



# *Faculty Handbook*

Approved by the Academic Policy Council  
December 1, 1997

Updated July 1, 2005

# ACKNOWLEDGMENT

[To be returned to the Office of the Dean]

I hereby acknowledge that I have received a copy of the Morehouse School of Medicine *Faculty Handbook* updated July 2005. I understand that I am to promptly read the contents of this handbook which set forth the terms and conditions of my appointment and where applicable, my employment. This handbook supersedes and replaces any previous handbooks. I understand that if I have any questions regarding the contents of this handbook, I should discuss them with my supervisor or the Associate Dean for Administration.

I understand that circumstances will undoubtedly require that the policies, procedures, rules, and benefits described in this handbook change from time to time as the medical school deems necessary or appropriate in its discretion, and that those changes will be valid when approved by the appropriate authorities. I understand if any changes occur with this document, I will be notified of these changes in writing by formal memo or other correspondence, and that such changes will be incorporated in future editions of the *Faculty Handbook*.

\_\_\_\_\_  
Employee's Name (Print or Type)

Date: \_\_\_\_\_

\_\_\_\_\_  
Employee's Signature

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## 1. PURPOSE OF HANDBOOK

The purpose of this Faculty Handbook is to provide a ready reference to information that may be of interest to faculty of The Morehouse School of Medicine, Inc. (MSM). It has been prepared especially for use by new faculty who seek general information about our institution. At the same time, it is emphasized that any information contained in this Handbook is qualified in its entirety by reference to statements of official MSM policy set forth in the *MSM Administrative Policy and Procedure Manual* and the *MSM Faculty Bylaws and related Appendices*. These original documents should be consulted if specific questions arise. All MSM policies are available in your departmental offices or the Multi Media Center. This document is available on the MSM website at: <http://www.msm.edu/DeansOffice/Bylaws.htm>

MSM policies constitute statements of principle or set forth general guidelines for your assistance, and they are not nor should they be deemed to create contractual commitments by MSM. MSM policies and procedures presented in this Faculty Handbook are in summary format and may not be exhaustive. MSM may, when necessary, modify or change the policies, procedures, practices or benefits set forth herein. Such changes will be brought to the faculty's attention through periodic updates of the Faculty Handbook.

General information about faculty matters can be obtained from either:

Sandra E. Watson, MHA  
Associate Dean for Administration  
Basic Medical Science Bldg.  
Dean's Office  
(404) 752-1723

or

Louvenia Bryant  
Faculty Coordinator  
Basic Medical Science Bldg.  
Dean's Office  
(404) 752-1719

## **2. HISTORY, MISSION, GENERAL ORGANIZATION**

### **2.1 Brief History**

The Morehouse School of Medicine has a unique history. In 1973, Morehouse College received a federal grant to conduct a feasibility study. The study focused on the development of a two-year program to train students for careers as primary care physicians who would work in medically underserved areas. The study revealed the severe shortage of African- American and other minority physicians in the United States, and particularly in Georgia. In addition, the study highlighted a general shortage of physicians for rural areas and the inner cities of the nation. To address the critical health manpower needs of the citizens of Georgia and those who reside in medically underserved areas of the nation, the National Medical Association endorsed the development of a new medical school at Morehouse College. Other organizations, including the Georgia State Medical Association, the Georgia General Assembly, and the Carnegie Council also supported the development of a new medical school at the College. Morehouse College accepted this challenge. It was established as a two-year educational program in the basic sciences in April 1975 as The School of Medicine at Morehouse College.

The charter class of twenty-four students entered a two-year basic science program in September 1978. Those students, and the subsequent two classes, transferred from The School of Medicine at Morehouse College to other medical schools elsewhere in the country to complete their clinical training.

The School of Medicine became independent of Morehouse College in 1981. MSM received authorization from the Liaison Committee on Medical Education (LCME) in July of that same year, to begin planning for expansion to a four-year degree granting institution. The initial four-year program included a contractual arrangement with Emory University School of Medicine for the teaching of all required third-year clinical clerkships. In April 1985, the LCME granted MSM the authorization to award the Doctor of Medicine degree. The first class of students receiving the M.D. degree from the MSM graduated on May 17, 1985. Beginning in August 1990, MSM assumed full responsibility for teaching third-year clerkships in family medicine, surgery, and psychiatry. In 1991, LCME extended the accreditation of MSM for the maximum period of seven years. By 1997, the clinical faculty had assumed responsibility for all clinical courses. In 1998, MSM was again reviewed by the LCME and received full accreditation for another period of seven years.

The Graduate Medical Education program was initiated in 1981 when the Family Practice Residency program received accreditation from the Accrediting Council for Graduate Medical Education (ACGME). A Preventive Medicine Residency program is operated in cooperation with the Georgia Department of Human Resources, The Centers for Disease Control and Prevention and the Rollins School of Public Health of Emory University. The program was accredited in 1986. Since 1991, five additional residency programs have been accredited: psychiatry, internal medicine, surgery, obstetrics & gynecology, and pediatrics.



MSM is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097, 404-679- 4501) to award the degrees, Doctor of Medicine (M.D.), Doctor of Philosophy (Ph.D.) in Biomedical Sciences, Master of Public Health (M.P.H.) and the Master of Science in Clinical Research (MSCR). The initial class of students in the Ph.D. program entered in July 1992. The first students were enrolled in the Master of Public Health Program in September 1995. The first M.P.H. degree was conferred in May 1997 and the first two Ph.D. degrees were conferred in May 1998. The first students were enrolled in the MSCR in 2002 , and the first MSCR degrees were conferred in 2003.

## **2.2 Mission**

MSM is a historically black institution established to recruit and train minority and other students as physicians, biomedical scientists and public health professionals committed to the primary health care needs of the underserved.

The Mission stated above is accomplished through the current strategic plan.

## **2.3 Accreditations**

MSM is accredited for the maximum period of seven (7) years by the Liaison Committee on Medical Education (LCME), a joint committee representing the American Medical Association and the Association of American Medical Colleges, to award the M.D. degree. The LCME has been delegated the authority to accredit U.S. medical schools by the U.S. Department of Education. MSM is certified by the Department of Education of the State of Georgia to award the M.D. degree.

MSM is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number 404-679-4501) to award the M.D. degree, the Ph.D. degree in Biomedical Science, the Master of Public Health (MPH) degree, and the Master of Science in Clinical Research (MSCR) degree. It is also accredited by the Council on Education for Public Health.

The seven residency programs currently sponsored by MSM (family practice, general surgery, internal medicine, obstetrics and gynecology, pediatrics, preventive medicine, and psychiatry), are accredited by the Accreditation Council on Graduate Medical Education (ACGME).

The Accreditation Council for Continuing Medical Education (ACCME) accredits the Continuing Medical Education Program.

Accrediting Organization	First Accredited	Last Accredited	Next Review
<b>Liaison Committee on Medical Education (LCME)</b>			
• M.D.	1985	1998	2005
<b>*Southern Association of Colleges and Schools (SACS)</b>			
• Medical Education			
• Ph.D. in Biomedical Sciences	1991	2001	2011
• Master of Public Health			
• Master of Science in Clinical Research			
<b>Council on Education for Public Health (CEPH)</b>			
• Master of Public Health Program	1999	2004	2009
<b>Accreditation Council on Continuing Medical Education (ACCME)</b>			
• Continuing Medical Education	1986	2004	2008
<b>Joint Commission on Accreditation of Healthcare Organizations (JCAHO)</b>			
• Clinical Research Center	1997	2003	2006
<b>Accreditation Council for Graduate Medical Education (ACGME)</b>			
<b>Residency Programs</b>			
• MSM Program Institutional Review		November 1998	2004
• Family Practice	1981	January 2002	Pending
• Internal Medicine	1992	June 2002	2005
• Obstetrics and Gynecology	1997	May 2002	2004
• Pediatrics	2000	July 2000	2004
• Public Health and Preventive Medicine	1986	April 2002	2007
• Psychiatry	1990	April 2002	2005
• Surgery	1993	November 2003	Pending

For more information on accreditations, contact the respective program director or:

Mrs. Andrea Fox  
 Director of Planning and Institutional Research  
 (404) 752-1510

## 2.4 Administrative Organization

<b>Administrative Officers</b>	
James Allen	Vice President for Human Resources
Angela W. Franklin, Ph.D.	Vice Dean and Associate Vice President for Academic and Student Affairs
Ronny Lancaster, J.D.	Senior Vice President and Chief Operating Officer
Eli Phillips	Vice President for Business and Finance
David Satcher, M.D., Ph.D.	Interim President and Chief Executive Officer
Marjorie Smith, M.D.	Interim Dean and Senior Vice President for Academic Affairs
Walter W. Sullivan, Ph.D.	Vice President for Operations and Planning
Alice Wiggins	Vice President for Public Affairs
<b>Academic Officers</b>	
Samuel Aguayo, M.D.	Associate Dean for Veteran Affairs
Daniel S. Blumenthal, M.D.	Associate Dean for Community Programs
Martha Elks, M.D.	Associate Dean for Medical Education
Sandra Harris-Hooker, Ph.D.	Associate Dean for Research Development
Elizabeth Ofili, Ph.D.	Associate Dean for Clinical Research
Doug Paulsen, Ph.D.	Assistant Dean for Graduate Studies
Lawrence Sanders, M.D.	Associate Dean for Clinical Affairs
Marjorie Smith, M.D.	Interim Dean and Senior Vice President for Academic Affairs
Angela W. Franklin, Ph.D.	Vice Dean and Associate Vice President for Academic and Student Affairs
Sandra E. Watson, MHA	Associate Dean for Administration
<b>Academic Units</b>	
<i>The academic units of MSM are categorized, in accord with the Association of American Medical Colleges, as “basic science” or “clinical” units.</i>	
<i>The following academic units are part of the basic science components of MSM:</i>	
The Department of Anatomy and Neurobiology	
The Department of Microbiology, Biochemistry and Immunology	
The Department of Pathology	
The Department of Pharmacology & Toxicology	
The Department of Physiology	

## Academic Units

*The clinical academic units of MSM are:*

The Department of Community Health and Preventive Medicine

The Department of Family Medicine

The Department of Medicine

The Department of Obstetrics and Gynecology

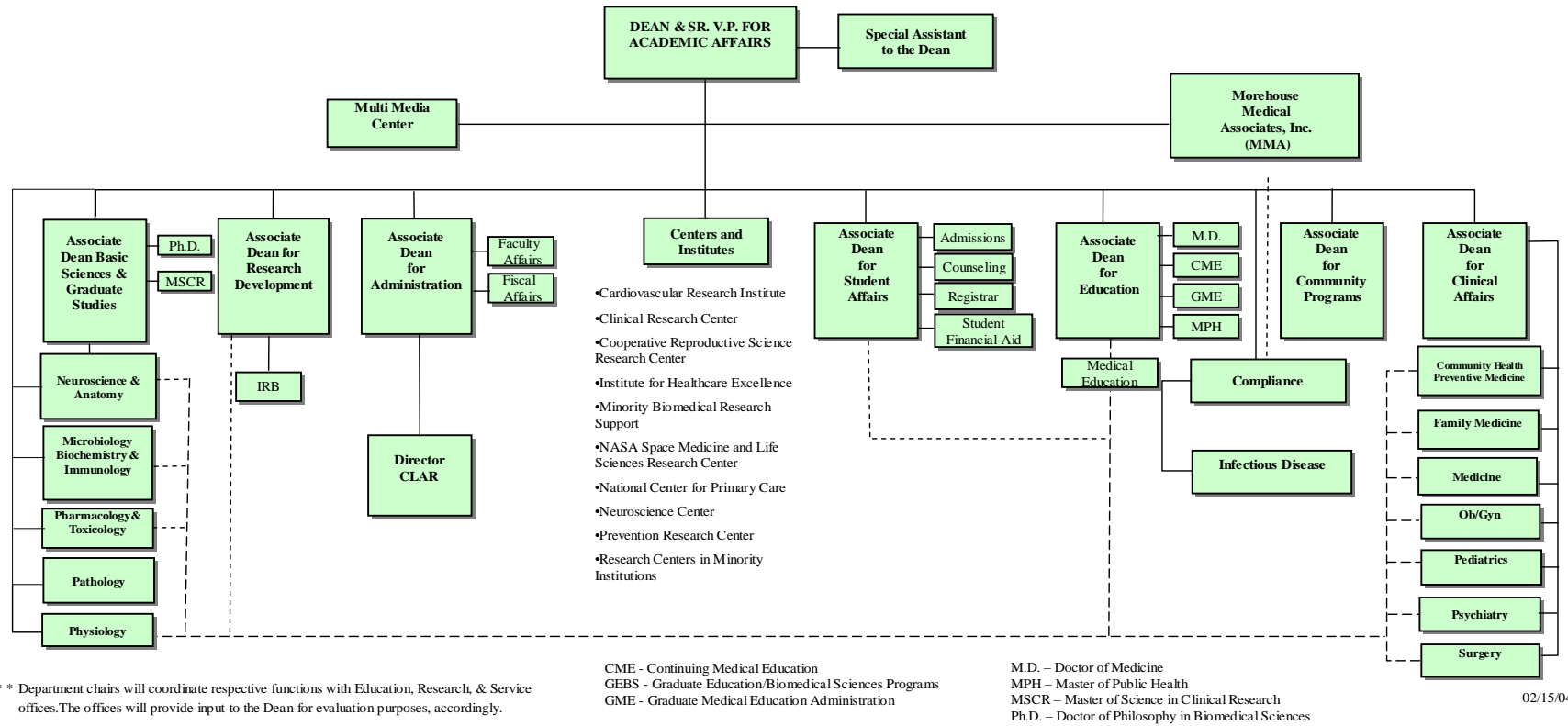
The Department of Pediatrics

The Department of Psychiatry and Behavioral Science

The Department of Surgery

*In addition, MSM has a Department of Medical Education.*

## ACADEMIC AFFAIRS ORGANIZATIONAL CHART



\*\* Department chairs will coordinate respective functions with Education, Research, & Service offices. The offices will provide input to the Dean for evaluation purposes, accordingly.

# MSM

## Organizational Chart



## 2.6 Faculty Governance

The *Faculty Bylaws* establish the Faculty Assembly as a forum to promote communication within the faculty, to enable faculty members to participate in the development and evaluation of academic policies and make recommendations to the dean or Academic Policy Council (APC), to initiate discussion concerning any matter pertaining to the academic life of the medical school, and to help create, maintain and protect an academic environment conducive to growth of scholarship, teaching and service and respect for human rights and dignity.

All members of the faculty (full-time, part-time, volunteer) at the rank of instructor or above hold voting membership in the Faculty Assembly. Emeritus faculty are also members of the Faculty Assembly. This body meets in regular session three times each year and in called sessions periodically.

The *Faculty Bylaws* establish the Academic Policy Council (APC) as the body responsible for the school's academic policy. The dean chairs the APC, and its other members include the president, the associate dean for student affairs, academic department chairpersons, the director of the multi-media center, and one student representative (president of the student government association). The Faculty Assembly elects four representatives (two basic science faculty and two clinical science faculty) to serve staggered two-year terms on the APC. Other members of the administration serve as staff to the APC but have no vote. The APC meets monthly or in call sessions as necessary.

## 2.7 Committees of the Academic Policy Council

The APC appoints members to the following standing committees:

- Admissions (M.D.)
- Admissions (M.P.H.)
- Biosafety and Radiation Safety
- Bylaws
- Committee on Committees
- Continuing Medical Education
- Curriculum (M.P.H.)
- Curriculum and Evaluation (M.D.)
- Faculty Appointment and Promotion
- Graduate Education in Biomedical Sciences
- Graduate Medical Education
- Infection Control
- Institutional Animal Care and Use
- Institutional Review Board
- Library
- Research Development
- Student Academic Progress (M.P.H.)
- Student Academic Progress and Promotions (M.D.)
- Student Fiscal Affairs

Membership on committees is structured to include both basic science and clinical faculty, and consideration is also given to individual faculty requests. Several committees also have student representatives, including Admissions, Curriculum and Evaluation, Biosafety and Radiation Safety and Library.

## 2.8 Physical Facilities

The facilities of MSM include teaching and research laboratories, lecture rooms, offices for central administrative and departmental faculty and staff, and storage space located in the following buildings:

Facility	Year Built/ Renovated	Gross Square Feet	Use
Hugh M. Gloster Building	1982	95,000	Education, Research and Administration
Medical Education Building	1987	76,000	Education, Research and Administration
Harris Building	1988	22,800	Administration and Special Programs
Maintenance Building	1989	7,500	Maintenance and Storage
Multidisciplinary Research Center	1996	35,500	Basic Science and Clinical Research
Research Wing	2000	43,000	Basic and Clinical Research
National Center for Primary Care	2002	105,000	Administration, National Center for Primary Care and Conference Center

One construction project is underway on the main campus that will add significantly to the institutional general facilities:

–An expansion to the Multi-Disciplinary Research Center

This facility will provide for education, research and clinical activities.



Off campus sites include Southwest Medical Building, 505 Fairburn Road, Suite 100 (Family Practice Center)  
Southwest Medical Building, Suite 206  
80 Butler Street (Grady Memorial Hospital)  
75 Piedmont Avenue  
22 Piedmont Avenue (Piedmont Hall on Grady Campus)  
South Fulton Medical Center (Two suites used for MSM programs)  
Ridgeview Institute (office for psychiatry)  
Buggy Works, East Point, Georgia

### **3. PROGRAMS**

#### **3.1 Instructional Programs**

The instructional programs of MSM consist of study leading to the M.D. degree, the Ph.D. degree, the MPH degree, and the MSCR degree.

##### **3.11 Undergraduate Medical Education**

The educational program offered by MSM leading to the M.D. degree focuses both on scientific medicine and on meeting the primary health care needs of patients who are underserved. Most of the first and second year classes are offered in the Hugh M. Gloster Building on the main campus. Clinical instruction is given in hospitals and clinics affiliated with MSM that include Grady Health System (including Hughes Spaulding Children's Hospital), Ridgeview Institute, South Fulton Medical Center, Southside Healthcare, Inc., Southwest Hospital and Medical Center, West Fulton Mental Health Center, Morehouse Medical Associates Comprehensive Healthcare Center and Family Medicine Department in East Point. There is a clinical skills facility in the National Center for Primary Care for teaching and assessing clinical skills at all levels. The Community Health course utilizes various sites in the community. In addition, clinical preceptorships in health clinics and physician's offices are part of the educational program. The school matriculated an entering class of 52 students in 2003 and has a total enrollment of approximately 189 students. MSM plans to increase its class size to 64 students.

The following educational objectives were approved by the APC:

MSM is a historically black institution established to recruit and train minority and other students as physicians, biomedical scientists and public health professionals committed to the primary health-care needs of the underserved. A primary goal of the institution is to provide an academic environment that acknowledges education as the primary function of the institution and that supports and promotes lifelong learning as a foundation for excellence in clinical practice and biomedical

science. A major objective of the undergraduate medical program is to graduate students who are competent, caring, effective health care practitioners. These objectives are linked to specific outcomes in the curriculum.

The undergraduate medical program requires that candidates for the M.D. degree acquire certain knowledge, skills, and attitudes that are essential for functioning in a broad variety of clinical situations. To render a wide spectrum of primary care, a graduate must develop:

1. Mastery of the basic science concepts necessary for the prevention, diagnosis, treatment and management of common medical problems, specifically:
  - knowledge of the normal development, structure and physiologic function of the body, organ systems, tissues, and cells and their interrelationships;
  - knowledge of the molecular, biochemical, cellular, and physiologic mechanisms that are important in maintaining the body's homeostasis;
  - knowledge of the biochemical, immunologic, pharmacologic, and microbiologic principles related to issues of disease, laboratory tests, and therapeutics;
  - knowledge of the various etiologies (genetic, developmental, metabolic, toxic, iatrogenic, microbiologic, autoimmune, neoplastic, degenerative, and traumatic) of diseases (pathogenesis), the associated altered structure and function (pathology and pathophysiology) and characteristic pathologic and laboratory manifestations;
  - knowledge of common epidemiologic and risk factors for diseases and the role and impact of psychological, behavioral, social, economic, and cultural factors on health and disease, and;
  - knowledge of the ethical, legal, and economic issues that impact health and medical care.
  
2. Basic skills including the ability to:
  - perform and record a complete and accurate history, sensitive to patient needs and the nature of the situation;
  - perform and record an accurate and complete physical examination, sensitive to patient needs and the nature of the situation;
  - develop an appropriate diagnostic and therapeutic plan, appropriately using information resources, laboratory and imaging testing;
  - communicate (in writing and orally) effectively and respectfully with peers, faculty, colleagues, and other members of the health care team, understanding the role of consultations and referrals;
  - communicate and interact with patients in an effective, respectful, and compassionate

manner, including counseling them on risks, prevention, lifestyle and therapy issues;

- obtain, analyze, and use the medical literature and other information resources to address medical questions and to sustain professional growth, and;
- apply techniques of population health, including methods of analysis of the health and health problems of defined populations and development of interventions to improve the health of populations.

Throughout training, a candidate must demonstrate medical professionalism including ethical behavior, moral reasoning, honesty, integrity, dependability, and commitment to service.

Students who complete the undergraduate medical education program obtain an unqualified medical degree. The students must pass:

- all courses in the undergraduate medical curriculum to acquire essential knowledge and develop skills needed for competent medical practice; and
- two certifying medical licensure examinations (USMLE, steps 1 and 2).

Medical education requires that the accumulation of scientific knowledge be accompanied by the simultaneous acquisition of skills and professional attitudes and behavior. Thus, in addition to academic requirements, technical standards have been established for admission and graduation from MSM. These standards are published in the student handbook and define aptitude, abilities and skills in the following areas: observation, communication, motor coordination or function, conceptual, intellectual-conceptual, integrative and quantitative abilities, behavioral and social attributes.

Due to the unique mission of the institution, particular effort is made to promote graduate education in primary care areas. In this regard, another objective of the undergraduate program is to have the majority of graduates choose residency training in primary care specialties. Through training sites in rural and inner city areas, students also discover the special needs of patients in those areas that are historically underserved with regard to physician care.

Through achievement of these objectives, graduates of the M.D. program will be equipped to:

- enter and complete programs of graduate medical education;
- qualify for medical licensure; and
- provide competent, sensitive medical care.

In addition, they should have acquired the motivation and skills necessary for continued learning and for understanding the evolving primary health care needs of underserved patient populations.

MSM has a four-year curriculum. The first two years are predominantly classroom and teaching-lab based. They are called the “**preclinical**” or “**basic science**” years. Basic sciences include

biochemistry, human morphology (cell biology, histology, embryology, and gross anatomy), physiology, neurobiology, microbiology, pharmacology, pathology, nutrition, and pathophysiology. Also included in the preclinical courses are fundamentals of medicine II (physical diagnosis, psychopathology, community preceptorship, community health, human behavior, biostatistics and epidemiology, and human values). Students must pass USMLE Step I (part of the licensing exam) before starting clinical rotations. This is a national computer-based examination.

The third and fourth years are known as the **clinical** years. There are basic clerkships of eight weeks duration in medicine, family medicine, pediatrics, obstetrics and gynecology, surgery, and psychiatry (7 weeks) and a yearlong seminar-type course, fundamentals of medicine III. During the core clerkships, students see patients with faculty and residents and follow very intense 60-80 hour weeks of patient care, lectures, case discussions, etc. USMLE Step 2 will consist of two parts—a computer-based portion and a standardized patient exam (test skills with patients) and must be passed to graduate. MSM also requires students to pass an internal standardized patient exam (Objective Structured Clinical Examination or OSCE) at the end of the third year. The fourth year includes seven 4-week experiences. Two are required—rural health and ambulatory medicine. There are five electives—and many students take some of them at other American medical schools.

Additional information about medical students is provided in the Student Handbook. Information about the MD program is available from:

Dr. Martha Elks  
Associate Dean for Medical Education  
(404) 752-1856

### 3.12 Graduate Education in the Biomedical Sciences

The Graduate Education in the Biomedical Sciences (GEBS) program is designed to produce scientists capable of conducting independent research and education programs in the biomedical and clinical sciences. There are two programs available that fall under the purview of GEBS, the Ph.D. Program in the Biomedical Sciences and the MS in Clinical Research.

In order to serve as faculty for GEBS programs, MSM faculty members must be members of the Graduate Faculty. Anyone holding a faculty appointment in the MSM (series I, II or III) may serve as a member or associate member of the MSM Graduate Faculty. To become a member, the chair of the faculty member's home department must write a letter to the assistant dean for graduate studies requesting consideration for appointment. The letter should be forwarded to the assistant dean along with a copy of the faculty member's current curriculum vitae. The assistant dean will forward the credentials to the GEBS Committee (GEBSC) for consideration and approval.

Membership Criteria. The criteria for graduate faculty membership have been established by the GEBSC. The criteria for membership include:

- a) possession of the terminal degree in one's field, or recognition for substantial and distinctive

- contributions in biomedical research;
- b) tangible evidence of ongoing productivity in scholarly research and/or creative activity;
- c) a record of continuing publication of research results; and
- d) successful experience in teaching, counseling, and/or direction of students at the graduate level.

Faculty who do not meet the criteria for membership may serve as associate members of the graduate faculty.

Membership Privileges. Members of the MSM graduate faculty may participate in the graduate education program as exemplified by:

- a) organizing, coordinating and teaching graduate level courses;
- b) serving on a graduate student's advisory committee as a member or as the chair;
- c) serving as major research advisor to a graduate student;
- d) serving on the GEBSC or any committees established by the GEBSC.

Associate members of the graduate faculty may teach graduate courses, serve as co-research advisors to graduate students, serve on graduate student advisory committees, and serve on other committees established by the GEBSC.

Review of Graduate Faculty Membership. The qualifications of members of the graduate faculty shall be reviewed at 5-year intervals by the GEBSC. A member who no longer meets the criteria for membership will be appointed as an associate member. An associate member may petition the GEBSC at any time for consideration for appointment as a member of the graduate faculty.

### 3.12.1 Ph.D. Program in the Biomedical Sciences

The Ph.D. Program in the Biomedical Sciences degree is an exciting program available at MSM. The program comprises a core curriculum followed by specialized training in one of a variety of research fields.

The first year of required courses covers fundamental aspects of cell and tissue structure and function and introduces methods, instrumentation, ethics, and writing skills that are critical to success as a professional scientist.

After completing the required courses, students identify an advisor for advanced study and research. Students may study with graduate faculty in a variety of basic and clinical science departments. Several areas of research focus are available, including:

- |                        |                         |
|------------------------|-------------------------|
| Cancer                 | Immunobiology           |
| Cardiovascular Science | Molecular Biology       |
| Cell Biology           | Musculoskeletal Biology |

Developmental Biology  
Eye Research  
HIV/Infectious Diseases

Neuroscience  
Reproductive Science  
Space Medicine & Life Sciences

Students then take elective courses and begin research in the advisor's laboratory. Once all courses are completed, students prepare for the two part qualifying exam for Ph.D. candidacy:

Part 1 - A comprehensive exam covering all courses (core and elective) being applied to Ph.D. degree requirements.

Part 2 - Selecting (with the advisor) a research project and dissertation committee; preparing and defending a research proposal; and dissertation committee approval of the proposal.

The successful Ph.D. candidate then conducts the proposed research under the direction of the advisor and dissertation committee. The candidate finally prepares a doctoral dissertation describing the research in detail, and defends that work in an open forum to qualify for the Ph.D.

The biomedical research laboratories are located in the Gloster Building, the Medical Education Building, the Research Wing and the Multidisciplinary Research Center, all of which are located on the MSM campus. The many state-of-the-art laboratories are supported by core facilities with leading edge instruments and technology for Biomedical Imaging and Image Analysis, Proteomics, Genomics, Electron Microscopy, Molecular Biology, HPLC, GC/MS, Tissue Culture, Hybridoma Development, Fluorescence-Activated Cell Sorting and other methods.

For Information on the Ph.D. Program in Biomedical Sciences, please contact:

Douglas Paulsen, Ph.D.  
Program Director  
(404) 752-1559

### 3.12.2 Master of Science in Clinical Research

The Master of Science (MS) in Clinical Research degree program is a broad-based multi-disciplinary graduate level program in clinical research designed to prepare clinical faculty for a career in clinical research. The program provides training in the principles and methods of biostatistics; epidemiology, including genetics and clinical trials; outcomes research, including health services research and health economics; and application of these principles/methods to clinical research. The Master of Science (MS) in Clinical Research at MSM is the centerpiece of a Clinical Research Education and Career Development Program (CRECD). The program is designed to address the problem of health disparities through a concerted effort to recruit and train junior faculty clinicians for successful careers in clinical research. The goal of this program is to identify highly motivated clinicians early in their academic career for rigorous curriculum based training in clinical research, as the foundation for outstanding academic careers in clinical investigation.

The Master of Science in Clinical Research is designed to allow the trainees to complete the program in 18 months to two years. The schedule is sufficiently flexible to allow optimum participation of trainees with ongoing clinical responsibilities. E-learning facilities are provided to address this challenge and enhance the training experience.

For information on the Master of Science in Clinical Research Program, please contact:

Elizabeth Ofili, M.D.  
Program Director  
(404) 752-1192

### 3.13 Master of Public Health Program

The Master of Public Health (MPH) program focuses on providing unique opportunities for students to become engaged in community-based participatory research, student-directed learning, problem solving, and the development of skills/competencies essential to the practice of public health. The MPH program's career development center offers leadership and developmental workshops on resume preparation, grant writing, public speaking and interview techniques and public health seminars throughout the year. The MPH program is funded by the Centers for Disease Control and Prevention and the Minority Health Professions Foundation.

The mission of the MPH program is to prepare individuals who will organize and carry out programs to improve the health, quality of life and well-being of communities and people through education, research and service in public health. The program has a particular emphasis on people of color, minorities, the poor, and other underserved populations. The MPH program augments the mission and goals of MSM.

The goals of the Morehouse School of Medicine MPH program are to:

- prepare graduates for leadership positions in various public health professions
- prepare graduates with the ability to address the health needs of communities, regions, and nations with a particular focus on underserved populations
- prepare graduates with skills to be able to effect collaboration with communities
- prepare graduates with knowledge and skills to improve and impact public health policies and practices that promote health and decrease morbidity and mortality among African Americans and other underserved populations
- prepare graduates to discover, develop, and advance knowledge through basic and applied research on problems that disproportionately affect underserved populations
- increase the representation of African American and other underrepresented populations in the public health professions.

The MPH program offers an extensive and inclusive curriculum with three areas of concentration:

- health administration and policy prepares graduates for administrative positions in federal, state, and local health service organizations.
- international health prepares graduates to work in disease prevention and education, policy and environmental program positions with governmental and non-governmental organizations.
- social and behavioral sciences prepares graduates for positions in the private and public sectors as developers, managers, and evaluators of programs that promote healthy communities. Within this track, students can choose to concentrate on health education, family health, or spirituality and health, or they can combine components of each.

In addition to the core curriculum, each concentration offers electives from select areas of interest, allowing students to explore in depth one or more aspects of public health relevance to their career goals. An additional component of the MPH program is the *Public Health Summer Fellows Program*, which encourages and prepares minority undergraduate and post baccalaureate students to pursue careers in public health at the graduate level. Students are also required to attend public health leadership seminar series, which are held once a month and feature outstanding public health professionals, faculty, and several of the Master of Public Health program alumni.

For additional information about the MPH program contact:

Patricia Rodney, PhD, MPH  
 MPH Program Director  
 (404) 752-1944

### 3.14 Residency Programs

The graduate medical education program of the school was initiated in 1981 when the family practice residency program was accredited by the Accreditation Council for Graduate Medical Education (ACGME). The school currently sponsors seven (7) residency-training programs that are accredited by the ACGME. There are approximately 136 residents enrolled in the programs.

<i>Year Initiated</i>	<i>Specialty</i>	<i>Duration of Residency</i>	<i>Program Director</i>	<i>Number of Authorized Resident Slots</i>
1981	Family Practice	3 years	Dr. Michelle Nichols	15
1986	Public Health/Preventive Medicine	2 years	Dr. Beverly Taylor	8



<i>Year Initiated</i>	<i>Specialty</i>	<i>Duration of Residency</i>	<i>Program Director</i>	<i>Number of Authorized Resident Slots</i>
1991	Psychiatry	4 years	Dr. John Gaston	16
1992	Internal Medicine	3 years	Dr. Myra Rose	48
1993	General Surgery	5 years	Dr. W. Lynn Weaver	22
1997	Obstetrics/Gynecology	4 years	Dr. Franklyn Geary	12
2001	Pediatrics	3 years	Dr. Jalal Zuberi	15

### Clinical Observers

MSM does not permit clinical “observerships” and “clinical externships” which may have direct or incidental patient contact by individuals not appointed to ACGME or A.O.A. accredited residencies.

This shall include at a minimum, the taking of histories and physical, patient interviews, ward rounds or other contact. MSM administrators or faculty shall not certify by letter, certificate or recommendation, any participation in MSM residency conferences, lecturers or didactics for the purpose of providing credentials or training.

1. The MSM professional liability policy does **not** cover individuals who are not a part of the MSM faculty or staff, or those who are not enrolled in or are not appointed to its educational programs as residents or medical students.
2. MSM does **not** participate in the “Fifth Pathway” program that is described in the Resident eligibility section of the ACGME Institutional Requirements.
3. This policy does not apply to MSM “visiting scholars” or to exchange visitors who are professors or biomedical science researchers. These individuals are covered by the US Citizenship and Immigration Services (USCIS) regulations and policies.
4. All residents are physicians in training. As such, one may not hold a faculty appointment at MSM while participating in any residency program.

For additional information on residency programs, contact:

William Booth, CPM  
 Director, Graduate Medical Education Administration  
 (404) 752-1857

### 3.15 Continuing Medical Education

The responsibility for meetings, seminars and workshops that address the continuing educational

needs of physicians and other health professionals locally and nationally is undertaken by the office of continuing medical education (CME). MSM faculty, non-MSM physicians and other health professionals register each year for offerings through this program. If you require assistance in planning for such conferences, or if you wish to obtain credit for participation in such conferences, you may contact the CME office.

The CME Program is accredited by the Accreditation Council on Continuing Medical Education. For additional information, contact:

Ms. Cheryl Johnson  
CME Director  
(404) 752-1954

### **3.2 Community Outreach Programs**

A variety of programs is offered in cooperation with elementary schools, high schools, and colleges. They are designed to encourage students to pursue careers in the biomedical sciences. A summary of current community projects sponsored by MSM departments can be located on the MSM website at: [http://www.msm.edu/Public\\_Health/index.htm](http://www.msm.edu/Public_Health/index.htm)

### **3.3 Faculty Development Programs**

MSM has several programs to help faculty develop their teaching, research and clinical skills and learn new approaches to organizing lectures.

The Faculty Development Program began in 1993 in the Department of Family Medicine, but currently exists under the auspices of the NCPC. This program trains faculty in teaching methods, educational theory, computer skills, audiovisual media, grant writing, primary care research, and writing for the medical literature. Faculty members from clinical and basic science departments have attended appropriate components of this program.

Individual clinical departments have supported attendance by clerkship directors at other workshops to enhance teaching skills in areas of evaluating students and residents, small group facilitation, as well as academic career development.

The newly developed MSCR program is a broad-based multi-disciplinary graduate level program designed to prepare clinical faculty for a career in clinical research.

A formal faculty development program for preclinical/basic science faculty is under development. Travel support has been provided for faculty members who teach in the Microbiology and Immunology course to attend an Educational Strategies Workshop (organized by the Association of Medical School Microbiology and Immunology Chairs). Support for travel to scientific meetings or technical course/workshop training is also available to instructors

and other junior faculty through the office for research development (supported by NIH/NIGMS *Research Initiatives for Scientific Enhancement program*).

For additional information on faculty development opportunities, contact your department chairperson or

Ms. Vera Taylor—Faculty Development Program  
Dr. John Patrickson  
Dr. Martha Elks—Associate Dean for Medical Education  
Dr. Elizabeth Ofili—MSCR Program  
Dr. Brenda Hayes  
Dr. Sandra Harris-Hooker

#### **4. FACULTY APPOINTMENT AND PROMOTION**

The policies governing appointment and promotion of faculty and the guidelines used in determining the appropriate rank are found in the *Faculty Bylaws* and the *Faculty Appointment and Promotion Committee Process and Policies*.

##### **4.1 Three series system**

MSM has three series of faculty, known as series I, II and III. Faculty appointed to series I are eligible to receive multi-year appointments and must be full-time. Faculty appointed in series II must be at least 50% time and are given appointments for one - three years in length. Series III is reserved for part-time faculty who provide less than 50% effort and volunteer faculty. The paid faculty are appointed to terms of one year or less, and volunteer faculty are appointed to two-year terms.

##### **4.2 Guidelines for Appointment and Promotion**

As a general rule, qualifications for faculty appointment or promotion relative to the education, training, achievement, and general level of preparation and effectiveness are the same regardless of series. If the highest degree earned is less than a doctorate, then the candidate's credentials must be considered exceptional. In exceptional cases, outstanding professional experience and demonstrated contributions to the teaching discipline may be presented in lieu of formal academic preparation. Consideration by the Faculty Appointment and Promotion Committee of those individuals not meeting the minimum eligibility requirements will be given only upon the recommendation of the department chair. The dean must endorse the proposal as a legitimate exception.

Each department shall have a written statement of the specific criteria and procedures for appointment and promotion for each rank that shall be consistent with the general institutional

statement of criteria and procedures for appointment and promotion. These guidelines should include a process for providing peer review of credentials and must be developed and approved by the departmental faculty. A minimum of three departmental faculty members at or above the rank sought should participate in the peer review of the credentials. In cases where there are insufficient departmental faculty at the appropriate rank, additional reviewers at the appropriate rank may be recruited from another department. All departmental procedures must be presented to the Faculty Appointment and Promotion Committee and, thereafter, approved by the Academic Policy Council prior to adoption.

### **4.3 Expectation of Continued Appointment**

The academic functions performed by MSM are facilitated by a policy that defines for the faculty what they may reasonably expect regarding continued appointment. Although an academic tenure policy has not been established by the Board of Trustees, it is the Board's desire that the faculty be encouraged to expect continued appointment under the terms set forth in this section.

Faculty members appointed initially to higher academic ranks have had greater experience and have demonstrated greater academic accomplishments than those just entering the field. MSM can rely on the past performance of the more experienced academicians and is willing, therefore, to offer a longer term of initial appointment.

Policies relating to continued appointment apply to the academic appointment only. If the individual faculty member holds a concomitant administrative appointment, the policy is set forth in Article VI, Section 7 of the *Faculty Bylaws*.

#### **4.31 Series I**

If a decision has been made by a department chairperson (or, in the case of a department chairperson, by the dean) not to continue the academic appointment of a faculty member, a professor shall be given at least 18 months notice, in writing, by the department chairperson of intent not to reappoint. An associate professor shall be given at least 12 months, and an assistant professor shall be given at least 12 months notice, in writing, by the department chairperson of intent not to reappoint. An instructor shall be given at least six months notice. For additional details, please refer to the *Faculty Appointment and Promotion Committee Process and Policies*.

#### **4.32 Series II**

All faculty appointed in series II must be provided at least a six-month notification of intent not to reappoint.

#### 4.33 Series III

Part-time series III faculty should be given one-month notice of intent not to reappoint and corresponding termination of salary support.

Voluntary series III faculty appointments automatically lapse; therefore, no notice is provided. However, voluntary faculty should be advised by the dean that they were not recommended by the chair for reappointment to the faculty.

### 4.4 Term

#### 4.41 Series I

The individual to be appointed to a series I position shall be offered an initial appointment for a term as shown below:

Professor	3 to 5 years
Associate Professor	2 to 3 years
Assistant Professor	2 years
Instructor	1 year

Faculty members shall be eligible for reappointment for a term that falls within the range for their rank as shown above for initial appointment.

Professors and associate professors shall not be limited with respect to the number of terms to which they may be reappointed. Assistant professors may be reappointed for terms, which do not aggregate more than six years before promotion to associate professor. At the end of their fourth year, assistant professors are informed that if they are not promoted by the end of their 6th year, they will be granted a one-year terminal appointment in series I.

Instructors may be reappointed for terms that do not aggregate more than three years of service at MSM. If during this period the faculty member is not promoted, he or she will be offered a terminal appointment for an additional six months.

#### 4.42 Series II

The individual to be appointed to a series II position shall be offered an appointment for a term as shown below:

Professor	1 to 3 years
Associate Professor	1 to 3 years
Assistant Professor	1 to 2 years

Instructor

1 year

Faculty members shall be eligible for reappointment for terms that fall within the range for their rank as shown above for initial appointment. Appointments to series II are for a specified period of time, are subject to annual reviews, and can be, but are not automatically renewed an indefinite number of times within the guidelines of MSM.

#### 4.43 Series III

Appointments to series III as part-time faculty are for a period of one year or less. Faculty may be re-appointed an indefinite number of times.

Appointments to series III as voluntary faculty are for a period of two years or less. A recommendation for renewal of appointment is required every two years, otherwise the appointment automatically lapses. Appointment renewals shall be at the discretion of the department chairperson and the dean.

#### 4.5 Evaluation

Each member of the faculty is evaluated annually using forms approved by the Academic Policy Council. The forms include the Faculty Activity Report (FAR) that faculty complete and forward to the appropriate chair (the dean, in the case of chairs). Based in part on this database and other factors, the chair completes a second form, the Chairpersons Annual Evaluation for Faculty (CAEF). The CAEF must be signed by the faculty member, and is forwarded to the dean along with an updated curriculum vitae. The FAR is maintained in the departmental files.

#### 4.6 Verification of Training

In fulfillment of accreditation requirements and its own standards, MSM verifies the information shown below. Appointments to the faculty are contingent upon satisfactory verification of this information.

1. Highest Earned Degree: An official sealed copy of the transcript sent directly to the MSM faculty coordinator by the registrar of the institution granting the highest earned degree is required for all non-M.D. faculty. Copies of diplomas or transcripts are not sufficient. For clinical faculty the following document is required: a certified statement from the Registrar of an accredited institution awarding the M.D. degree sent directly to the MSM Faculty Coordinator. All faculty who are international medical graduates must bring their original diploma to the office of the dean and have a copy of the diploma notarized at MSM.
2. License to practice medicine in Georgia: The possession of a valid and current license to practice medicine is verified via the Composite State Board website and followed up with

written correspondence to the Board after December 31<sup>st</sup> of each year.

3. Verification of Board certification: specialty board certifications are verified via the official American Board of Medical Specialties (ABMS) directory of board certified medical specialists, which is available in the MSM Multi-Media Center.
4. Degrees from non-regionally accredited institutions: Those applying for faculty positions who received training leading to the highest earned degree from non-regionally accredited institutions are carefully reviewed to insure that they have the appropriate training to carry out their functions. In most cases, such persons will have received post-doctoral training in institutions that are regionally accredited, and letters of evaluation from such institutions are reviewed.
5. Communication Ability: Accreditation requirements stipulate that those who have a teaching function must be able to communicate effectively in the English language.
6. Indicators of clinical competence: Prior to granting a non-temporary appointment, applicants who will be expected to engage in clinical practice in behalf of the institutions are carefully reviewed for indicators of clinical competence. A report from the National Practitioner Data Bank (NPDB) that lists revocations, probations, suspensions and other regulatory actions is reviewed for each such applicant. In addition, other indicators such as gaps in training and professional service, verification of staff appointments, suspension of privileges, professional liability issues, and drug enforcement status are reviewed.

## **4.7 Special Faculty Titles in the Medical School**

### 4.71 Honorary Degrees

Potential candidates for honorary degrees are reviewed by the Commencement Committee. There is input from the faculty, staff, and students on the committee, and their charge is to coordinate all activities related to commencement and convocation, including the nomination of potential speakers/honorary degree recipients. Names are then submitted to the president, and the president then submits candidates to APC for approval.

### 4.72 Endowed Chairpersons

This title is used to identify a faculty appointment in an endowed professorial chair. The name of the chair indicates that gifts to help support the position were made in the name of that individual; such names are usually applied to a full professorship but may appear at another rank. Financial support of the endowed chair comes from an endowment established for that purpose.

### 4.73 Emeritus

On recommendation of the appropriate chairperson, a faculty member who has rendered outstanding service to MSM may be appointed to Emeritus status in the same rank and category held at the time such recommendation is made. The individual should have held the rank of at least, Associate Professor (series I) for five (5) years. To be Emeritus eligible, the faculty member shall be fully retired from Morehouse School of Medicine, or unable to render further service by reason of permanent disability. A request for Emeritus status shall not include a request for promotion in rank. The procedure for Emeritus appointment shall be the same as for other faculty appointment. The recommendation shall be reviewed by the FAPC.

#### **4.8 Academic Titles without Faculty Status**

Non-faculty academic titles are available to recognize individuals who provide assistance to the faculty by their contributions to teaching, research or clinical programs of MSM. They are assigned the titles of research associate, clinical associate, teaching associate, research scholar, lecturer or visiting scholar. These titles are not faculty titles and, consequently, these appointments do not convey membership in the faculty assembly.

Unless specifically stated otherwise, the terms and conditions of employment for these non-faculty academic positions are described in the *Non-Faculty Academic Personnel Handbook* and are the same as other staff positions as detailed in the *Administrative Handbook*.

### **5. PERSONNEL POLICIES**

A complete description of policies governing personnel issues is found in the Administrative Policy Manual and the *Employee Handbook*. The following is a summary of policies that are specific to faculty.

#### **5.1 Exempt Employees**

MSM is subject to the Fair Labor Standards Act of 1938, as amended, commonly known as the Wage and Hour Law. The overtime provision of the law requires that employees classified as non-exempt must be paid at the rate of time and one-half for all hours worked over 40 in the workweek. Employees whose job duties are professional, executive, or administrative in nature and whose salaries are above a certain minimum are classified as exempt from the overtime provision of the law. Since members of the faculty are automatically classified as exempt employees, they are not paid for overtime.



Assistance in administering the Wage and Hour Law or additional information about it may be obtained from:

Ms. Kim Byrd  
Human Resources Department  
(404) 752-1600

## 5.2 Faculty Grievance Procedures

In recognition of every member's right to be fairly heard about any complaint regarding his or her individual employment status, a faculty member with a personal grievance shall use the established grievance procedure without fear of intimidation or reprisal. The associate dean for administration will, at the request of the aggrieved employee, fully explain this procedure. Briefly, this procedure provides for the resolution of individual complaints within the grievant's department and/or the dean's office (informal). If the resolution of the matter is not acceptable to the grievant or the department, an appeal process is available (formal). This appeals process utilizes an ad hoc grievance committee appointed by the dean and may include an appeal of the matter to the president for a final determination.

The "Procedure to be used when a faculty member has an unresolved grievance" can be found in Appendix IV of the *Faculty Bylaws*.

## 5.3 Due Process

The *Faculty Bylaws* provide for the censure or dismissal of a faculty member for "just cause". They further provide that no member of the faculty may be censured or dismissed for "just cause" without due process. The due process procedures apply only to matters relating to "just cause", and do not apply to procedures regarding intent not to re appoint after the expiration of a faculty appointment. The associate dean for administration will, at the request of the faculty member, fully explain this procedure. Briefly, this procedure provides that:

- 1) A faculty member must be notified in writing by the dean if he or she is charged with a just cause for censure or dismissal.
- 2) The written notification must include:
  - the specific violation
  - a description of evidence supporting the charge
  - the names of the persons providing the evidence
  - notice that the faculty member charged has the right to a hearing
- 3) If the faculty member desires a hearing, a hearing shall be considered by a faculty committee.

4) If the faculty member desires a further appeal, the matter shall be considered by the governing board of MSM.

5) The faculty member shall receive their salary throughout the appeal process.

The “Due Process Procedures to govern Hearing for Faculty Prior to Censure or Dismissal for Just Cause” can be found in Appendix II of the *Faculty Bylaws*.

## **5.4 Compensation**

The faculty compensation plan includes a base salary and a fringe benefit package.

The standard for faculty compensation is the Annual Survey of Medical School Faculty Salaries published each year by the Association of American Medical Colleges (AAMC). This report lists salary information for faculty who receive only a base salary, and for those who receive a base plus a supplement. For faculty who receive a base plus supplement, there is a special report that indicates the base portion. Data are presented in terms of the 25<sup>th</sup> and 75<sup>th</sup> percentile mean and median and the region of the country, department, rank, and in some cases, sub-specialty, for faculty with M.D. degrees. MSM attempts to set its salaries so that, on average, the 50th percentile for private and public institutions in the Southeast is approached. Adjustments are made for the fact that the AAMC report is issued in September of the fiscal year that follows the academic year to which the salaries pertain. Faculty members who have just assumed a given rank are expected to be in the lower percentile ranges; those with good evaluations and with longer time in rank are expected to be in the upper ranges of the scale. There is considerable variation in salary for a given rank from department to department and across the sub-specialties.

Clinical faculty are expected to earn a percentage of their base salary through patient care activities. The amount to be earned is set by the department chair in consultation with the dean. This Professional Component of Base Salary (PCBS) is earned through the faculty practice plan (Morehouse Medical Associates). After deductions for overhead and a contribution to the school (a percentage of the remainder), earnings are allocated to the PCBS. The PCBS is paid only to the extent that collections for professional services rendered are received by MMA. If actual collections received are less than the assigned PCBS, then faculty are entitled only to the lesser amount.

Effective July 1, 2003, MSM implemented, on a trial basis, a new clinical faculty incentive plan. All full-time MSM faculty with clinical activity at MMA medical offices, Grady Health Systems, or affiliated hospitals are included in this plan.

Main Points of New Plan:

1. All applicable faculty will receive a clinical revenue “goal” for MMA medical offices and affiliates, and a clinical revenue “goal” for Grady Health Systems. Clinical revenue goals are established by the clinical departments using historical collections, projected activities,

and other data as a basis for calculating the targets.

2. All revenues collected including contractual revenues will be treated alike, except in instances where faculty derives more than 50% of their clinical salary from contract revenue.
3. The distribution of clinical revenues for faculty at Grady and at MMA medical offices will be as follows: *(Please refer to the chart)*

<b>Distribution of Clinical Revenues</b>				
	<b>Revenue up to Goal</b>	<b>Excess Revenue 0-15% above Goal</b>	<b>Excess Revenue 15-30% above Goal</b>	<b>Excess Revenue greater than 30% above Goal</b>
<b>Physician Salary (PCBS)</b>	40%	45%	50%	55%
<b>Department</b>	0	20%	20%	20%
<b>Dean / President's Fund</b>	5%	5%	5%	5%
<b>MMA</b>	55%	20%	15%	8%
<b>Fringe Benefits</b>	Funded by MMA	10%	10%	12%

4. Clinical faculty at both MMA medical offices and Grady are eligible for “incentive compensation”. This is a departure from the prior compensation plan, where faculty at Grady could not participate in incentive compensation.

***For more information on PCBS and Incentive Income, you may contact the MMA Executive Director or your department chair. For information on faculty compensation in general, you may contact:***

Sandra E. Watson, MHA  
 Associate Dean for Administration  
 Hugh M. Gloster Building  
 Dean's Office  
 (404) 752-1723

## **5.5 Fringe Benefits**

The fringe benefits available to faculty are contained in the MSM Summary of Benefits pamphlet. The benefit package is explained in the *Employee Handbook*. Fringe benefits currently amount to approximately 27.7% of salary.

In general, MSM provides a basic insurance program of medical, dental, vision, life and long-term

disability, for eligible faculty and the opportunity to purchase additional life insurance, accidental death and dismemberment insurance, cancer indemnity, and hospital intensive care insurance. We also offer portable life insurance and long-term disability plans which may be individually purchased by employees.

MSM participates in several retirement plans designed to meet your varied needs. These plans include: Teachers Insurance and Annuity Association - College Retirement Equities Fund (TIAA-CREF), and AFLAC. The college contributes 7.0 percent of the base annual earnings of an eligible faculty member up to the allowable maximum under the law. MSM also offers a tax deferred investment plan that gives you a way to use pre-tax dollars to build your retirement fund.

*For more information, you may contact the Department of Human Resources, Benefits Office.*

## **5.6 Extra Duty Pay**

“Extra Duty Pay” is not an option for full-time clinical faculty. Such pay is available only to physicians whose MSM activities are limited to providing night call or weekend coverage for our MSM services, or who are not otherwise on an MSM payroll. Extra duty pay is also available to residents who moonlight in a Grady clinic, provided such moonlighting is requested by and approved in advance by the respective Grady clinic.

## **5.7 Vacation**

Faculty members receive 22 working days of paid vacation each year. These days are provided at the time of appointment. Faculty members are encouraged to take all vacation leave accumulated at the end of a given fiscal year by December 31 of the same calendar year. The maximum leave balance accrued can be no more than two (2) times the employee’s annual paid vacation allowance. Leave for department chairs must be approved by the dean. All faculty leave (including grant-sponsored travel) must have prior approval of the department chair.

## **5.8 Holidays**

Full-time and part-time faculty who work at least 17.5 hours per week are eligible for the following holidays:

Martin Luther King, Jr. Day  
Good Friday  
Memorial Day  
Independence Day  
Labor Day  
Thanksgiving Day/Day After  
Christmas Eve  
Christmas Day  
New Year's Eve  
New Year's Day

When a holiday falls on Saturday, it will be observed on the preceding Friday; if the holiday falls on Sunday, it will be observed on the following Monday.

## **5.9 Sick Leave**

Full-time and part-time faculty who work 17 ½ hours per week or more accrue sick leave at the rate of one workday per calendar month. Sick leave accumulates from year to year up to a limit of ninety (90) days. Paid sick leave begins the first month of employment, when employment begins on or before the fifteenth (15th) of the month. If employment begins the sixteenth (16th) or after, sick leave accrual will begin the following month.

Faculty are responsible for giving notice to their immediate supervisor when time off is necessary due to illness. A request for leave form must be completed. In certain cases, you may be required to present a certification from your physician to support an extended illness.

Upon exhaustion of accrued sick leave, time taken may be charged against vacation time at the employee's request. If both accrued sick leave and vacation leave are exhausted, time absent from work will be charged as leave without pay.

## **5.10 Sabbatical Leave**

The policy concerning educational (sabbatical) leave is found in Appendix V of the *Faculty Bylaws*. Two aspects of educational leave are often misunderstood. First, sabbatical leave is not granted automatically, but is awarded upon recommendation of the department chair to the dean based upon review of a career development plan submitted by the faculty member. Secondly, the responsibility for funding the leave resides in the department. Department chairs should begin planning for

possible sabbatical leave for a given faculty member well in advance and should have discussions with the dean concerning mechanisms to be used to fund the leave. Normally, faculty members will be able to secure funding for leave from a variety of sources.

Sabbatical leave may be funded by departmental sources or external grant funds. If your approved sabbatical leave is to be supported (in part) by external grant funds, it would be necessary for you to request permission from the awarding agency to use these funds for this purpose. If your sabbatical leave is not derived from external funds, but you are still the principal investigator of an externally supported project, you may need to inform the awarding agency of your plans for this period. The agency may require assurances of how you will oversee projects during any extended absence. These requirements relative to grant activities also pertain to an extended (non-sabbatical) leave during which you may not have direct oversight for the funded work. In some instances, some institutional funds that are committed to a department can be utilized to fund a leave if other members of the department are able to assume the responsibilities of the member on leave.

### **5.11 Other Leaves of Absence**

Paid time-off from work is also available for eligible faculty for other appropriate circumstances. The procedures for these instances can be found in the *MSM Employee Handbook*.

- Maternity Leave
- Jury Duty
- Family Medical Leave
- Bereavement
- Military Leave (with or without pay)
- Public Office Leave

The school's policies on these type leaves are contained in the Administrative Policy Manual. For more information contact:

Mr. TaDarol Bates  
Manager, Benefits and Employment Relations  
(404) 752-1964

## **5.12 Resignation**

Faculty are required to give the department chair person three months minimum resignation notice. Failure to provide required notice may forfeit any right to payment of unused vacation and incentive pay (where applicable). Such resignations will constitute concurrent resignation from all secondary faculty appointment and committees of MSM and membership in MMA (where applicable). Resignations shall not be subject to any rights of re-consideration or review at the instance of either party without the concurrence of the other. Unless expressly agreed upon in writing to the contrary, all rights to rank, salary and benefits shall terminate as of effective date of the resignation.

## **5.13 Consulting/Compensation by agencies other than MSM**

The *Faculty Bylaws* contain the following statement regarding compensation by agencies other than MSM:

Full-time faculty, who are salaried by the School of Medicine, shall obtain approval from the dean before engaging in teaching, research or consultation for monetary return paid by individuals or organizations other than the School of Medicine.

Full time clinical faculty members, who are licensed to practice medicine in Georgia, shall become members of Morehouse Medical Associates, Inc., and shall abide by the provisions of the bylaws of that organization with respect to all medical practice activities.

No full-time employed faculty member shall engage in any compensated professional service, research, or teaching activity, either as a consultant or in any other capacity without prior approval of the chair of his/her department, subject to the ultimate approval of the dean. No department chair, center director, or institute director shall engage in any compensated professional service, research, or teaching activity, either as a consultant or in any other capacity without prior approval of the Dean.

## **5.14 Parking**

All vehicles owned, operated or parked on the MSM campus must be registered with the MSM Department of Public Safety. The current cost of parking on the main campus is \$480 (or \$600 for reserved parking) per registered year. A registered year is from July 1st through June 30th. Parking arrangements at other MSM facilities must be arranged separately.

For additional information, contact:

Public Safety Office  
(404) 752-1794

### **5.15 Moving Expenses**

In certain instances, MSM may help defray relocation expenses for full-time faculty recruited to MSM. Such persons must remain in the employ of the medical school for a sufficient period of time to justify the expense being made on their behalf. This term would be the minimum of one (1) year for Instructors and Assistant Professors and three (3) years for Associate Professors and Professors. Should employment terminate prior to the completion of the requisite years of service, reimbursement of relocation expenses will be required prior to distribution of the final paycheck.

MSM allows reimbursement of receipt supported relocation expenses up to the limits stated below:

Instructor	\$2,000
Assistant Professor	\$2,500
Associate Professor	\$3,500
Professor	\$6,000
Chair	\$7,000

For additional information, please refer to *Appendix XII—Relocation Expenses of the Faculty Bylaws*.

### **5.16 Discrimination/Discriminatory Harassment Policy**

In compliance with federal law, including the provision of Title IX of the Education Amendment of 1972 and Section 504 of the Rehabilitation Act, it is the policy of MSM that all employees and students should be able to enjoy and work in an educational environment free from discrimination and discriminatory harassment. Discrimination or discriminatory harassment of any person or group of persons on the basis of race, color, national origin, religion, sex, sexual orientation, age, disability, or veteran's status is specifically prohibited at the MSM. Any person privileged to work or study at the MSM, who violates this policy, will be subject to disciplinary action up to and including permanent exclusion from the institution.

Discriminatory harassment includes conduct, (oral, graphic, or physical) directed against any person or group of persons because of their race, color, national origin, religion, sex, sexual orientation, age, disability, or veteran's status, and that has the purpose of, or reasonable foreseeable effect of creating, an offensive, demeaning, intimidating, or hostile environment for that person or group of persons. Such conduct includes, but is not limited to, objectionable epithets, demeaning depictions or treatment, and threatened or actual abuse or harm.

In addition, sexual harassment includes unwelcome sexual advances, requests for sexual favors, and



other verbal or physical conduct of a sexual nature when:

- submission to such conduct is made either explicitly or implicitly the basis for employment or academic decisions affecting that employee or student; or
- such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or a student's academic performance or creating an intimidating, hostile, offensive employment, education, or working environment.

For additional information, contact:

Ms. Marilyn Pruitt, MBA  
Director of Risk Management & Discrimination  
(404) 752-1846

### **5.17 Teacher/Learner Relationships**

MSM has defined and publicized standards of conduct for teacher/learner relationships and developed guidelines for addressing violations of these standards.

In the teacher-learner relationship, each party has certain legitimate expectations of the other. For example, the learner can expect that the teacher will provide instruction, guidance, inspiration and leadership in learning. The teacher expects the learner to make an appropriate professional investment of energy and intellect to acquire the knowledge and skills necessary to become an effective healthcare professional. Both parties can expect the other to prepare appropriately for the educational interaction and to discharge their responsibilities in the educational relationship with unfailing honesty. While such expectations are extremely important to the educational mission of MSM, the diversity of members of the academic community combined with the intensity of interactions that occur in the health care setting, as well as in the laboratory or classroom, could lead to incidents of inappropriate behavior or mistreatment.

The institution is committed to maintaining a teaching and learning environment free of discrimination of any kind and all forms of coercion or other mistreatment that interfere with academic freedom or diminish the dignity of any member of the MSM family of students, postgraduate trainees, faculty and staff. It is expected that all members of the MSM family will embrace this standard of behavior in order to foster an effective and supportive learning environment of mutual respect and collegiality among teachers and learners.

For additional information, please refer to *Appendix XIII of the Faculty Bylaws—Teacher/Learner Relationships*.

### **5.18 Impaired Faculty Policy**

An impaired faculty member is one who because of alcohol or other drugs of abuse, mental disorder, or other medical disorders is unable to participate within the MSM community with requisite skill and safety. It is the policy of MSM to assist impaired faculty while maintaining a balance between the individual's rights and the school's duty to safeguard the public health and effectively discharge its mission.

The complete policy can be found in *Appendix XVI of the Faculty Bylaws*.

### **5.19 Conflict of Interest Policy**

It is the policy of MSM that members of the board of trustees, officers, faculty and staff have a duty, when acting in these professional capacities, to act in the best interest of the institution. These individuals should not take advantage of their knowledge gained there from, for personal or private gain or other personal advantage, either for themselves, or any other person for whom they have an interest, whether personal or financial and whether direct or indirect.

The president shall require each faculty and staff member annually:

1. to review this policy;
2. to disclose any possible personal, familial, or business relationships that reasonably could give rise to a conflict, or a perceived conflict, involving MSM and;
3. to acknowledge by his or her signature on the MSM disclosure form that he or she is in compliance with the letter and spirit of this policy.

### **5.20 Personal Responsibility for Licensure and Certification**

As a condition of employment, clinical faculty are required to acquire and maintain a medical license to practice in the State of Georgia, valid Drug Enforcement Administration certificate, and specialty Board certification in their respective fields as appropriate. The cost associated with obtaining these credentials are considered personal expenses and are not provided by MSM. In addition, MSM does not provide travel or other expenses related to faculty participation in board review courses.

## **6. RESEARCH**

In keeping with its mission to conduct research in diseases that disproportionately affect minority populations, MSM believes it is important to develop robust research programs that embrace basic, clinical, health services and community-based research endeavors. All research grant applications

and contracts must be processed through the appropriate offices at MSM. Compliance committees, where appropriate, must have an opportunity to review research grants and contracts prior to submission to the sponsoring agency. The grant routing process can be found on the MSM website ([www.msm.edu](http://www.msm.edu)) under Research.

In all instances, except for some direct fellowship awards, the official “grantee” is MSM. MSM and all those engaged in the expenditure of research funds must follow the regulations and guidelines established by the sponsoring agency.

## **6.1 Multidisciplinary Centers, Institutes and Training Programs**

MSM is a relatively young institution, but the outcomes of our research activities have already resulted in the establishment of major centers, institutes and training programs, including:

- Cardiovascular Research Center
- Center for Excellence on Health Disparities
- Clinical Research Center
- Cooperative Reproductive Science Research Center
- Health Promotion research Center
- Minority Biomedical Research Support Program
- NASA Space Medicine and Life Sciences Research Center
- National Center for Primary Care
- Prevention Research Center
- Research Centers in Minority Institutions

Additional information on each of these programs can be found on the MSM website. The institution is currently in the process of developing policies and procedures for establishing, governing and evaluating multidisciplinary centers and institutes.

## **6.2 Office for Research Development**

The MSM research enterprise has grown considerably in size, capability and complexity. The number and complexity of the tasks that must be accomplished to coordinate and optimize the value of this growth will continue to increase concomitantly.

For additional information, contact:

Sandra Harris-Hooker, Ph.D.  
Associate Dean for Research Development  
Office for Research Development  
(404) 752-1725

### **6.3 Sponsored Programs**

The Office of Sponsored Programs (OSP) collects, stores and disseminates information regarding opportunities for support by public sponsors of research, instruction and service activities of MSM. The OSP is charged with assuring sponsors and the institution that project funds are expended in an appropriate fashion.

The OSP is staffed by a vice president; program coordinator/editor; manager, pre-award activities; programmer/analyst; two IPA staffers; and a proposal developer. The OSP is designed to assist faculty and others in the identification of funding sources to support their efforts. The OSP is responsible for serving as a liaison between critique of proposals and manuscripts during draft preparation.

The president has delegated authority to the vice president for operations and planning to sign, on behalf of the president and the institution, documents relating to extramural proposals and awards from public sponsors as well as awards (not gifts) from research foundations and corporations. He is also responsible for negotiating all grants and contracts with potential sponsors.

The Office of Sponsored Programs is located in the Basic Medical Sciences building on the main level.

For additional information, contact:

Walter W. Sullivan, Jr., Ph.D.  
Vice President for Operations and Planning  
(404) 752-1608

### **6.4 Grants, Contracts and Proposals**

#### **6.41 Grants Application and Management System (GAMS)**

MSM has selected a computer software program, Grants Application and Management System (GAMS) to assist with its grant management processes. GAMS is a web-based system that allows electronic budget development and changes, as well as electronic financial status reports and billings. GAMS simplifies review and management for the duration of an award, eliminating the review by fiscal years. GAMS will provide pre-award electronic proposal development and submission, post award administration and reporting. It will also establish billing and receivable activities for the research administration community. The GAMS pre-award and post award modules focus on compliance in accordance with federal, state, local, and the institution's laws, guidelines, policies and procedures.

#### 6.42 Pre Award

Specific instructions for the internal processing of documents about research administration can be obtained from the Office of Sponsored Programs.

A document entitled “Procedures Manual, Grants and Contracts” has been prepared by the Office of Sponsored Programs and has been distributed to each department. A copy is also available in the Multi Media Center. If you are not able to locate a copy in your department, call Ms. Rheba Walton, Manager, Pre-award activities at (404) 752-1610. The Manual explains procedures to be used to secure funds to support research and educational programs from public sponsors, foundations and corporations.

In general, all grant proposals, letters of intent, research contracts and agreements, and draft agreements requiring an institutional signature are to be directed to this office. The MSM institutional signature needed for these documents is that of Walter W. Sullivan, Jr., Ph.D. In his absence these documents may be signed by his designee. Authority for contracts is a responsibility of Dr. Walter Sullivan, vice president for operations and planning. Processing of contracts is handled by the office of sponsored programs with review by the finance office. Contracts are signed by Dr. Sullivan, but in his absence, a review conducted by the finance office with a signature by Mr. Eli Phillips, vice president for business and finance, would constitute a binding contract.

Before contact is made with sponsors, all faculty are asked to contact Dr. W. Sullivan, vice president for operations and planning in order to insure coordination of efforts in securing funds to support the school. If the proposal involves a major private donor, concurrence should be obtained from the office of institutional advancement. The office of sponsored programs will help you determine what signatures are required.

#### 6.43 Post Award Management

Each investigator shares with MSM the responsibility for the prudent management of support funds received from external sources. Grant or contract expenditures must be made in accord with the policies of MSM and with those of the awarding agency. Department administrators familiar with these policies and procedures will help you in the management of these funds. Funds are deposited in individual accounts subject to audit control. Expenditure reports are prepared by our grants and contracts section and transmitted to the sponsoring agency in accord with the agency’s requirements. Gifts or cash donations may be deposited in a non-descript MSM account if the donor does not require a separate expenditure record for the use of the funds.

Fiscal and administrative questions concerning post-award management may be addressed to:

Ms. Brenda G. Willis  
Director of Grants and Contracts  
(404) 752-5791

In many instances the responsibility for re-budgeting of awarded funds is held by the principal investigator. Any internal request for actions requiring institutional approval should be sent to the Office of Sponsored Programs. The Director of Sponsored Programs will provide programmatic review and approval prior to sending the request to the Grants and Contracts Section for fiscal concurrence. Any requests for re-budgeting must be made, in writing, before initiation of the expenditure. The request must contain sufficient information to justify the action. As a minimum this should contain:

- MSM account number
- amount of funds to be reallocated
- budget category from and to which the change is to be made
- description of expense to be incurred
- justification for change with respect to how it will benefit the project

Your department administrator or other staff in your department or the business office should be able to help you with matters about the following research management topics:

<b>Purchasing:</b>	purchase of supplies and equipment cancellation of existing purchase order return of products acquired by purchase order for credit or exchange equipment screening prior to purchase equipment leases competitive bidding cost/price analysis requirement for expenditure of federal funds requirements for sole source purchase with federal funds
<b>Receiving:</b>	receiving procedures
<b>Accounting:</b>	payroll accounts payable travel and entertainment faculty benefits
<b>Grants and Contracts:</b>	account number setup budget changes award guidelines/cost principles facilities and administration/indirect costs award closeout procedures recording of cost sharing time and effort certification sub-recipient reporting

The above listing does not include all management areas involved in the administration of research funds. Other important topics include recruitment and employment matters relating to technical staff you may need to hire to work with you on your research projects. The purpose of outlining the general information presented herein is to encourage you to work closely with the administrative staff so you can retain adequate time to perform and direct your research efforts.

## 6.5 Institutional Assurances

MSM takes seriously its responsibility to assure to external funding agencies that our policies and procedures are in accord with regulations concerning:

- (a) protection of the rights and welfare of human subjects,
- (b) animals which are part of the studies under the direction of our faculty, and
- (c) requirements needed to assure the safety of our facilities in matters relating to biohazards.

Faculty investigators and mentors of other researchers must share in this responsibility. If your work involves any of these matters it is essential that you are aware of the policies and procedures associated with your area and that you formally state that you will follow these policies and procedures.

Frequently your assurance is part of the process required for the transmittal of proposals to external funding agencies. However, **even if external funds are not used in the conduct of such work, it is still necessary for you to obtain appropriate approvals from the cognizant committees or offices before you initiate any of the work.** The brief descriptions that follow are not intended to, nor do they, replace the complete guidelines or regulations, which are under the aegis of the office for research development. These comments are presented as a reminder that you may need to obtain additional information for a particular matter. This information may be available through the office for research development or the office of sponsored programs even though the project in which you are involved is not a “research” project.

Given the length of time needed for the internal reviews, you should obtain additional information from the office for research development or the office of sponsored programs well before the proposal deadline.

### 6.51 Institutional Review Board

The MSM Institutional Review Board (IRB) for the Protection of Human Volunteers in Research is a standing committee responsible for protecting the rights and welfare of people who are volunteers of MSM research activities. The MSM IRB Procedures Manual sets forth the IRB's basic operational procedures and policies.

MSM's IRB policy regarding the use of human volunteers in research states: "All MSM research activities proposing to involve human volunteers must be reviewed and receive written, unconditional approval from the IRB before commencing". Additionally, all principal investigators and key research personnel must take and pass the CITI CORE training in protecting human subjects before initiating any research involving human volunteers. This policy applies to all research, including that in the humanities, and behavioral and social sciences, regardless of whether it is funded or not.

The IRB meets once per month (3rd Wednesday at 1:30 p.m. in the Hugh M. Gloster building, boardroom #205) during the academic year and once each month during the summer to review studies qualifying for full board review. Studies qualifying for exempt or expedited review are considered on an ongoing basis. The IRB, not the researcher, determines the review level.

For forms, application information, study submission deadlines, administrative concerns, and general inquiries, contact:

Mr. John C. Smith, MSW, CIM  
IRB Administrator  
Room #233 MEB  
404-752-1973

## 6.52 Institutional Animal Care and Use Committee

Animals occupy an essential role in the research and educational efforts of MSM. Out of concern for the welfare of animals, MSM adheres to an ethical system for humane care. Projects involving animals are designed with the express purpose of advancing knowledge. These projects must be under the direct supervision of a qualified scientist. The Institutional Animal Care and Use Committee (IACUC), the Center for Laboratory Animal Resources (CLAR), and the investigator have a shared responsibility to assure the administration of MSM, funding agencies, and the public that all animals used in biomedical research and teaching at MSM are maintained in a manner that provides the highest standard of animal care.

All projects and protocols using animals must be reviewed and approved by the IACUC, before beginning the study. All animal studies must be conducted in a humane manner, which avoids unnecessary suffering; appropriate anesthetics and/or analgesics should be used. Euthanasia, when necessary, must be carried out in accordance with the recommendation of a panel of the American Veterinary Medical Association. Attention is also given to the species used, the numbers of animals required, and alternative models. Administrative approval from the IACUC must accompany each proposal submitted through MSM for external funding.

The Biosafety and Radiation Safety Committee is responsible for reviewing research protocols which use radio-nuclides, toxins, or carcinogenic agents/chemicals, recombinant DNA, or infectious or potentially infectious agents to human and/or animals. The Biosafety and Radiation Safety



Committee must approve any such use prior to submission to the IACUC.

The Center for Laboratory Animal Resources maintains centralized animal facilities and has an oversight responsibility for satellite animal facilities. Questions about the use of the centralized facilities or the purchasing of animals should be addressed to Mr. Clarence Wilkes, CLAR, Director of Operations.

In maintaining and handling animals, investigators must comply with the Animal Welfare Act, PHS Policy on Humane Care and Use of Animals, the principles of the "*Guide for the Care and Use of Laboratory Animals*", the policies and procedures of MSM and related animal welfare rules and regulations issued by state and/or federal agencies. Copies of these documents are available through the IACUC. Veterinary services are also provided by CLAR for the treatment of sick animals, animal diagnostic procedures and non-routine necropsy assistance as these matters relate to your research efforts. Training in methods of animal-related research and the humane care of animals are provided by the CLAR staff.

For additional information about the IACUC activities or the protocol review process, contact:

Gordon Leitch, Ph.D.  
IACU Chairman  
(404) 752-1681

Information about the services from the Center for Laboratory Animal Resources (CLAR), contact:

Clarence Wilkes  
Director of Operations  
CLAR  
(404) 752-1732

### 6.53 Biosafety and Radiation Safety

The MSM's Office of Environmental Health and Safety (OEHS) is responsible for all safety related operational aspects of the MSM research laboratories. MSM research has significantly evolved, becoming more diverse with respect to the level of compliance related activities provided on campus. These activities include proper licensure, operational guides and maintenance, drills, permits for transport, hazardous waste shipping manifests, the upkeep of all safety records, etc. The laboratory specific health and safety related functions are coordinated for each laboratory and research space with input through various information and review committees and sources, including the: CDC-NIH Health and Safety Office, OSHA, EPD, USDA, CLIA, MSM Biosafety and Radiation Safety Committee, MSM Institutional Animal Care and Use Committee, MSM Institutional Review Board, AUC Radiation Safety Committee, and MSM Risk Management Office. The policies and operations are implemented through the respective safety officers (Biosafety, Chemical Safety, and Radiation Safety).

MSM has a formal safety structure to assure proper function and full compliance with the myriad of regulations and recommendations under which the modern research laboratory works. These include but are not limited to: OSHA (General Duty, Hazard Communication, “Lab Standard”...), Environmental Protection Division (EPD-EPA), United States Department of Agriculture (USDA), American Biological Safety Association (ABSA), CDC-NIH information and criteria, Institute of Environmental Sciences and Technology (IEST), Insurance Underwriters, College of American Pathologists (CAP), Joint Commission of the Accreditation of Health care Organizations (JCAHO) and others.

The OEHS provides comprehensive and on-going training and a well-developed informational resource base related to Laboratory Health and Safety. These include complete manuals for Institutional Safety, Biosafety, Chemical Safety, and Radiation safety, computerized Material Safety Data Sheets and regulatory information (OSHA, EPA, the NIH) and other informational and compliance sources. This computer system has recently been upgraded to include basic and specific laboratory safety training, and an expanded group of laboratory information that can be accessed instantaneously and used quickly at the laboratory and response level.

Training is provided at several levels, from entrance level laboratory introductions, through higher Biosafety levels (BSL III). Emergency planning is a priority MSM concern. MSM has a qualified “first responders medical team” and a qualified and equipped “emergency response hazardous materials team.”

All questions related to any specific items above should be directed to:

Gale Newman, Ph.D., Chair  
Biosafety and Radiation Safety Committee  
(404) 752-1636

Stan Duarte, HEM  
Institutional and Biosafety Officer  
(404) 752-1540

## **6.6 Ethical Standards**

### **6.61 Responsible Conduct of Scholarship and Research**

On July 1, 1983, the Academic Policy Council approved a document entitled, “The Maintenance of High Ethical Standards in the Conduct of Research”. This document was the school’s policy, approved through appropriate channels, concerning a procedure for dealing with alleged research fraud. This original document was updated administratively to bring it into compliance with HHS and PHS requirements.

On May 27, 1993, the Academic Policy Council in reaffirming high standards of conduct in MSM’s biomedical research activities approved a procedure for dealing with instances of all alleged misconduct or fraud in research by a faculty or staff member. MSM’s current position on this important topic can be found in Appendix X of the *Faculty Bylaws* under the title, “Policy for the Responsible Conduct of Scholarship and Research”.

## 6.62 Faculty/Industry Research Relationships

Those actively engaged in research have an additional consideration about the general topic of “conflict of interest” as this potential conflict relates to the findings of their investigations. The school’s general policy concerning relationships with industry is contained in Appendix V of the *Faculty Bylaws*. The complete policy contains reminders about ownership and trading.

Questions about this policy can be brought to the attention of:

Sandra Harris-Hooker, Ph.D.  
Associate Dean for Research Development  
(404) 752-1725

## 6.63 Patent Policy/Invention Disclosure Forms

MSM’s “Policy on Inventions and Patents”, found in Appendix VI of the *Faculty Bylaws*, established the procedure by which inventions, discoveries and writings conceived by faculty members are formally presented to administration for evaluation concerning their ability to be patented or copyrighted. The policy also sets forth the mechanism by which MSM shares or allocates revenues from the sale, licensing, lease or other exploitation or commercialization of such intellectual property rights with the inventor(s) or author(s) and the basic and clinical departments in which such were conceived. The invention disclosure form is included as Appendix VIII of the *Faculty Bylaws*.

Questions about intellectual property should be referred to:

Sandra Harris-Hooker, Ph.D.  
Associate Dean for Research Development  
(404) 752-1725

## 6.64 Copyright Policy

Generally, the members of the faculty shall retain all rights to copyright in published works, which they have authored as a part of their traditional scholarly pursuits. However, in cases where persons are employed or directed within the scope of their employment to produce specific works subject to copyright, MSM shall have the right to publish such works without copyright, or to copyright it in its own name. When this occurs, the copyright may be subject to contractual arrangements between MSM and the personnel involved. In those cases where the author requests the use of MSM facilities and/or the participation of personnel, the arrangements should be made through the administrative staff in advance with respect to the assistance that may be appropriately given and the equity of MSM in the finished work. A copy of the complete policy is found in Appendix VII of the *Faculty Bylaws*.

## **6.7 Research Start Up**

New faculty members who are to have active research programs require supplies, equipment and technical support to conduct research. In order for new faculty members to establish a competitive research program and to qualify for external funding, it is important for the school to see that minimal research needs are provided to establish a laboratory and initial research. The specific needs will vary from faculty member to faculty member and cannot be generally stated.

New faculty with previous research experience who are being recruited at the senior faculty level (i.e., associate professor or professor) with a research expectation, will normally bring some supplies, equipment and research grant support with them. Even in these cases, it may be important for the school to provide additional funding for laboratory set up. Some of the equipment needs can be met through the use of common equipment available for all faculty use. Some equipment and supplies may be shared with investigators with whom the new member will collaborate. New research faculty who are recruited at the entry level (i.e., coming from postdoctoral positions) will normally not have grant support or equipment and supplies that can be brought to MSM. They will need full start-up support.

It is the policy of the institution to provide adequate start-up funding for new faculty who have been employed to conduct research. The institution will review each case individually and make a determination of funds that are required. The amount of funding to be provided is to be determined by the dean. In making this decision, the dean shall receive the recommendation of the department chairperson and of the directors of the institutional projects on which the individual will work.

For additional information on research startup packages, contact:

Sandra Harris-Hooker, Ph.D.  
Associate Dean for Research Development  
Office for Research Development  
(404) 752-1725

## **6.8 Research Services**

Morehouse School of Medicine offers several specific technical or administrative services primarily for the internal operations. The users are usually charged a fee for the services provided. Examples of such services include core research laboratories, animal care, telecommunications, network services, and graphics. Some of the services are listed below:

- Bioinformatics Core Laboratory
- Biomedical Technology Service Laboratory
- Biostatistics

- Computerized document/graphics preparation service (<http://msmdit.msm.edu/>)
- Digitized Video Image Analysis/Confocal Microscopy Core Facility
- Electron Microscopy Core Facility
- Four shared use major instrument rooms
- Functional Genomics and Variations Core Laboratory
- Grant and manuscript editing service (Office of Sponsored Programs)
- Integrated PC/Sun computer network and shared use peripherals, including T1 Internet connection (<http://msmdit.msm.edu/>)
- Luminex Analysis
- Molecular Genetics Core Facility
- Photography/Scientific illustrations service (<http://msmdit.msm.edu/>)
- Proteomics

Additional information can be obtained from the website—<http://www.msm.edu/rcmi/rcmi.html>

## **6.9 Transfer of Grants, Contracts, Resources or Equipment**

In the event that a faculty member terminates employment with MSM to assume a position at another institution, transfer of an extramural research grant/contract and research equipment to the new institution may be authorized under the following conditions:

- The faculty member is principal investigator of the grant/contract.
- The research project supported by this grant/contract will not be continued at MSM under a new principal investigator.
- The grant/contract support and equipment requested for transfer will be required for research to be conducted by this principal investigator at the new institution.
- The equipment requested for transfer was purchased totally with funds provided by the research grant/contract to be transferred, as established by appropriate documentation.
- The transfer is in compliance with policies of, and approved by, the grant/contracting agency.
- All MSM policies and procedures related to the transfer process are followed and approved prior to transfer.
- All financial obligations incurred at MSM under the grant/contract are fully satisfied.
- The investigator assumes full financial and physical responsibility for the transfer.
- The Office of Sponsored Programs is responsible for approving such transfers.

The policy on grant transfer is set forth in *Appendix XII of the Faculty Bylaws*.

## **6.10 Institutional Space Policy**

The allocation of space at MSM is based on an approach that integrates the programmatic priorities with the planning process. Space is considered to be as essential a resource as either dollars or personnel to the accomplishment of goals of the institution and will, therefore, be allocated with the same care as used for these other two major resources. In order to maintain optimal flexibility in current and future space assignments, certain guidelines have been established:

- (1) The President is the final arbiter of all space issues.
- (2) Space will be assigned to basic medical, clinical science, academic support and administrative departments on the basis of current faculty, administrative, and support staff demands.
- (3) A goal inherent in the assignment of laboratory space will be the support of biomedical research of a quality to be competitive for extramural funding. Therefore, initial assignments will be dictated by the potential of a faculty member to compete for funding. Assignments will be reviewed every two years to assess the continued viability of research activities in the competitive funding arena.
- (4) Unassigned space will remain in the institutional space databank for future assignment. As space is no longer needed by a department, either due to changes in the complement of faculty or staff, or decreased fundability of a faculty member's research, the space will be returned to the office of capital resources for future assignment.

The dean reserves the right to make selective exceptions to these guidelines based on special circumstances. For example, all initial faculty appointments associated with research laboratory space will include a period of three years for the faculty member to obtain extramural research support and/or demonstrate research productivity through original peer-reviewed publications. If no funding is obtained during the three-year probationary period, the laboratory space and equipment will revert to the dean who will evaluate the needs of the department based on total programmatic efficiency and use in consultation with the Institutional Facilities Planning Committee. The final decision will rest with the dean.

The institutional space policy can be found on the MSM website.

For additional information, contact:

Gordon Leitch, Ph.D.

Institutional Facilities Committee Chairperson  
(404) 752-1681

or

Randall Mills

Director of Capital Resources and Public Safety  
(404) 752-8659

## **7. HEALTH AND SAFETY**

### **7.1 General Safety Plan**

To accomplish its goal of providing a safe and healthy work environment, MSM developed a comprehensive risk management program. The details are contained in the General Safety Manual available through the Institutional Safety Officer. If you are not working in the main MSM buildings, you will be guided by the safety rules of the institution in which you are physically located. Specific emergencies in MSM facilities should be immediately reported by telephone to:

Public Safety Office  
(404) 752-1794

### **7.2 Fire and Disaster Plan**

Fire prevention education is a primary objective of the office of risk management. Specific information about fire safety and emergency evacuation procedures can be obtained from the departmental or floor fire marshal.

An orderly and neat work area is essential to fire safety. Faulty equipment, especially with respect to electrical wiring, switches and lighting, should be reported to the maintenance department. Any and all gas leaks must be reported. The use and maintenance of fire extinguishers can be coordinated with the office of risk management.

Storage of flammable materials must be appropriate. Gas cylinders should be secured in wall racks. Butane and propane are NOT allowed in any MSM building. You should store flammable liquids only in approved storage cabinets; you should store acids and gases separately from flammable liquids. Flammable items should be stored no closer than 18 inches from the ceiling. Storage of equipment in corridors is a violation of building and fire safety code regulations.

Additional procedures about fire safety can be found in the fire and disaster plan, a copy of which is located in the multi-media center.

For additional information, contact:

Stan Duarte  
Institutional Safety Officer  
(404) 752-1540

### 7.3 Environmental Safety

A medical school environment has unique security and safety responsibilities relating to its biological, chemical and radiological activities. Standing committees of the Academic Policy Council are charged with oversight for these areas; their administrative oversight is under the aegis of the vice president for operations and planning.

Various staff have responsibility for the following areas:

Biological Safety Officer	Stan Duarte
Chemical Safety Officer	Ray Barreras, Ph.D.
Fire Safety Officer	Marilyn Pruitt
Radiation Safety Officer	Dale Mack (AUC)

Furthermore, MSM offers a safety-training program for faculty and staff. If your efforts involve potentially biohazardous materials, radioisotopes or radiation emitting equipment, you must obtain the appropriate certification forms before initiating of any work using such materials or equipment.

If your research involves potentially hazardous activities, you should obtain assistance from:

Ms. Gale Newman, Ph.D.  
Biosafety and Radiation Safety  
Committee Chair  
(404) 752-1684

or

Mr. Stan Duarte, HEM  
Institutional Safety Officer  
(404) 752-1636

A copy of the following plans are located in the Multi Media Center:

Chemical Hygiene Plan	General Safety Plan
Emergency Response Plan	Infection Control Policy
Fire and Disaster Plan	

### 7.4 Children on the Premises

Children in any part of the building must be under the immediate supervision of a responsible adult at all times.

1. Children 12 years and under who visit MSM facilities must be supervised by a responsible adult at all times.
2. Children 12 years and under are not allowed in the school laboratories or animal facility, except in specific instances.
3. Children who participate in sponsored programs that involve laboratory experience may visit MSM laboratories and the animal facility. Children must be supervised by a designated MSM representative at all times.



4. Children are not allowed in classrooms while classes are in session. Brief visits to classrooms are allowed; however, such visits must be supervised by parents or responsible adults.
5. Children are not allowed in the multi-media center, including the audiovisual room, except when participating in a sponsored program, or by special permission of the multimedia staff. Such children must be supervised by a designated MSM representative at all times.
6. Children under the age of 18 are not allowed in the fitness room.
7. Children between the ages of 13 and 18 who enter the building unaccompanied should report to the public safety desk, where the identified party will be contacted to receive his/her guest from the lobby.

## **7.5 Workers' Compensation Insurance**

MSM maintains workers' compensation insurance to cover occupational diseases or injuries sustained while the worker is acting in the scope and course of employment. Coverage includes medical benefits, disability benefits, dismemberment benefits, occupational disease benefits and death benefits. The employee must report any occupational injury or disease to the benefits division of human resources to enable MSM to be able to notify the appropriate carrier and federal and state agencies within the time limit specified by law. Workers' compensation benefits will be paid directly to you and will not be included as part of your MSM compensation. Information about payments for time lost because of an occupational accident or disease can be obtained from:

Mr. TaDarol Bates  
Department of Human Resources  
(404) 752-1964

## **7.6 Reporting on-the-job Injuries/Diseases**

If you have an on-the-job accident or injury, have it treated as soon as possible. You can use any emergency service readily available if immediate treatment is required. If there is time, you can use:

Morehouse Medical Associates  
(404) 752-1400

After the injury has been treated, it should be reported to the department of human resources so that the carrier and the appropriate federal and state agencies can be notified. Details about incident and accident reporting are located in the *administrative policy manual*.

All needle sticks and other blood borne pathogen exposures should be reported to:

Ms. Janice P. Winston, MS  
Infection Control Officer

All accidents involving MSM-owned automobiles as well as accidental slips and falls on premises, or any other injuries to third parties should be reported to the office of risk management so that necessary communication can be made to MSM's insurance carriers in a timely fashion. In the event the involved party is unable to report the details of the incident, the departmental administrative assistant should make certain that someone with knowledge of the facts makes a report.

## **8. SERVICES**

### **8.1 Multi-Media Center**

The multi-media center (MMC) is physically located on the first floor of the Medical Education Building (MEB) and contains current information resources in the health sciences. Open 105 hours per week, the MMC has areas for group and individual study. Along the walls are open study carrels, enclosed study carrels, and in the main reading room are tables and chairs for studying and 8 public workstations with Internet and Intranet access. The MMC collection includes over 72,000 print volumes. In addition to open stacks of books and journals, the MMC houses an audio-visual collection of videotapes, slides, recorded lectures, multi-media CD ROMs and also provides access to a selection of electronic resources including over 340 full text MMC electronic journals (MMC E-Journals) and over 500 e-journals from other vendors.

The MMC uses Voyager by Endeavor as its online catalog of resources. It is the key to locating materials within the collection. You may search for information resources available in the MMC by author, keyword, subject and title. Desktop access to Voyager is available anywhere you have Internet access. Go to the MSM Homepage (<http://www.msm.edu>) and click on Information Resources then click on Multi-Media Center. Internet workstations are located throughout the MMC reading room.

The MMC also provides electronic access to the following:

GALILEO: Georgia's Virtual Library  
Institute for Scientific Information (ISI) Journal Citation Reports  
MD Consult  
Medline Plus  
MMC E-Journals  
National Library of Medicine (NLM) Gateway  
OVID (Includes [Books@OVID](#), [Journals@OVID](#), and selected databases)  
PubMed, Physician's Desk Reference (PDR)  
Science Direct  
Stat! Ref.

Weekly classes are available for hands-on practice in the efficient use of all of these resources.

All faculty, staff and students of the MSM with a current and bar-coded MSM Identification Card may borrow from and use the MMC's collection. Books located in the general collection circulate for two weeks. Bound journals circulate for three days. **(Please do not reshelve books and journals after use. Thank You.)** Audiovisuals circulate for three days. CD ROMs, reference books and unbound journals do not circulate. Materials may be renewed twice by: Web Voyage (available anywhere you have Internet access), telephone (404-752-1536), or in person at the circulation desk in the MMC up to **one day before** the due date of the material. The daily fine for overdue materials is \$0.50 (fifty cents) per day. Certain books may be placed on strict reserve and therefore must stay in the Multi-Media Center. Books on overnight reserve may be checked out one hour before closing and must be returned one hour after opening. A fine of \$0.50 (fifty cents) per reserve item will accrue for every hour that a reserve item is overdue. A \$5.00 processing charge must be paid in addition to fines once a bill has been sent to the business office.

The MMC provides five copy machines for use. Black and white copies are \$0.05 (five cents) each, and copy cards may be purchased in the MMC or you may use coins or one and five dollar bills. Color copies are \$0.75 (seventy-five cents) each.

Printing from the workstations in the MMC is done by using the MMC's print management system. The cost to print from the public computers in the MMC is \$0.05 (five cents) per page using the same copy card you use for the copiers. Copy cards may be purchased in the MMC for \$1.00. You still have the option of saving your work to a disk and printing elsewhere outside of the MMC. Disks may be purchased at the circulation desk in the MMC for \$1.00 each if you do not have one.

#### 8.11 Multi-Media Center Hours

Monday through Thursday	7:30 am to 12:00 am
Friday	7:30 am to 10:00 pm
Saturday	10:00 am to 10:00 pm
Sunday	12:00 pm to 12:00 am

Special hours for holidays, intercessions and tests are posted.

Library services for MSM faculty and staff residents who work at Grady Memorial Hospital are available through the Grady Branch Library operated by Emory University. The Branch Library is located in the Glenn Building.

#### 8.12 MMC Services

- Bibliographic Search Services:

The Information Services Division of the MMC provides mediated searching of select databases. Requests for this service may be submitted electronically via the MSM-MMC WebPage or by completing the appropriate forms in person. Forms are available in the MMC. The Information Services Division of the MMC will also verify titles, authors, and sources. Please call (404) 752-1533 for details.

- Copy services:

Packaged photocopying services are available through the Information Services Division of the MMC. There are charges for these services. Please call (404) 752-1524 for details.

- Fax service:

You may use the fax machine in the MMC. There is a charge for this service. Please call (404) 752-1524 for details.

- Interlibrary Loans:

Materials not available in-house will be obtained for faculty by loan or photocopy within the provisions of the copyright laws. Requests may be submitted electronically via the MSM-MMC WebPage or by filling out the appropriate forms in person. Forms are available in the MMC. Please call 404-752-1756 for details.

### 8.13 MMC Facilities

- MMC Study Rooms:

The MMC has three rooms (located within the MMC past the circulation desk and through the copy room, turn right to rooms on the left side of the hallway) for use by 1 or 2 persons and provides a number of USMLE CD-ROM programs and videotapes (such as Kaplan) along with printed materials for use. The rooms can be reserved for 3 hours at a time. There is a fourth study room for use by 2 to 4 persons located in the main reading room (past the circulation desk turn right and go straight ahead).

- The MMC/Research Information Technology Center (RITC) Electronic Computer Laboratory (E-Lab):

The MMC/RITC E-Lab has twelve workstations and is located on the first floor of the Medical Education Building within the Library. It is specifically intended to strengthen the institution's research capabilities and provide faculty and students with improved access to and proficiency in the use of information technology in research. The facility can be used by faculty and students learning to use information technology and Internet resources in biomedical research.

- MMC Faculty Computer Laboratory:

The MMC Faculty Computer Laboratory is located within the MMC past the circulation desk and through the copy room; turn right and go down to the last room on the left side of the hallway. Faculty has easy access here to one Macintosh, two personal computer workstations, and one scanner. This room is open for use whenever the MMC is open.

For additional information about the multi-media center service, contact:

Cynthia Henderson  
Director, Multi-Media Center  
(404) 752-1534

## **8.2 Division of Information Technology Services**

The Division of Information Technology Services (DITS) provides enabling infrastructure and applications that enhance the operation, communication, and management of education, research, clinical practice, and community outreach activities. In addition, DITS provides critical support to administration in the form of application development and management of business systems.

A wide area network infrastructure provides voice, data, and video communications for the main campus as well as satellite locations. Resources operated and maintained by DITS include electronic classrooms, computer labs, server rooms, clinical skills training facilities, conference rooms, and an auditorium. Other ancillary services include a help desk, graphics and audiovisual support, computer training, and web development.

Internet and dial-up remote access are available to the entire MSM community along with e-mail addresses. MSM maintains an Internet web presence at [www.msm.edu](http://www.msm.edu).

For additional information, contact:

Eric Jackson  
Chief Information Officer  
(404) 752-1786

## **8.3 Public Affairs**

### **8.31 Dissemination of Information through News Media**

Public reporting of newsworthy activities is encouraged as both a responsibility in public trust and as a means of helping MSM achieve its objectives as one of the nation's foremost medical schools. Before issuing any statement to the news media, faculty members should notify the office of public affairs for appropriate consultation and coordination. No statement having the effect of representing

MSM is to be made to a media representative without appropriate administrative approval. Such approval may be obtained from, or questions about publicity may be addressed to:

Ms. Alice T. Wiggins  
Vice President for Public Affairs  
(404) 752-1752

### 8.32 Printed and Electronic Information Materials

To ensure projection of a positive institutional image and the graphically uniform presentation and dissemination of printed informational literature or electronically shared information about the MSM and its programs, the office of public affairs is available to assist you.

The vice president for public affairs is responsible for review and approval of all printed and electronic materials produced by MSM and/or its programs. This policy applies to, but is not limited to, the following: pamphlets, newsletters, annual reports, catalogues, invitations, educational brochures, leaflets, recruitment brochures, letterhead, business cards, institutional signage, promotional flyers, newspapers, magazines, and videotaped programs.

Authorized printed or electronic materials regarding MSM and/or its programs must be planned in conjunction with the office of public affairs.

### 8.33 Event Planning

All special events (conferences, receptions, festivals, etc.) and institutional events (graduation, convocation) are coordinated by the office of public affairs. Contact the Events Division for information on how to effectively plan an event at MSM and for a list of support services.

### 8.34 Facility Reservations

To schedule reservations for MSM campus facilities, including lobbies and outdoor spaces please use the Event Management Systems (EMS).

### 8.35 Events Calendar/Publicity & Promotions

To avoid overlapping of important events at MSM, the office of public affairs also coordinates dates and helps faculty promote and publicize all events internally and externally. The office manages all listings on the events video calendars located at MSM locations.

## **8.4 Government Relations**

MSM has an interest in a positive interaction with state and federal governmental agencies. Although faculty are encouraged to be active citizens within both contexts, you may find it helpful to coordinate your efforts through the office of management and policy. You are encouraged to bring such matters to the attention of:

Ms. Terri A. Winston  
Director, Governmental Programs  
(404) 752-1833

## **8.5 Institutional Advancement**

Solicitation of private funding sources without consulting the office of institutional advancement can result in rejection of worthy funding requests and embarrassment for the solicitor and MSM. The office of institutional advancement coordinates solicitation of gifts from private individuals, foundations, corporate and other donors. The office tries to assure that each request is for the right amount, the right project, and that the proposals are not in competition with other MSM sponsored proposals to the same funding source. This office also has detailed information about most foundations and corporations, and is willing to provide assistance and direction. Inquires about solicitation of private funding sources should be addressed to:

Office of Institutional Advancement  
(404) 752-1730

### **8.51 Alumni Affairs**

The office of public affairs, alumni affairs/alumni relations division coordinates all services and activities related to the MSM alumni and the national alumni association. To contact alumni members, call:

Ms. Carrie Dumas, M. Ed  
Director of Alumni Relations and Giving  
(404) 752-1733

## **9. FACULTY PRACTICE PLAN**

Morehouse Medical Associates, Inc. (MMA) is the multi-specialty group practice of MSM's faculty physicians and ancillary health care providers. Incorporated as a not for profit Georgia corporation, MMA is established for the benefit of MSM and its clinicians who are engaged in patient care activities. MMA's purpose is to assist MSM in achieving the fulfillment of its patient care, teaching, and research missions by strengthening and coordinating the practice of medicine by MMA

members individually and on a departmental basis.

MMA accounts for and distributes, in accordance with MMA bylaws and policies, the patient care income produced by the clinical programs that operate under the auspices of MMA. Such accounting and distribution is conducted in manner consistent with MSM policies and sound business practices.

MMA membership is a condition of employment for full-time MSM clinical faculty appointment. All MSM clinical faculty are required to abide by the provisions of the *MMA Bylaws*.

While holding a full-time appointment at the MSM, you are not permitted to practice medicine other than as a member of MMA. Accordingly, all medical services that you provide must be billed through MMA.

For additional information about MMA credentialing, billing and coding, and general operations, please contact:

Mr. Mitch Harris  
MMA Chief Executive Officer  
(404) 756-5751

## **10. MSM/MMA COMPLIANCE PROGRAM**

MSM and MMA, in working to fulfill Morehouse School of Medicines' mission and goals, wish to demonstrate their strong and abiding commitment to conducting their affairs in accordance with applicable state and federal laws, rules, regulations, guidelines and policies. To enhance its commitment and better assist all faculty, residents and staff employees in this area, MSM and MMA have a compliance program. In particular, MSM and MMA wish to focus on billing and submission of claims for medically necessary clinical services, Privacy and Security (Health Insurance Portability and Accountability Act -HIPAA), teaching physician guidelines in residency training programs, areas in which compliance is particularly challenging given the complexity and changing nature of regulatory requirements. MSM has a confidential disclosure line for employees to report violations of the plan while maintaining confidentiality and anonymity. The compliance line number is 1-888-756-1364. The Office of Compliance is located in Piedmont Hall (Grady Campus), Suite 125.

For additional information regarding the MSM/MMA Compliance Program, please contact:

Ms. Sarita Cathcart, MN, NP-C  
Corporate Compliance Officer  
(404) 756-1353



## 11. MALPRACTICE INSURANCE

If you see patients, malpractice insurance is required. MSM provides professional liability insurance for faculty who perform services on behalf of MSM and MMA. Our professional liability policy contains the following condition:

The individual(s) listed below is insured as long as he/she is a physician on the faculty of the MSM, Inc. and performing services on behalf of MSM or Morehouse Medical Associates, Inc.

This condition is viewed as a limitation of coverage by several of the hospitals in which our faculty see patients on our behalf. These hospitals ask that we provide evidence that our full-time faculty, for whom we send a certificate of insurance, are in fact practicing only on our behalf. All professional services must be billed through MMA. Faculty may not directly bill patients or third party payers for services rendered, seek to collect amounts billed by MMA for such services, or seek to bill or collect for such services any amount in excess of the amount billed by MMA for such services. In addition, any professional income from any source (including, without limitation, honoraria in excess of \$1,000 and legal expert witness fees in excess of \$1,000), which is owed to or received by a faculty member, shall be acknowledged to be the income of MMA and shall be paid to MMA. Our insurance does not cover you for services not billed through MMA or not provided on behalf of MSM or MMA. Consequently full time faculty are not allowed to “moonlight” outside of the practice plan or allow non MMA physicians to provide coverage for MMA patients at any facility without explicit permission from the dean and the MMA executive director.

For part time clinical faculty, MSM provides medical liability insurance to cover only those responsibilities and patients explicitly stated in your faculty appointment letter. MSM does not provide medical liability insurance to cover responsibility for your private patients. If you see patients unrelated to your responsibilities at MSM, you must secure and maintain from a carrier approved by the State of Georgia professional liability coverage with limits of not less than \$1,000,000 per occurrence. A copy of the declarations page of your medical liability policy, which covers your responsibility for private patients, is required by MSM before your appointment can become effective. If your coverage lapses, you must notify us immediately, and your appointment to the faculty will become null and void unless other arrangements are made.

Our insurance policy includes tail coverage for activities that occur while you are in the employ of MSM. MSM does not provide prior acts coverage to cover activities that occurred prior to your employment with MSM.

For additional information regarding malpractice insurance, contact:

Marilyn Pruitt  
Director, Risk Management  
(404) 752-1846

Revised 8/20/10 4:03 PM

\* R= Research, S= Service, T= Training