

**Welcome!**

**MUSC College of Medicine  
New Faculty Orientation  
February 2020**

# General Overview

Leonie Gordon, M.D., Ch.B.

Senior Associate Dean for Faculty Affairs and Development

Professor of Radiology



Changing What's Possible

# MUSC College of Medicine

## Faculty Affairs and Faculty Development

### **Team:**

Leonie Gordon, 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>

# College of Medicine

Missions: Education, Research, Patient Care

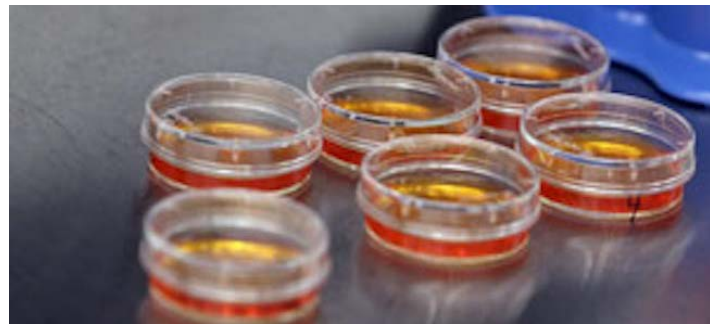
~ 1350 faculty

~ 1300 staff

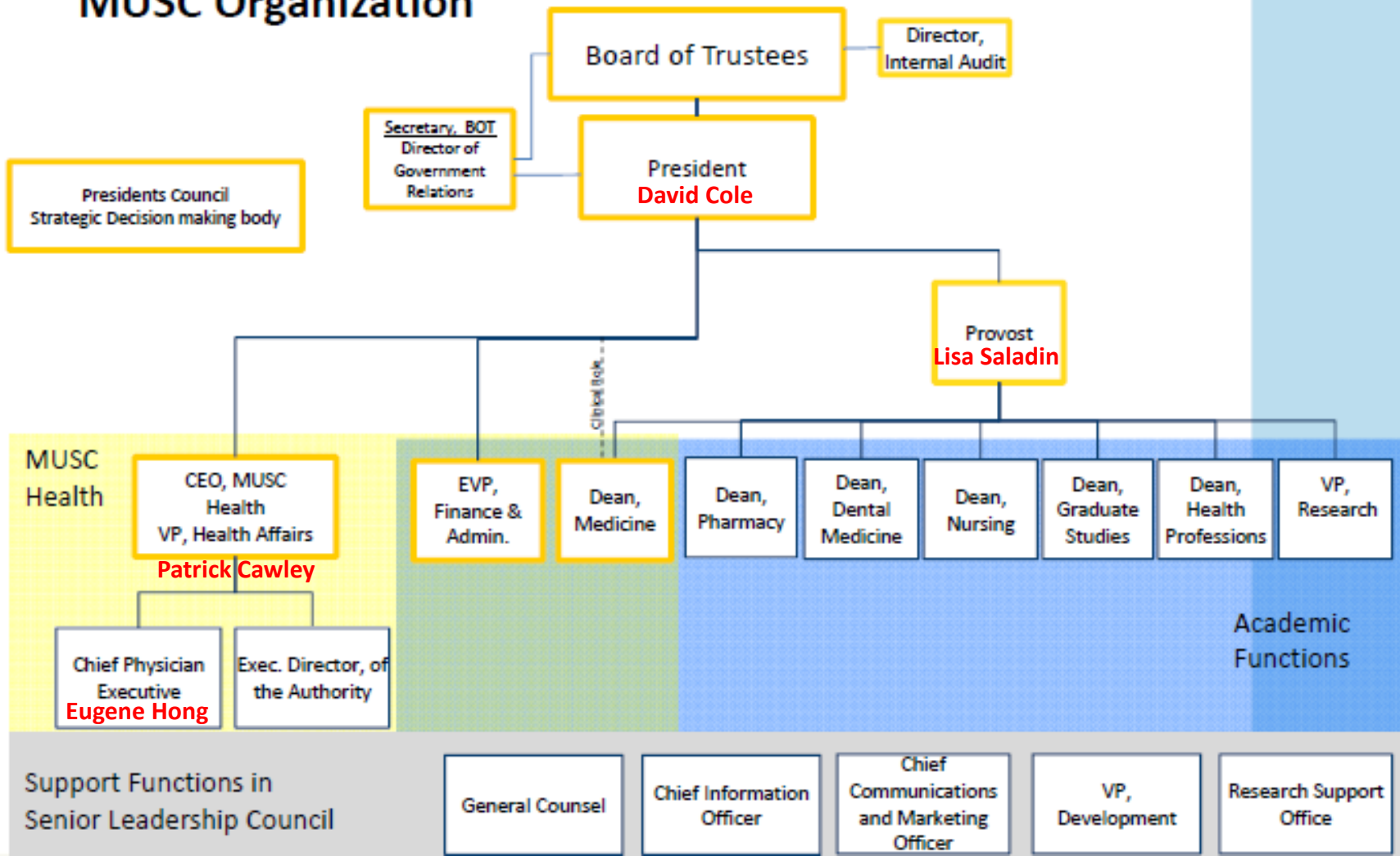
~ 780 trainees

~ 700 medical students

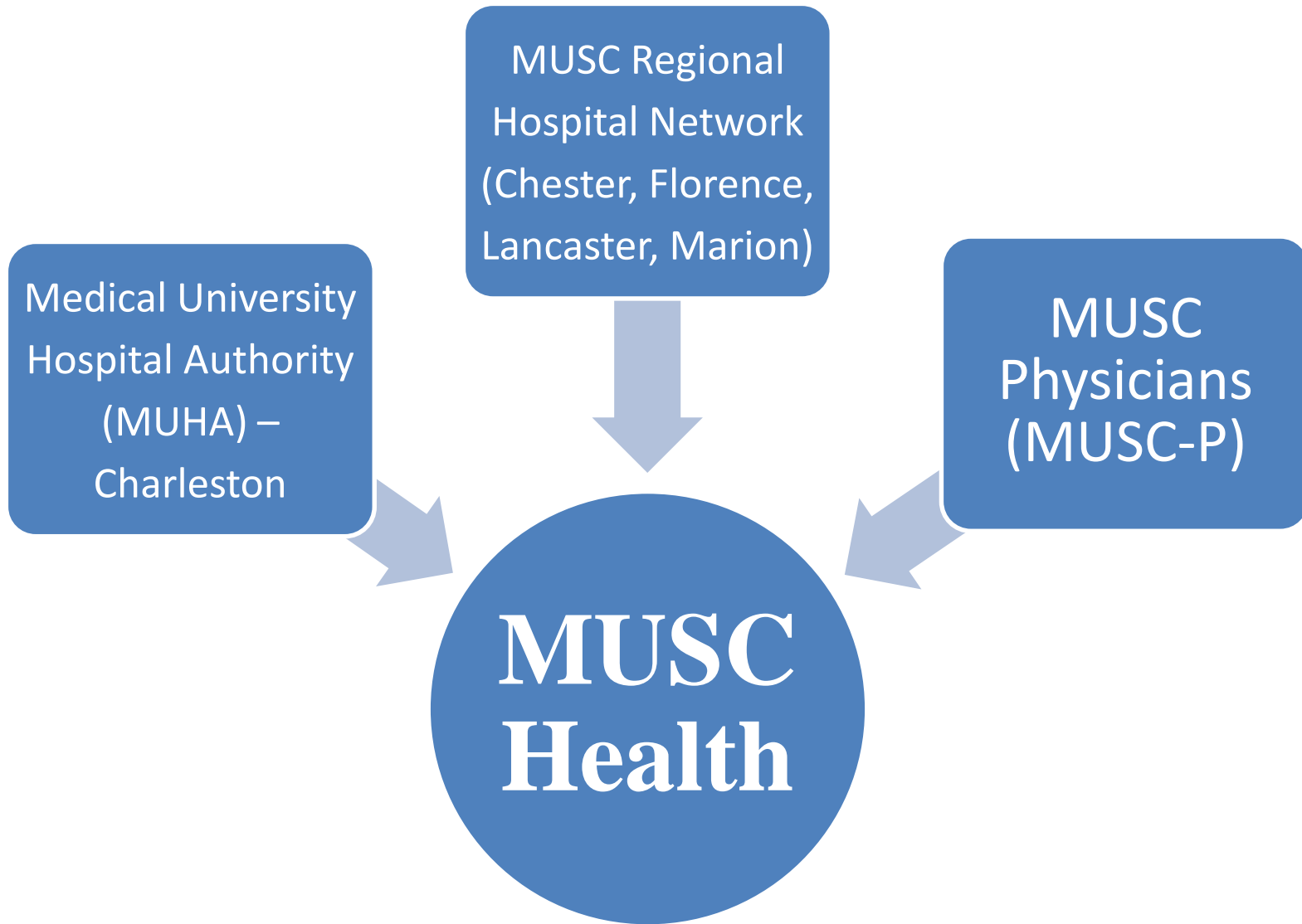
~ \$250 million in extra-mural awards for FY19

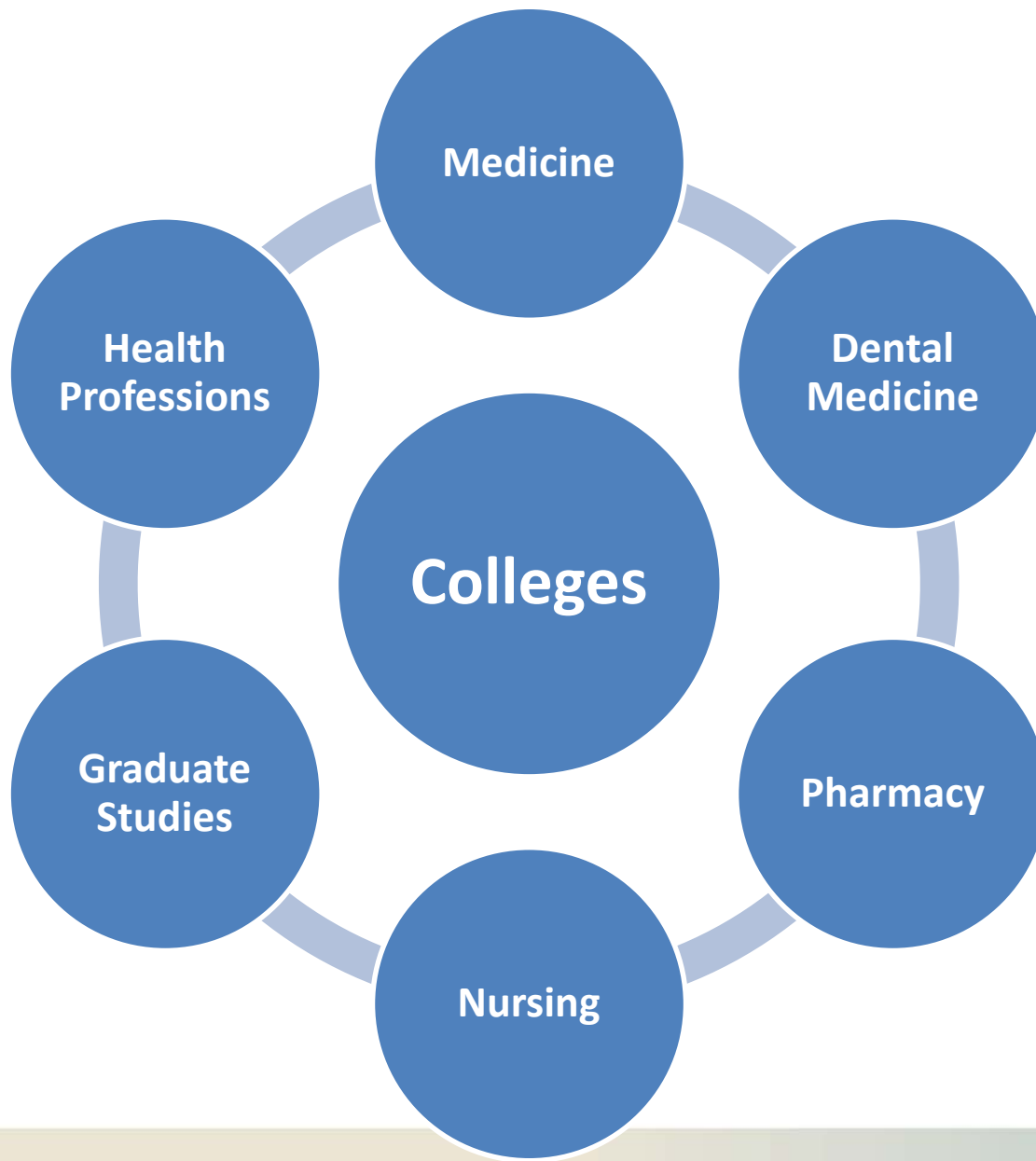


# MUSC Organization



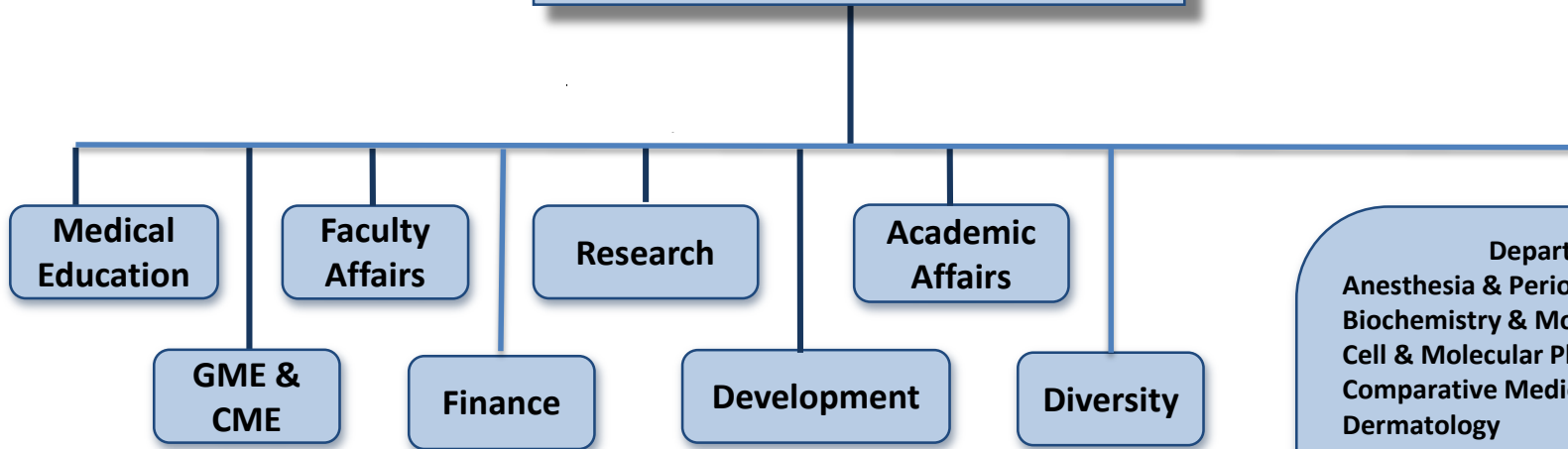
Changing What's Possible





Changing What's Possible

# Dean, College of Medicine



## Departments:

Anesthesia & Perioperative Medicine  
Biochemistry & Molecular Biology  
Cell & Molecular Pharmacology  
Comparative Medicine  
Dermatology  
Emergency Medicine  
Family Medicine  
Medicine  
Microbiology & Immunology  
Neurology  
Neurosciences  
Neurosurgery  
Obstetrics & Gynecology  
Ophthalmology  
Orthopaedics & Physical Medicine  
Otolaryngology  
Pathology & Lab Medicine  
Pediatrics  
Psychiatry  
Public Health Sciences  
Radiation Oncology  
Radiology  
Regenerative Medicine  
Surgery  
Urology

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# Questions

# 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 96<sup>th</sup> 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)

# Questions



# Faculty Development Programming

Gary Gilkeson, MD

Associate Dean for Academic Affairs & Development

Professor of Medicine

Microbiology and Immunology

# Faculty Development Programs

- Roundtables: Clinical and Research Faculty
  - Promotion and Tenure
  - Negotiating with your Chair
  - Succeeding in the modified track
  - Research funding/resources/infrastructure
  - Using EPIC for your research
  - Classroom, small group and bedside teaching
  - Wellness/Battling Burnout
  - Always open to suggestions for added programs

# Faculty Development Programs

- Late Career Transitions: clinicians and researchers
- Finance Crash Courses: budgeting and management
  - Basic and clinical research grants
  - Corporate-sponsored research
- Academy of Medical Educators
- Telemedicine course

# Other Faculty Development Activities

- New Faculty Orientation: twice a year
- Implementation and monitoring of departmental mentorship programs
- Individual meetings with faculty for career advice, conflict resolution, mentoring, etc.
- Presentations to individual departments
- Exit Interviews

# Promotion and Mentoring in the COM

Marc I. Chimowitz, MBChB

Professor of Neurology

Associate Dean of Faculty Development, COM

Director CTSA KL2 Program

# Appointment, Promotion and Tenure (APT)

- Promotion: applications are reviewed at department and college levels
- Tenure: applications are reviewed at the department, college and university levels
- Promotion and tenure decisions are decided separately using different applications with specific criteria

# Faculty Ranks

- Instructor
- Assistant Professor
- Associate Professor
- Professor

# Modifiers to Faculty Ranks

- Clinical
- Research
- Affiliate
- Adjunct
- Visiting



# Promotion - Tips

- Know your track: designated in appointment letter
  - Clinical Educator
  - Academic Clinician
  - Academic Investigator
  - Academic Investigator/Educator
- Establish working relationship with mentor(s)
- Proactive reviews of progress and annual evaluations with Chair/Division Director
- Review criteria for promotion in application grids

# Tenure

- Tenure ensures academic freedom with an expectation that the faculty member will continue to perform according to accepted standards
- Eligibility: Associate Professor or Professor
- Central issues are “long-term value to the university” and “academic maturity”
- Decisions are based on additional factors besides the number of publications and amount of grant funding
- Criteria for tenure are intentionally more ambiguous

# Mentoring in the 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 award, 1st R01 grant, VA career development, VA Merit)
- Improve scholarly, teaching and clinical activities of clinician educators
- Train current and next generation of mentors

# Mentoring Programs



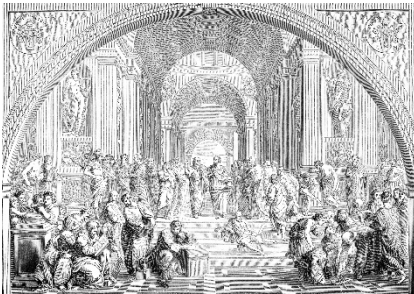
Associate Deans of Faculty  
Development and Mentor  
Leadership Council



Department Mentoring  
Plans



K to R Club



SOCRATES



ARROW and ARROWS



Mentor Training

# Departmental Mentoring Plans

- Each COM department has one:

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

# 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

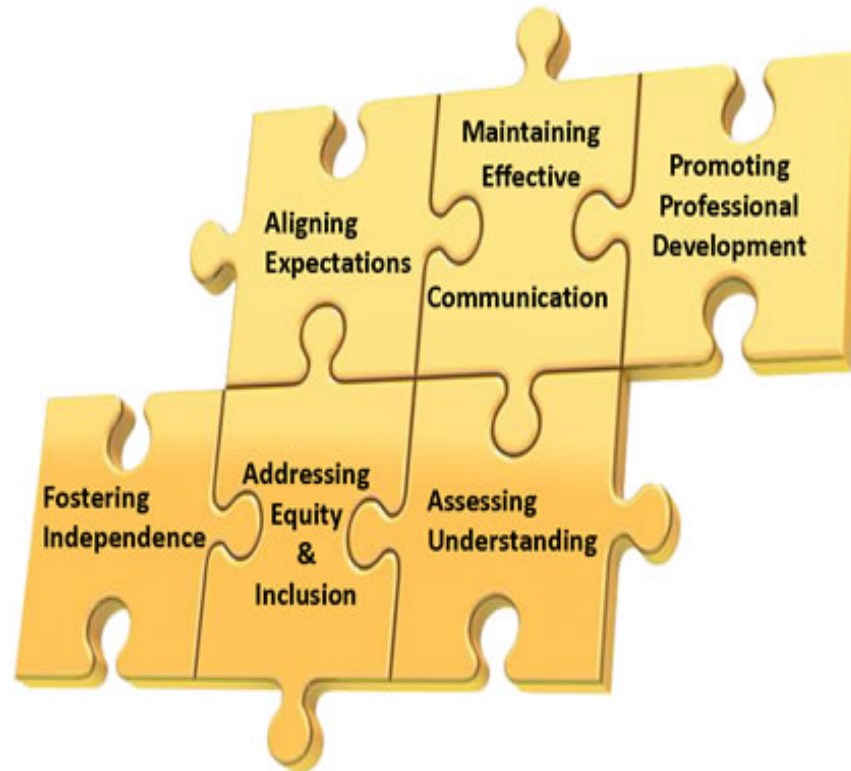
# SCTR Annual Mentor Training Symposium

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



# “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*

# Questions

# 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

# NEW COM FLEX CURRICULUM

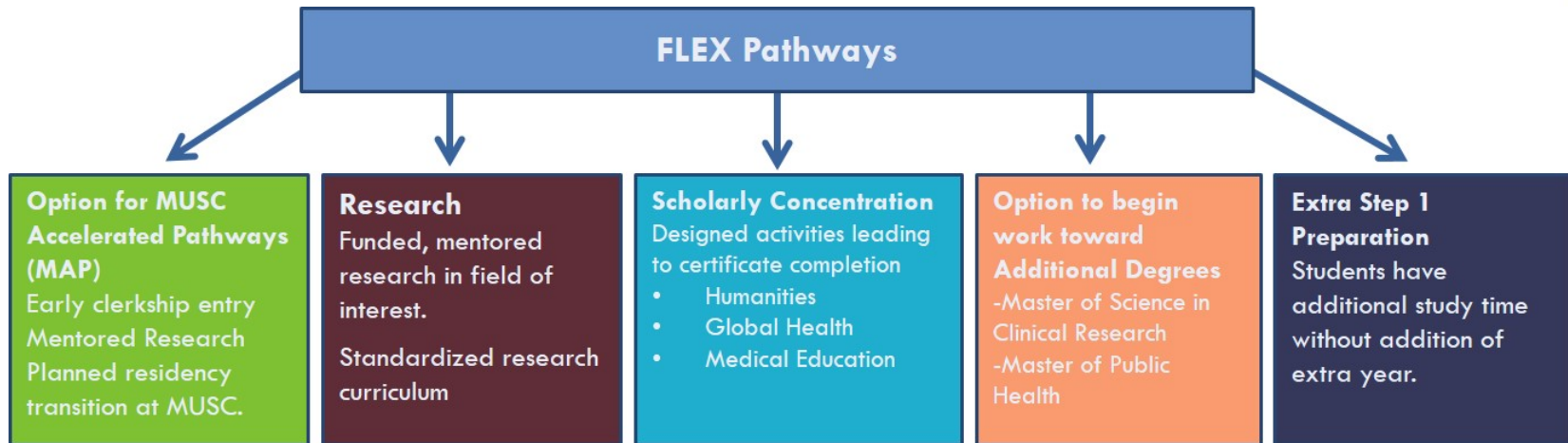
## 12 Systems-based Blocks

	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Preclerkship				Foundations of Health	Foundations of Disease	Cardiovascular Pulmonary System		Renal Acid Base	Gastrointestinal	Urogenital Reproductive Endocrine		Women & Infant Health	
	Children & Adolescent Health		Hematology Autoimmunity	MSK, Periph Nerv System, Skin	Central Nervous System	Cognition Psychiatry		Multi-System Integration	Step 1	FLEX			
Immersion	Clerkships: Family Med, Medicine, Neurology Rehab, Obstetrics Gynecology								Pediatrics, Psychiatry, Surgery + Selectives				
Enrichment	Advanced Clerkships, Clinical Electives, Away Rotations								Fundamentals of Patient Care, Internship 101				
	Vacation												

### *Systems-based Blocks*

# COM FLEX CURRICULUM

## FLEX Pathways



# Teaching Opportunities in Undergraduate Medical Education

- Classroom Teaching
- Small Group Preceptors
- Ethics
- Communication/Interviewing Skills
- Evidence-based Medicine
- Physical Diagnosis (bedside or simulated-based teaching)
- Procedures/Clinical Skills
- Academic Teaching Faculty Survey on E\*Value



# Questions

## Break (10 minutes)

# Clinical Mission

Tom Crawford, PhD

# Growth Initiatives

Thomas Crawford, PhD, MBA, FACHE



# Discussion Outline

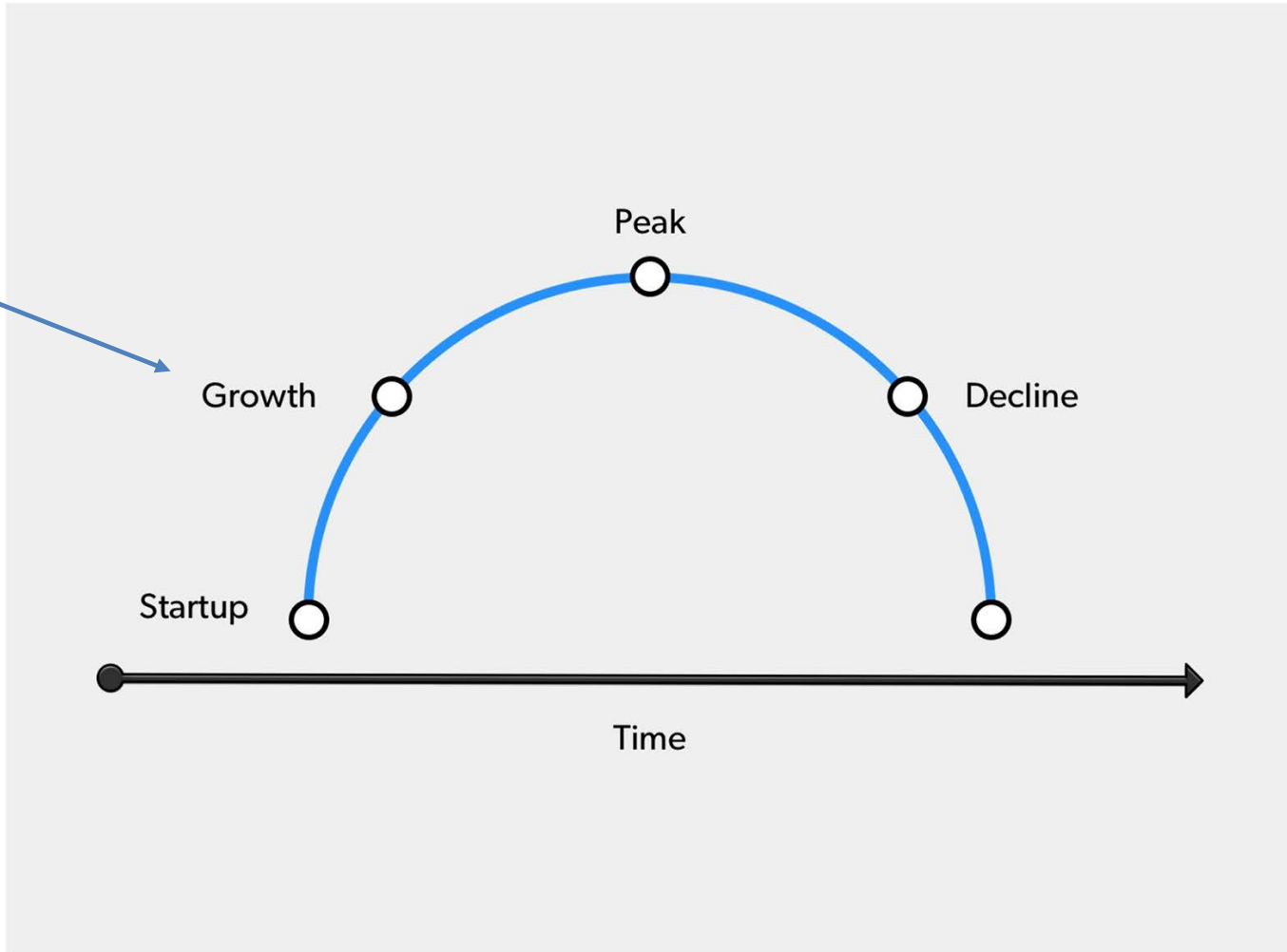
- Why Grow?
- 2 Ways to Grow
- MUSC Health Growth Strategies
- Questions



# Why Grow?



# Arc of Life



# No Growth?

- Peak:
  - Volume stagnates
- Decline:
  - Decreasing reimbursement and lost volumes challenges our ability to fund investments in our people, equipment and our facilities
  - Costs increase under the weight of inflation and the loss of economies of scale
  - Increased competition for core services (at more competitive price-points)
- The End:
  - Significant loss of business
  - Employees start to leave
  - Continuing as a “going concern” becomes a challenge

# Two Ways Businesses Grow?

2

?



# Two Ways Business Grow

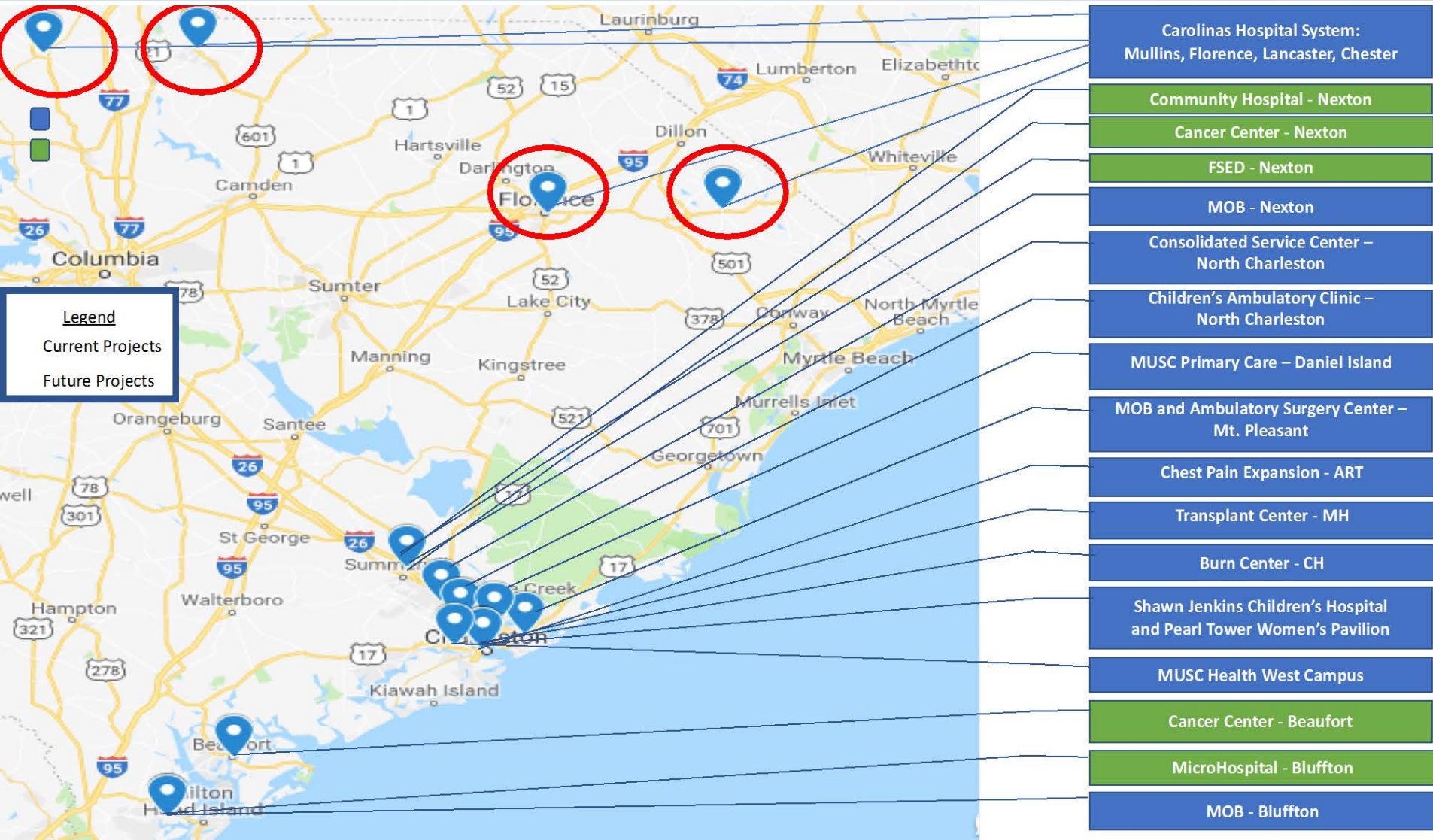
- Production – achieving a benchmarked rate of efficiency (doing more with what you have)
- Expansion – the act of becoming larger (new services, mergers & acquisitions, etc.)

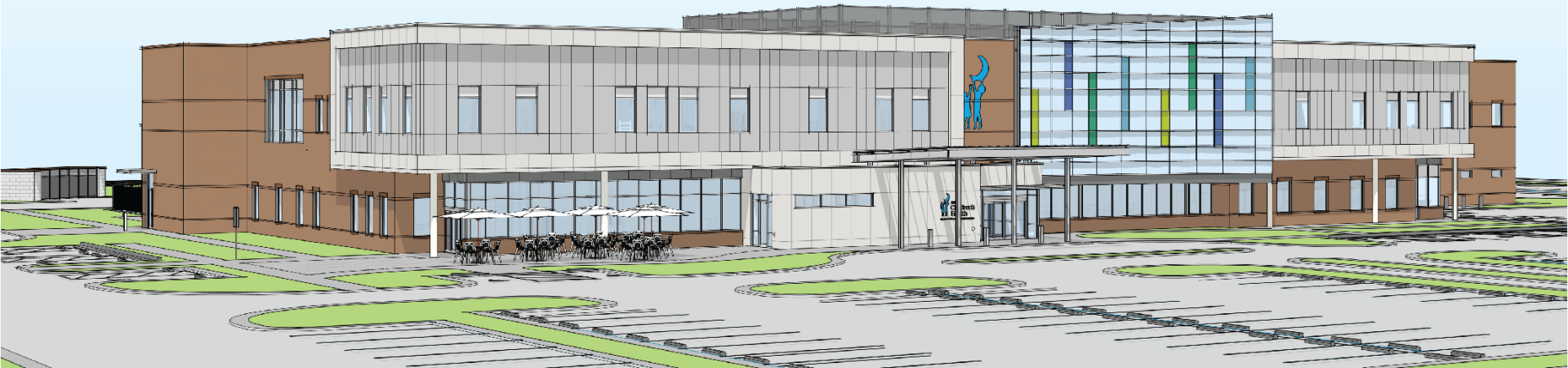


Production



# MUSC Health Expansion





# Children's Ambulatory Campus

Opened April 1, 2019





# Consolidated Service Center

Opening August 2019



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## Shawn Jenkins Children's Hospital and the Pearl Tourville Women's Pavilion

Opening October 2019



# MUSC Health - West Campus

Opening December 2019

# Questions



# Research Mission

Jennifer Nall

Associate Dean for Academic Affairs

Chief of Staff



# Dean's Office Research Staff

## CSB 601

Raymond DuBois: **Dean**

Craig Crosson: **Senior Associate Dean for Research**

Mary McConnell: **Program Coordinator**

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

# Research Programs

Quarterly:

- Bridge Funding – 50K
- High Impact Research Publication – award plaque on Dean’s Wall of Science

Annually:

- College Of Medicine Enhancement of Team Science (COMETS) – 2 teams, 150K each  
(see handouts for details)

# 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

# 5-YR Research Strategic Plan

## Healthy Aging

- Age Related Neurodegeneration

## Cross Cutting Technologies

- Microbiome



# South Carolina Clinical & Translational Research (SCTR) Institute

## MUSC Office of Clinical Research (OCR)

New Faculty Orientation

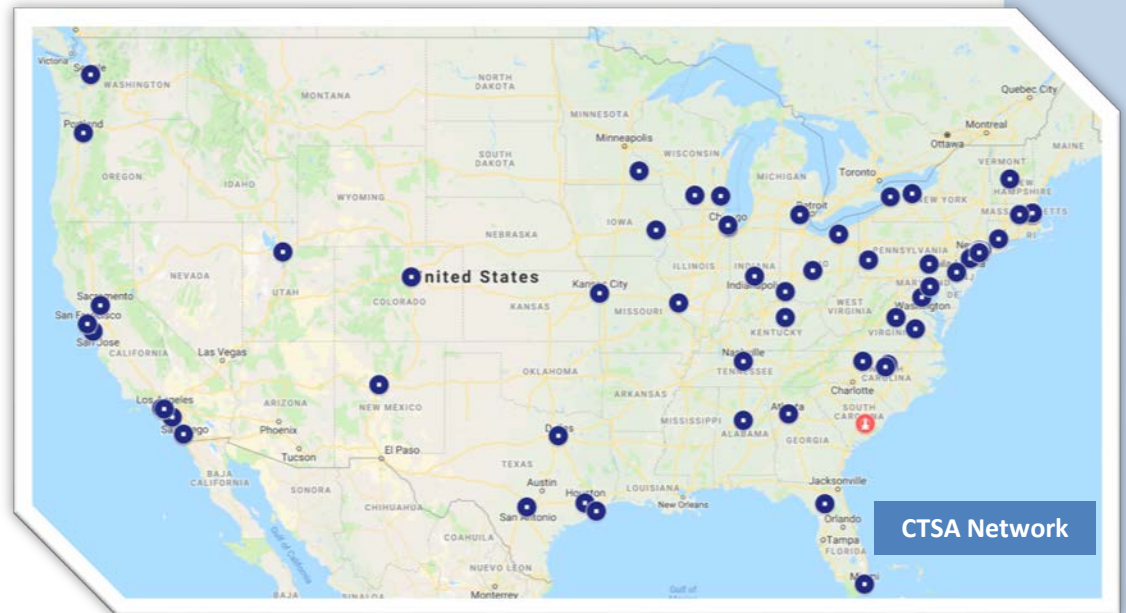
MUSC College of Medicine

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## Transform Clinical & Translational Research

Focus on Translational Efficiency

- More treatments
- More patients
- More quickly



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# SCTR Provides



**RESOURCES**



**TRAINING**



**FUN**



# Connect with SCTR



SPARCREQUEST@  
SERVICES

[HTTPS://SPARC.MUSC.EDU](https://SPARC.MUSC.EDU)



SUCCESS CENTER  
KNOWLEDGE

[SUCCESS@MUSC.EDU](mailto:SUCCESS@MUSC.EDU)

843-792-8300



Website

<https://research.musc.edu/resources/sctr>



Weekly Newsletter, link on website



Other Research Resources at MUSC

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

# MUSC Office of Clinical Research (OCR)



Research Billing  
Compliance



Research  
Opportunities &  
Collaborations



Budget  
Feasibility  
Assessments



Prospective  
Reimbursement  
Analysis



Epic Research  
records & study  
calendars



Clinical  
Compliance

# Institutional Mandate

***All studies involving human subjects must be submitted to the OCR***



Studies with billable services require Prospective Reimbursement Analysis (PRA)



Parallel processing (IRB, OCR, ORSP)– submit early via SPARCRequest

# Compliance Assistance ~ Clinicaltrials.gov



Review & Identify  
studies to be registered



FREE Consultations  
-record registration  
-results reporting



Assists with Prot  
System



Website

<https://research.musc.edu/resources/ocr>



Email

[musc-ocr@muscd.edu](mailto:musc-ocr@muscd.edu)



Call

843-792-7900