



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

Table of Contents

1. PURPOSE OF HANDBOOK	1
2. HISTORY, MISSION, GENERAL ORGANIZATION	2
2.1 Brief History	2
2.2 Mission	3
2.3 Accreditations.....	3
2.4 Administrative Organization	5
2.5 Organizational Chart	7
2.6 Faculty Governance.....	9
2.7 Committees of the Academic Policy Council	9
2.8 Physical Facilities.....	10
3. PROGRAMS.....	11
3.1 Instructional Programs	11
3.11 Undergraduate Medical Education	11
3.12 Graduate Education in the Biomedical Sciences	14
3.12.1 Ph.D. Program in the Biomedical Sciences	15
3.12.2 Master of Science in Clinical Research	16
3.13 Master of Public Health Program	17
3.14 Residency Programs.....	18
3.15 Continuing Medical Education	S.11.....

4.4	Term	23
4.41	Series I	23
4.42	Series II.....	23
4.43	Series III.....	24
4.5	Evaluation.....	24
4.6	Verification of Training.....	24
4.7	Special Faculty Titles in the Medical School.....	25
4.71	Honorary Degrees	25
4.72	Endowed Chairpersons	25
4.73	Emeritus	25
4.8	Academic Titles without Faculty Status.....	26
5.	PERSONNEL POLICIES	26
5.1	Exempt Employees.....	26
5.2	Faculty Grievance Procedures.....	27
5.3	Due Process	27
5.4	Compensation	28
5.5	Fringe Benefits	29
5.6	Extra Duty Pay	30
5.7	Vacation.....	30
5.8	Holidays.....	31
5.9	Sick Leave	31
5.10	Sabbatical Leave.....	31
5.11	Other Leaves of Absence	32
5.12	Resignation.....	33
5.13	Consulting/Compensation by agencies other than MSM.....	33
5.14	Parking.....	33
5.15	Moving Expenses	34

5.16	Discrimination/Discriminatory Harassment Policy.....	34
5.17	Participation of Non MSM Students & Residents	35
5.18	Teacher/Learner Relationships.....	36
5.19	Impaired Faculty Policy	36
5.20	Conflict of Interest Policy	36
5.21	Personal Responsibility for Licensure and Certification	
6.	RESEARCH.....	36
6.1	Multidisciplinary Centers, Institutes and Training Programs	37
6.2	Office for Research Development.....	37
6.3	Sponsored Programs.....	38
6.4	Grants, Contracts and Proposals.....	38
6.41	Grants Application and Management System (GAMS)	38
6.42	Pre Award	39
6.43	Post Award Management.....	39
6.5	Institutional Assurances	41
6.51	Institutional Review Board	41
6.52	Institutional Animal Care and Use Committee.....	42
6.53	Biosafety and Radiation Safety.....	43
6.6	Ethical Standards.....	44
6.61	Responsible Conduct of Scholarship and Research.....	44
6.62	Faculty/Industry Research Relationships.....	45
6.63	Patent Policy/Invention Disclosure Forms	45
6.64	Copyright Policy	45
6.7	Research Start Up.....	46
6.8	Research Services.....	46
6.9	Transfer of Grants, Contracts, Resources or Equipment.....	47
6.10	Institutional Space Policy	48
7.	HEALTH AND SAFETY	49
7.1	General Safety Plan.....	49

7.2	Fire and Disaster Plan.....	49
7.3	Environmental Safety	50
7.4	Children on the Premises.....	50
7.5	Workers' Compensation Insurance	51
7.6	Reporting on-the-job Injuries/Diseases.....	51
8.	SERVICES.....	52
8.1	Multi-Media Center.....	52
8.11	Multi-Media Center Hours.....	53
8.12	MMC Services	53
8.13	MMC Facilities	54
8.2	Division of Information Technology Services	55
8.3	P.12 MMCServices.....5.....7.....7.....5.....2.....9..FACULTY PRACT... F	
8.3	P.12 MMCServices.Techno7ogy Servi..99.....10...MSM/MMA COMPLIAN.. PROGRAMTech	

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

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

Accrediting Organization	First Accredited	Last Accredited	Next Review
Liaison Committee on Medical Education (LCME)			
• M.D.	1985	1998	2005
*Southern Association of Colleges and Schools (SACS)			
• Medical Education			
• Ph.D. in Biomedical Sciences	1991	2001	2011
• Master of Public Health			
• Master of Science in Clinical Research			
Council on Education for Public Health (CEPH)			
• Master of Public Health Program	1999	2004	2009
Accreditation Council on Continuing Medical Education (ACCME)			
• Continuing Medical Education	1986	2004	2008
Joint Commission on Accreditation of Healthcare Organizations (JCAHO)			

2.4 Administrative Organization

Administrative Officers	
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
Academic Officers	
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
Academic Units	
<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

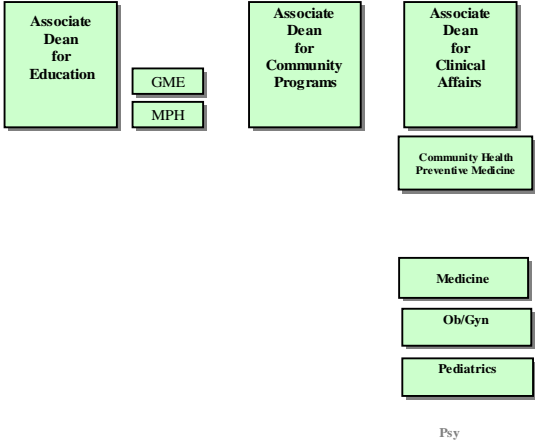
The Department of Obstetrics and Gynecology

The Department of Pediatrics

The Department of Psychiatry and Behavioral Science

The Department of Surgery

In addition, MSM has a Department of Medical Education.



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

CME - Continuing Medical Education
 GEBS - Graduate Education/Biomedical Sciences Programs
 GME - Graduate Medical Education Administration

02/15/04

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

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.

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

- 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

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.

<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

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*

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 31st 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 N.004 half of tP TDt865 - 31 reviewed. ill

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.

- 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

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)*

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

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

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

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

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

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.

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

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:

Purchasing: 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

Receiving: receiving procedures

Accounting: payroll
 accounts payable
 travel and entertainment
 faculty benefits

Grants and Contracts: account number setup
 budget changes
 award guidelines/cost principles
 facilities and administration/indirect costs
 award closeout procedures
 recording of cost sharing
 time[(accounts)2750r07 Tt[()-21(nw412

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

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 Gord9, Ph.D.

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”...),

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 work is done. For more information, see Appendix VI of the *Faculty Bylaws*.

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

6.634 Copyright Policy a]TJ0 -1.415 TD0 Tc0 Tall(0)Tj0s w165 TD00049Tc-.00366Tw[(6Gneral

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

- 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

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

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

(404) 756-5282

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 Voyage 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. Intern

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,

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

8.4 Government Relations

MSM has an interest in a positive interaction w

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

