Visits

900+

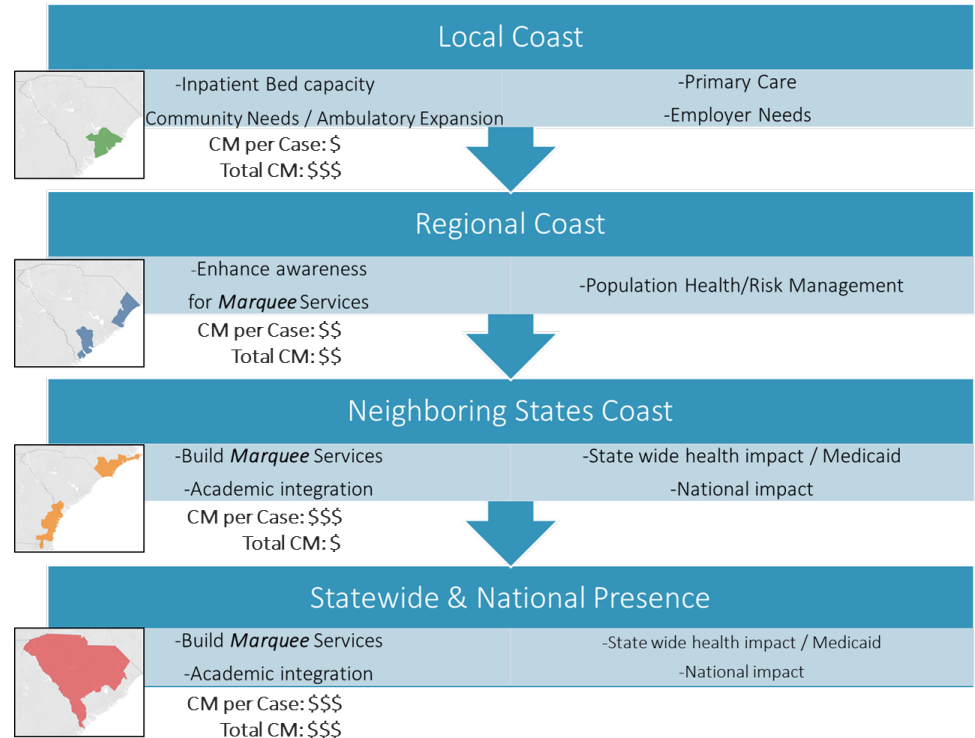
Attending Physicians



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



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



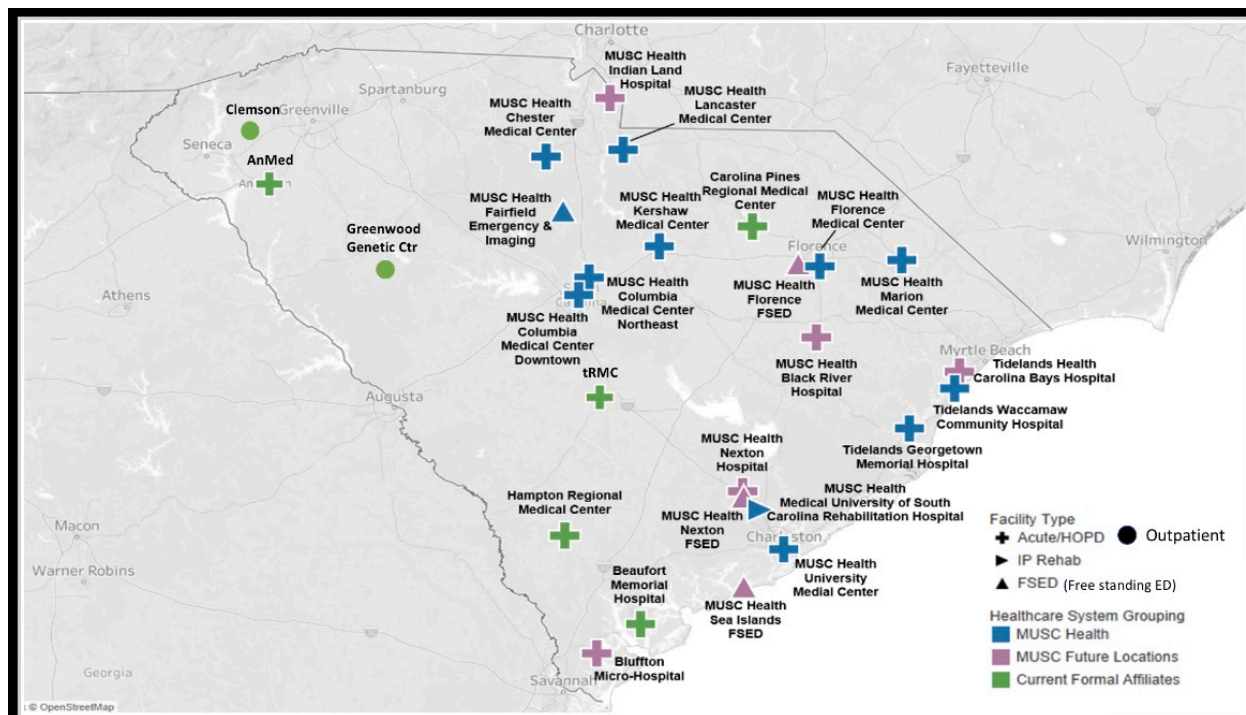
Our Strategies



- 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



MUSC Health Inpatient and Outpatient Growth Charleston Division

