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
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 extramural awards for FY19
Changing What’s Possible
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 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)
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

Changing What’s Possible
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

Systems-based Blocks
COM FLEX CURRICULUM
FLEX Pathways

- **Option for MUSC Accelerated Pathways (MAP)**
  - Early clerkship entry
  - Mentored Research
  - Planned residency transition at MUSC.

- **Research**
  - Funded, mentored research in field of interest.
  - Standardized research curriculum

- **Scholarly Concentration**
  - Designed activities leading to certificate completion
  - Humanities
  - Global Health
  - Medical Education

- **Option to begin work toward Additional Degrees**
  - Master of Science in Clinical Research
  - Master of Public Health

- **Extra Step 1 Preparation**
  - Students have additional study time without addition of extra year.

Changing What’s Possible
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

- Startup
- Growth
- Peak
- Decline

Time
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.)
MUSC Health Expansion

Legend
Current Projects
Future Projects

Carolinias Hospital System:
Mullins, Florence, Lancaster, Chester

Community Hospital - Nexton
Cancer Center - Nexton
FSED - Nexton
MOB - Nexton
Consolidated Service Center – North Charleston
Children’s Ambulatory Clinic – North Charleston
MUSC Primary Care – Daniel Island
MOB and Ambulatory Surgery Center – Mt. Pleasant
Chest Pain Expansion - ART
Transplant Center - MH
Burn Center - CH
Shawn Jenkins Children’s Hospital and Pearl Tower Women’s Pavilion
MUSC Health West Campus
Cancer Center - Beaufort
MicroHospital - Bluffton
MOB - Bluffton
Children’s Ambulatory Campus

Opened April 1, 2019
Consolidated Service Center

Opening August 2019
Shawn Jenkins Children’s Hospital
and the Pearl Tourville Women’s Pavilion
Opening October 2019
MUSC Health - West Campus

Opening December 2019
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
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
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
Clinical & Translational Science Award (CTSA) Program

Transform Clinical & Translational Research
Focus on Translational Efficiency
– More treatments
– More patients
– More quickly

Changing What’s Possible
SCTR Provides

RESOURCES

TRAINING

Fun
Connect with SCTR

SPARCRESS® SERVICES
HTTPS://SPARC.MUSC.EDU

SUCCESS CENTER
KNOWLEDGE
SUCCESS@MUSC.EDU
843-792-8300
Learn More

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
- Prospective Reimbursement Analysis
- Epic Research records & study calendars

Changing What’s Possible
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 SPARCRRequest
Compliance Assistance ~ Clinicaltrials.gov

Review & Identify studies to be registered

FREE Consultations - record registration - results reporting

Assists with Protocol System

Changing What’s Possible
Website
https://research.musc.edu/resources/ocr

Email
musc-ocr@musc.edu

Call
843-792-7900