

MUSC College of Medicine

New Faculty Orientation

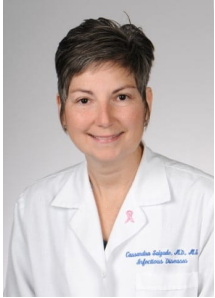
August 22, 2022

Welcome...

from your Faculty Affairs,
Development, and Wellness (FADW)
Associate Deans

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

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



Cassandra Salgado, MD, MS

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

Today's Program

- Cassy Salgado- MUSC Health, COM, FADW Office
- 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

MUSC Health

- The clinical enterprise of MUSC, dedicated to the pursuit of changing what's possible in health care
- Uniquely positioned as the state's only comprehensive academic health system to make a transformational impact for the health of the state and region
- Our mission is to preserve and optimize human life in South Carolina through education, research, and patient care
- Our vision is to lead health innovation for the lives we touch
- Nationally recognized for innovation, patient and family-centered care, and quality outcomes
- An integrated health care system accessible at the downtown Charleston campus and through more than 100 outreach locations, clinical affiliations with numerous health care partners, and a robust telehealth network
- Sees more than one million patients annually, and specialized care teams consistently rank among the best in the country
- Delivers transformational care shaped by world-class clinicians, health scientists, and educators who provide leading-edge care, while developing the next generation of innovative health care leaders

MUSC Medical Center



- A key component of MUSC Health and premier health sciences center
- Includes South Carolina's #1 and most preferred hospital (as ranked by *U.S. News & World Report* on its Best Hospitals list and the National Research Corporation)
- A [NCI-designated Cancer Center](#), a [Level I Trauma Center](#)
- South Carolina's only nationally recognized [children's hospital](#)

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 Senate



Faculty Committees

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



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



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 94th 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 (Chase Glenn, MA)
- Center for the Advancement, Recruitment and Retention of Women (ARROWS) (Dr. Carol Feghali-Bostwick)
- Faculty Council – [Charters and Committees](#)



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



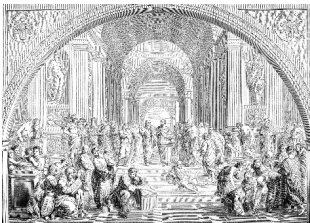
Associate Deans of Faculty
Development and Mentor
Leadership Council



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

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

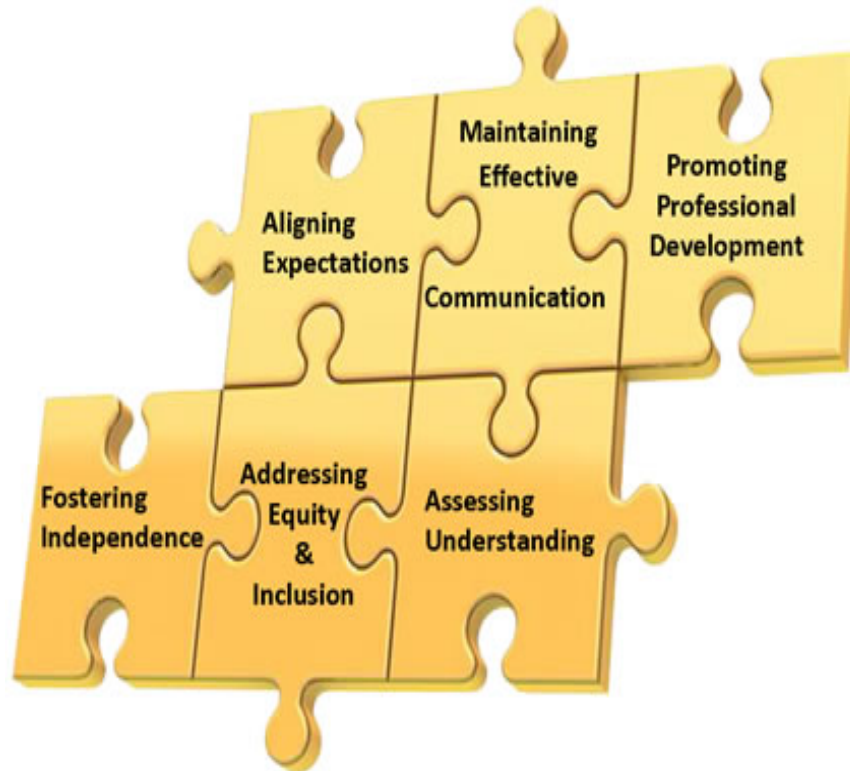
SCTR Annual Mentor Training Symposium

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

Fall 2022: Wellness for Mentees and Mentors

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

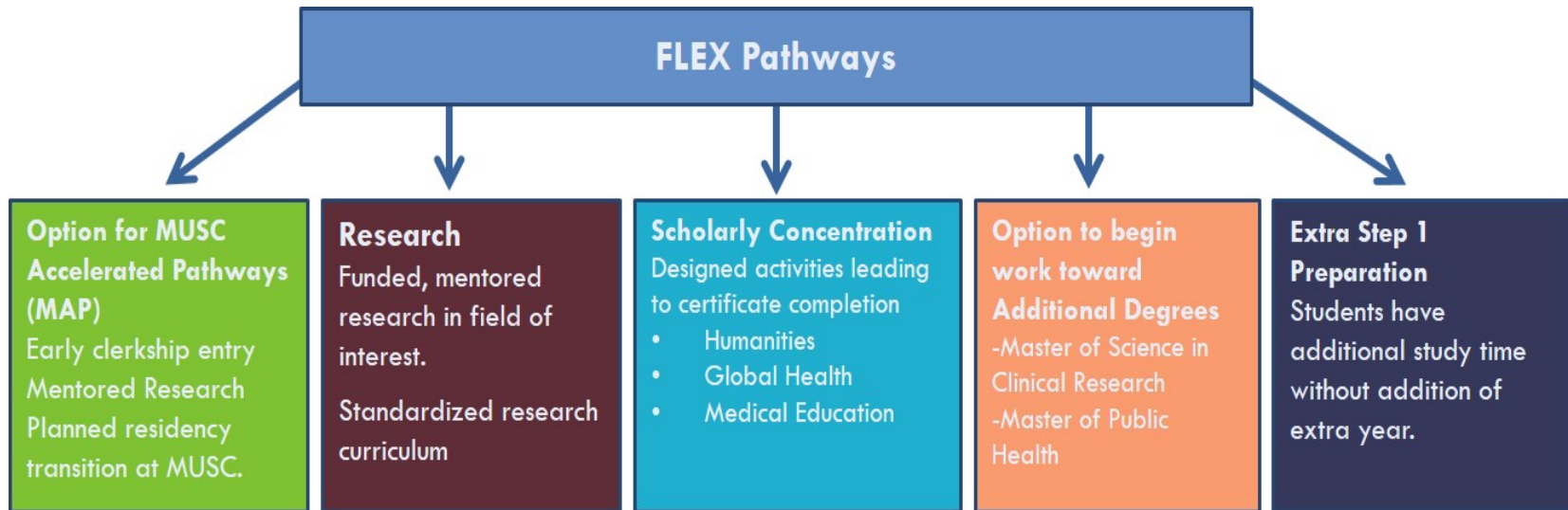
Systems-based Blocks

	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



Anand Mehta, PhD

Senior Associate Dean for Research
Professor, Cell and Molecular Pharmacology

Dean's Office Research Team

Terry Steyer, MD: Interim 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

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

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

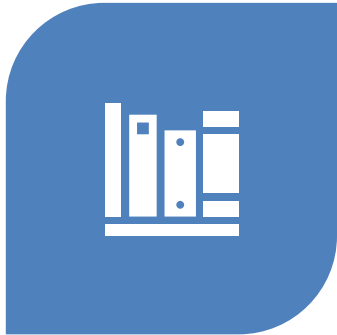
Influence

Change people's lives



Stephanie Gentilin, MA, CCRA SCTR SUCCESS Center Director

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

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+

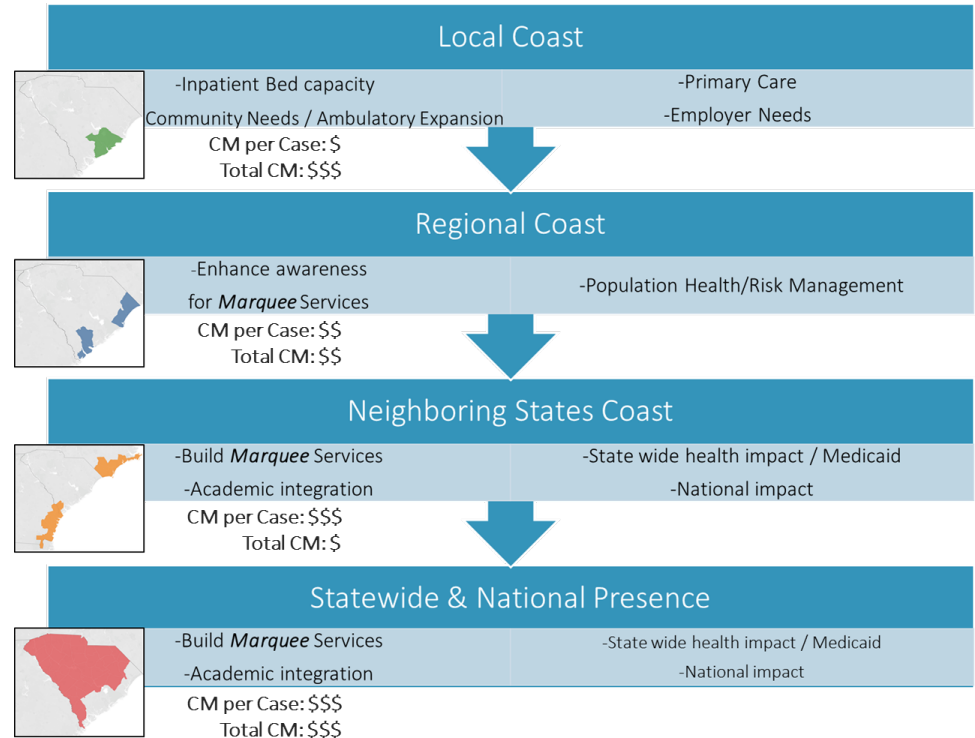
Attending Physicians



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



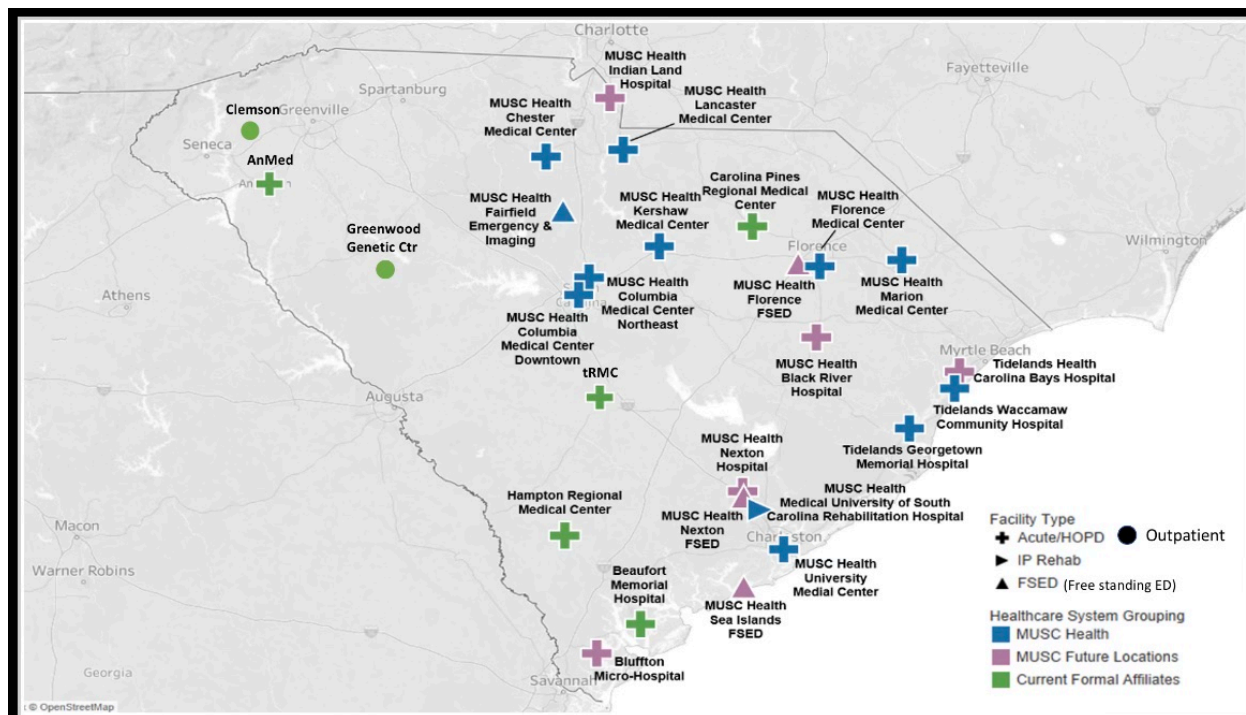
Our Strategies



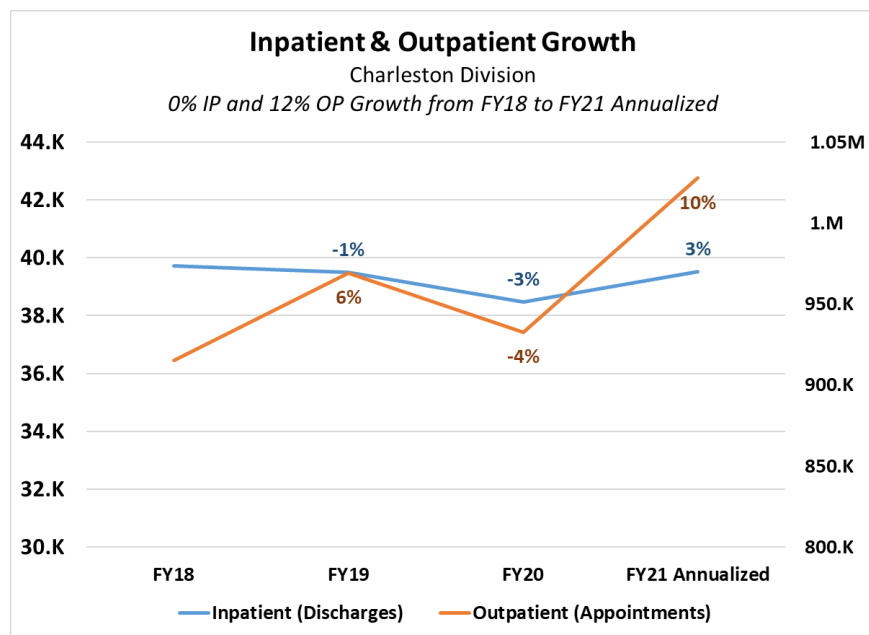
- Create a culture of innovation
- Become the preeminent model for inclusion and equity, setting a national standard among academic health systems
- Build a high-performing, integrated academic health system
- Re-imagine the learning experience to optimize educational value
- Integrate our research and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





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; 2360866

Topic: Orientation

Session Date 8/22/22

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)™. 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

Name (Please Print) <i>Any financial relationships with these ineligible companies have been mitigated by the MUSC Office of CME</i>	Credentials	Initials	Email Address	Do you need CME/CEU Credit <input type="checkbox"/> Yes <input type="checkbox"/> No
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