

# **MUSC College of Medicine**

## **New Faculty Orientation**

### **February 7, 2022**

# **Welcome!**

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

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

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

# Cassandra Salgado, MD, MS

Senior Associate Dean for Faculty Affairs, Development and Wellness



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

Changing What's Possible

# Today's Program

- Cassy Salgado- FAFD staff, Mission, COM and MUSC organization
- Gary Gilkeson- 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, Cassy Salgado, 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>

# Gary Gilkeson, MD

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

# 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 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)
- Faculty Council – [Charters and Committees](#)

# Mentoring and Resources



**Marc Chimowitz, MBChB**

**Professor, Department of Neurology**

**Associate Dean of Faculty Affairs and Faculty Development**

# 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



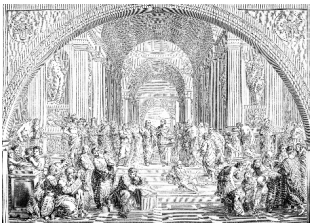
Associate Deans of Faculty  
Development and Mentor  
Leadership Council



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



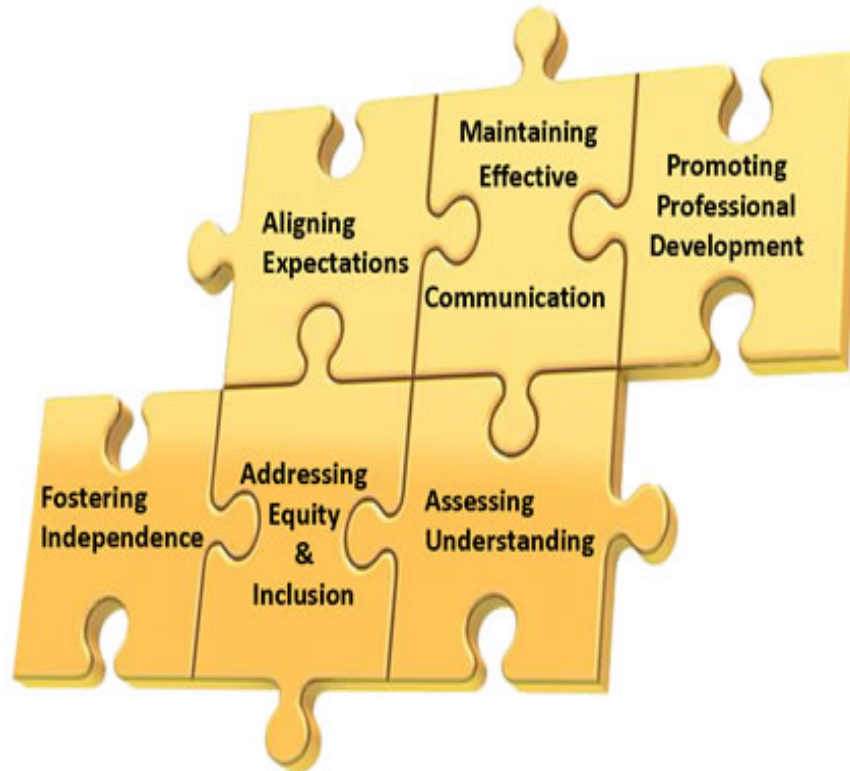
# SCTR Annual Mentor Training Symposium

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

Associate Dean for Faculty Affairs and Development

Professor of Medicine/Cardiology Division

Director, Academy of Medical Educators



# COM Education Leadership

- Donna Kern, M.D., Senior Associate Dean for Medical Education
- Debra Hazen-Martin, Ph.D., Associate Dean for Preclerkship Curriculum
- 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

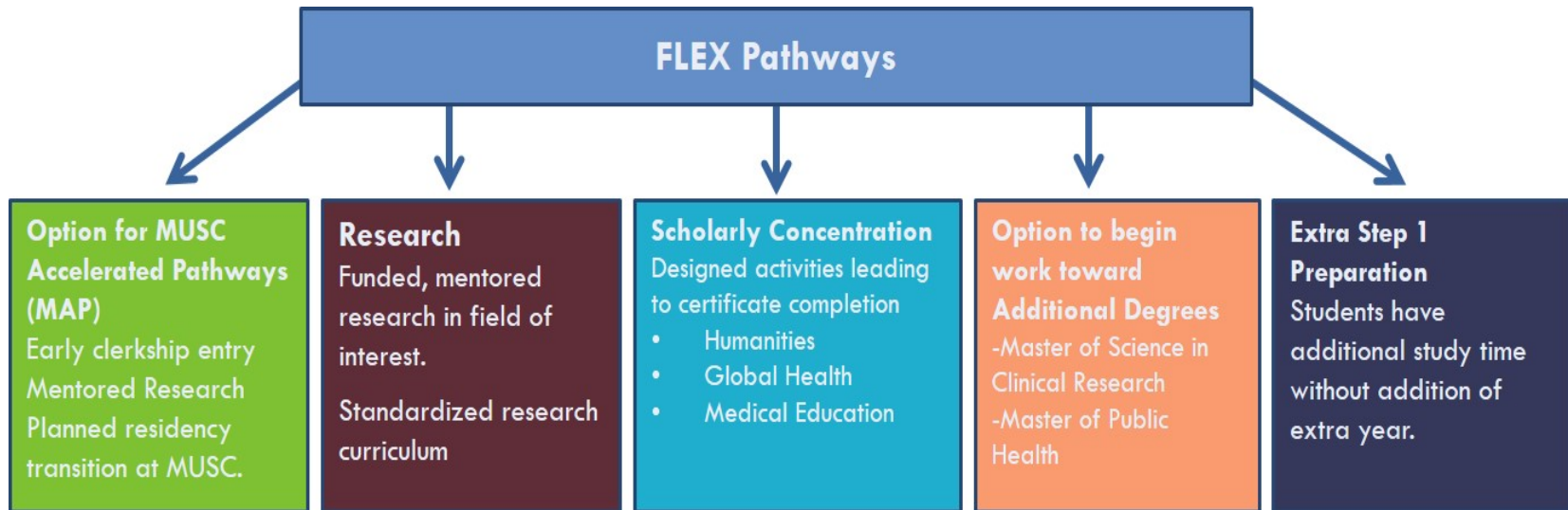
## Systems-based Blocks

	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



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

# Besim Ogretmen, PhD

Associate Dean for Research, COM

Professor, Biochemistry and Molecular Biology

# Dean's Office Research Team

Raymond DuBois: Dean

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
- COMETS/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

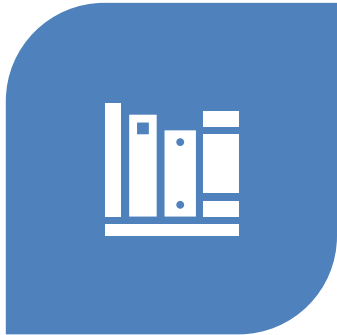
High quality publications and meetings

## Influence

Change people's lives

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

# 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



# **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

**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

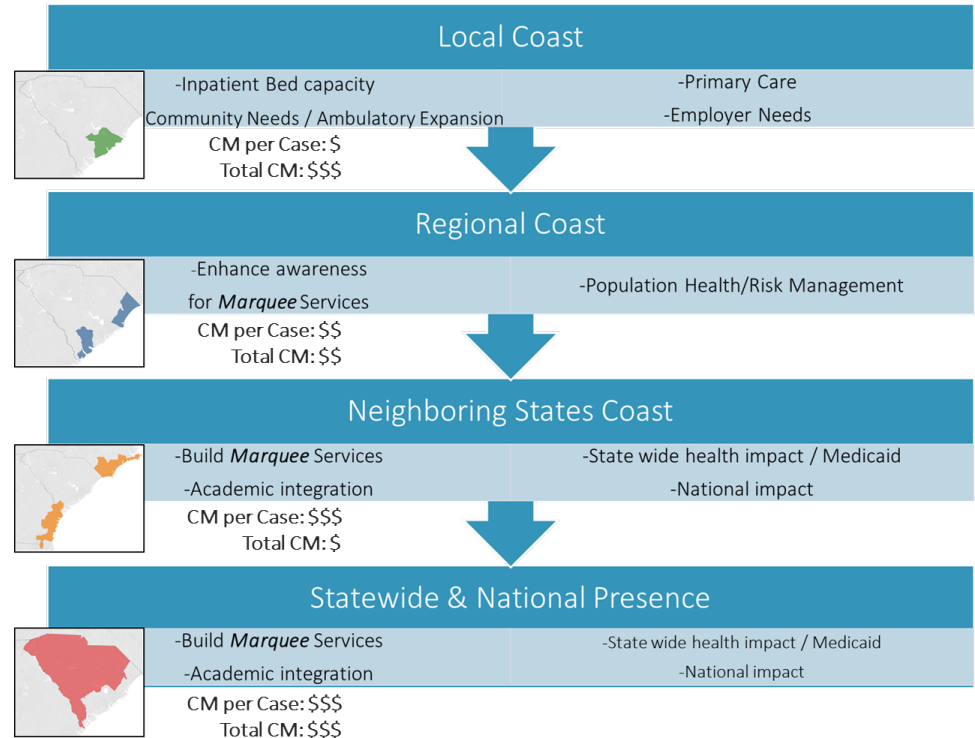
**900+**  
Attending Physicians



# 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



# 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



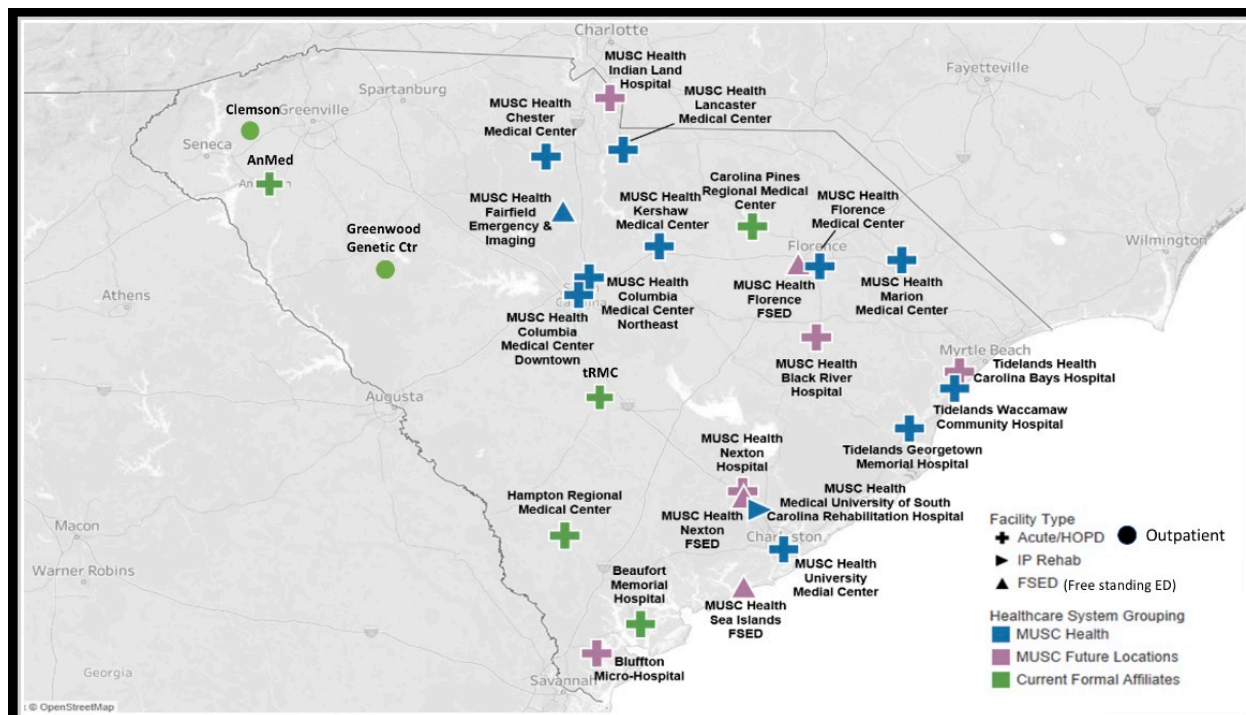
# Our Strategies



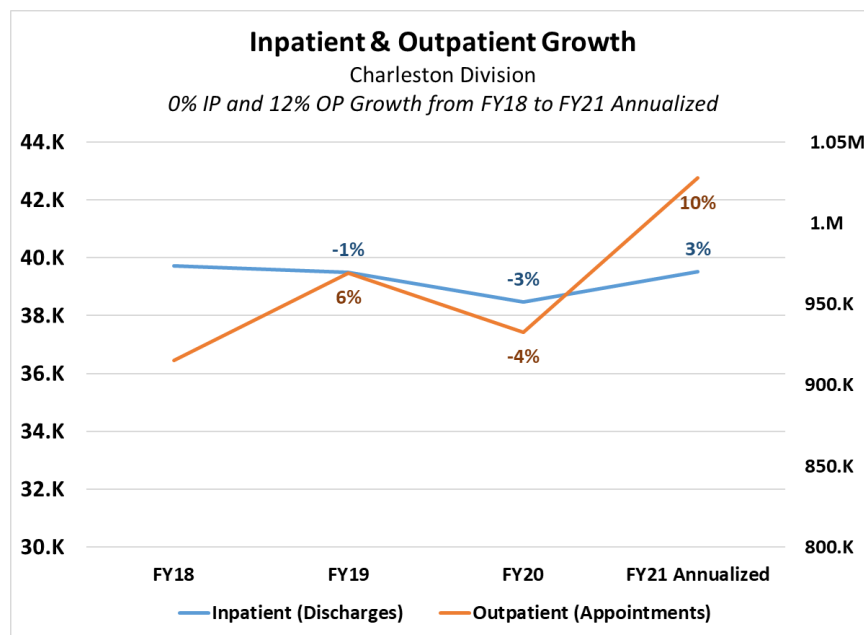
- Create a culture of innovation
- Become the preeminent model for inclusion and equity, setting a national standard among academic health systems
- Build a high-performing, integrated academic health system
- Re-imagine the learning experience to optimize educational value
- Integrate our research and 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





**Faculty Affairs and Faculty Development Series**  
**Roster of Attendance**  
**CME: 2359454**

**Topic:** Orientation

**Session Date** 2/7/22

**Activity Director:** Paul McDermott, PhD

**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 21/22 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:**  
NONE

*Any financial relationships with these ineligible companies have been mitigated by the MUSC Office of CME*

Name (Please Print)	Credentials	Initials	Email Address	Do you need CME/CEU Credit
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