Housekeeping Announcements

- The day is scheduled to go till 3:30 pm
- Everything is meant to be interactive
- Everyone should sign in and get a folder and a flash drive
- Put your electronics on vibrate
- Refreshments available throughout the day
- Restrooms out the door and to the left
Housekeeping Announcements

- Green Evaluations in your folder
  - Please fill out as we go through the day
  - Return it at the end of the day
- We’ll be taking pictures throughout the day to use on our website and in future publicity
- Questions: look for Faculty Development Staff
  - Fiona, Jessica, Dede (Blue nametags)
Academic Orientation Goals

- Meet leaders
- Meet each other
- Learn about
  - organizational structure of the institution
  - resources
  - policies
  - promotion process
- Discuss unconscious bias
- Talk about academic integrity
What’s in your handout for today

- Flash Drive
  - Resources for Clinical Care, Research, and Education
  - Policies
  - Promotion and Tenure
  - Navigation tools
- Paper handouts
**Brief Schedule**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00</td>
<td>Welcome</td>
</tr>
<tr>
<td>8:10</td>
<td>Getting to Know Your Institution</td>
</tr>
<tr>
<td>9:20</td>
<td>Break</td>
</tr>
<tr>
<td>9:30</td>
<td>Unconscious Bias</td>
</tr>
<tr>
<td>10:30</td>
<td>Break</td>
</tr>
<tr>
<td>10:45</td>
<td>Integrity Case Studies</td>
</tr>
<tr>
<td>12:15</td>
<td>Lunch</td>
</tr>
</tbody>
</table>

**Clinical Science Departments**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00</td>
<td>The ABCs of APT</td>
</tr>
<tr>
<td>2:15</td>
<td>Clinical Science APT Panel</td>
</tr>
</tbody>
</table>

**Basic Science Departments**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00</td>
<td>Introduction to Duke ASIST</td>
</tr>
<tr>
<td>1:20</td>
<td>Basic Science APT</td>
</tr>
<tr>
<td></td>
<td>Round Table Discussion</td>
</tr>
</tbody>
</table>

Note- PDC orientation and department to cover clinical issues
Dean Mary Klotman, MD

- Dean, School of Medicine
- Vice Chancellor for Academic Affairs
- A Councilor of the Association of American Physicians
- Past president of the Association of Professors of Medicine

@MaryEKlotman
@DukeMedSchool
You are...

- A community of scholars
  - Hired within the past 3 years
  - Mostly junior faculty, some senior faculty
  - Basic, Clinical and Population Scientists
  - Clinicians
  - Educators
Ice Breaker

- Stand up and find someone across the room to pair up with.

- Introduce yourself to the other person.

- Now each person answer the following question: What is your favorite local restaurant or hangout?

- When I ring the bell, find someone new and repeat.
Getting to Know Your Institution
## Duke University

<table>
<thead>
<tr>
<th>SCHOOLS AND COLLEGES</th>
<th>Year Est.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trinity College of Arts &amp; Sciences</td>
<td>1859</td>
</tr>
<tr>
<td>School of Law</td>
<td>1904</td>
</tr>
<tr>
<td>Divinity School</td>
<td>1926</td>
</tr>
<tr>
<td>Graduate School</td>
<td>1926</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>1930</td>
</tr>
<tr>
<td>School of Nursing</td>
<td>1931</td>
</tr>
<tr>
<td>Pratt School of Engineering</td>
<td>1939</td>
</tr>
<tr>
<td>Fuqua School of Business</td>
<td>1969</td>
</tr>
<tr>
<td>Sanford School of Public Policy</td>
<td>1971</td>
</tr>
<tr>
<td>Nicholas School of the Environment</td>
<td>1991</td>
</tr>
<tr>
<td>Duke University Institutes</td>
<td>SoM Affiliation?</td>
</tr>
<tr>
<td>-----------------------------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Duke Institute for Brain Science (DIBS)</td>
<td>Yes</td>
</tr>
<tr>
<td>Nicholas Institute for Environmental Policy Solutions</td>
<td></td>
</tr>
<tr>
<td>Kenan Institute for Ethics</td>
<td></td>
</tr>
<tr>
<td>Duke Global Health Institute</td>
<td>Yes</td>
</tr>
<tr>
<td>John Hope Franklin Humanities Institute</td>
<td></td>
</tr>
<tr>
<td>Duke Social Science Research Institute</td>
<td></td>
</tr>
</tbody>
</table>
There are approximately 2,350 faculty in the School of Medicine.
There are approximately 3,500 faculty at Duke University
Duke University Faculty

2017

65% of Duke Faculty are in the SoM
The Dean’s Team

Ed Buckley
Education

Judy Seidenstein
Chief Diversity Officer

Raphael Valdivia
Basic Science

Adrian Hernandez
Clinical Research

Jill Boy
Communications

L. Ebony Boulware
Translational Sciences

Ann Brown
Faculty

Scott Gibson
Executive Vice Dean

Ted Pappas
Medical Affairs

Billy Newton
Finance

Iain Sanderson
Research Informatics

Dean Klotman
# School of Medicine: 23 Departments

<table>
<thead>
<tr>
<th>Basic Science (8)</th>
<th>Clinical Science (15)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biochemistry</td>
<td>Anesthesiology</td>
</tr>
<tr>
<td>Biostatistics &amp; Bioinformatics</td>
<td>Community and Family Medicine</td>
</tr>
<tr>
<td>Cell Biology</td>
<td>Dermatology</td>
</tr>
<tr>
<td>Immunology</td>
<td>Medicine</td>
</tr>
<tr>
<td>Molecular Genetics and Microbiology</td>
<td>Neurology</td>
</tr>
<tr>
<td>Neurobiology</td>
<td>Neurosurgery</td>
</tr>
<tr>
<td>Pharmacology and Cancer Biology</td>
<td>Obstetrics and Gynecology</td>
</tr>
<tr>
<td>Population Health Sciences</td>
<td>Ophthalmology</td>
</tr>
<tr>
<td></td>
<td>Orthopaedic Surgery</td>
</tr>
<tr>
<td></td>
<td>Pathology</td>
</tr>
<tr>
<td></td>
<td>Pediatrics</td>
</tr>
<tr>
<td></td>
<td>Psychiatry and Behavioral Sciences</td>
</tr>
<tr>
<td></td>
<td>Radiation Oncology</td>
</tr>
<tr>
<td></td>
<td>Radiology</td>
</tr>
<tr>
<td></td>
<td>Surgery</td>
</tr>
</tbody>
</table>
## School of Medicine: Institutes and Centers

<table>
<thead>
<tr>
<th>14 Institutes and Centers</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Brain Imaging and Analysis Center</td>
<td>BIAC</td>
</tr>
<tr>
<td>Center for Genomic &amp; Computational Biology</td>
<td>GCB</td>
</tr>
<tr>
<td>Center for Human Disease Modeling</td>
<td></td>
</tr>
<tr>
<td>Center for the Study of Aging and Human Development</td>
<td></td>
</tr>
<tr>
<td>Duke Cancer Institute</td>
<td>DCI</td>
</tr>
<tr>
<td>Duke Clinical and Translational Institute</td>
<td>CTSI</td>
</tr>
<tr>
<td>Duke Clinical Research Institute</td>
<td>DCRI</td>
</tr>
<tr>
<td>Duke Global Health Institute</td>
<td>DGHI</td>
</tr>
<tr>
<td>Duke Human Vaccine Institute</td>
<td>DHVI</td>
</tr>
<tr>
<td>Duke Institute for Brain Sciences</td>
<td>DIBS</td>
</tr>
<tr>
<td>Duke Molecular Physiology Institute</td>
<td>DMPI</td>
</tr>
<tr>
<td>Trent Center for Bioethics, Humanities &amp; History of Medicine</td>
<td></td>
</tr>
<tr>
<td>Medx</td>
<td>Medicine and Engineering</td>
</tr>
<tr>
<td>----------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Regeneration Next</td>
<td>Tissue regeneration</td>
</tr>
<tr>
<td></td>
<td>Cross Campus</td>
</tr>
</tbody>
</table>
1. Harvard
2. Stanford
3. Johns Hopkins
4. U of California
5. U of Pennsylvania
6. Columbia
7. **Duke University**, Washington University
9. Yale, U of Michigan
11. U of California
• Your faculty appointment is in the School of Medicine of Duke University

• You also intersect with other entities
  ○ Duke University Health System
  ○ Hospitals (Duke Univ Hosp, Duke Regional, Duke Raleigh)
  ○ PDC

• From a management perspective:
  ○ School of Medicine ≠ DUHS ≠ PDC
  ○ Duke University = School of Medicine (usually)
The University organizational structure

- **Board of Trustees**
- **University**
  - **School of Medicine**
  - **School of Nursing**
  - **Provost**
  - **Central Admin**

**DUHS**
- **PDC**
  - Separate for profit partnership
- **DUHS**
  - Separate Non-profit corporation
  - ~17,000 individual funds

- **Board of Directors**
The University organizational structure

Board of Trustees

University

School of Medicine

School of Nursing

Department/Center

Division

Lab/Program

DUKE HEALTH

Central Admin

Provost

DUKE HEALTH

PDC

DUHS
Duke Health Leadership

A. Eugene Washington, MD, MPH, MSc
Chancellor
Duke University Health System

Bill Fulkerson, MD
Executive Vice President
Duke University Health System

Mary Klotman, MD
Dean, School of Medicine
Vice Chancellor, DUHS
Duke University Health System

- Duke University Hospital
- Duke Regional Hospital
- Duke Raleigh Hospital
- Duke Children’s Hospital
- Duke Primary & Specialty Clinics
- Duke HomeCare and Hospice
- Patient Revenue Management Organization
- DUHS Clinical Laboratories
## PDC Leadership

<table>
<thead>
<tr>
<th>Faculty Practice Plan</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Private, for Profit LLC</td>
<td>• Governance is currently done by the board, the board executive and chair until a new President is selected.</td>
</tr>
<tr>
<td>• Owned by faculty members</td>
<td></td>
</tr>
<tr>
<td>• Separate from Duke University, but linked by contract</td>
<td></td>
</tr>
<tr>
<td>• Run by Board of Managers and Clinical Chairs</td>
<td></td>
</tr>
</tbody>
</table>
For PDC Onboarding Questions

- Donna Ecclestone
  - Director
  - 419-5057
  - donna.ecclestone@duke.edu

PDC Website:
http://pdc.dukemedicine.org/

- Margaret Moody
  - Onboarding Coordinator
  - 419-5047
  - margaret.moody@duke.edu

- Diane Kenny
  - Onboarding Coordinator
  - 681-4298
  - diane.kenny@duke.edu

- Stephanie White
  - Program Coordinator
  - 613-7670
  - stephanie.white2@duke.edu
You need to know...

- PDC providers receive 2 paychecks
  - PDC
    - For clinical activities
    - IMPORTANT: PDC paycheck does NOT include withholding so you will need to make quarterly tax payments or adjust your university withholding to cover taxes
  - University
    - For academic activities
    - Tax withholding process

![Duke Human Resources](https://example.com/human-resources.png)

**Tax Withholding Forms**

Change Your Withholdings Online

Duke faculty and staff can update Federal and North Carolina tax withholding amounts online using the Duke@Work self service web site.

Printable Forms

If you are unable to update your withholding allowances online, you can find printable forms below.

<table>
<thead>
<tr>
<th>Form Name</th>
<th>Format</th>
</tr>
</thead>
<tbody>
<tr>
<td>W-4 Form</td>
<td>PDF</td>
</tr>
<tr>
<td>NC-4 Form</td>
<td>PDF</td>
</tr>
</tbody>
</table>
Duke University School of Medicine

A. Eugene Washington, MD
Chancellor for Health Affairs
President & Chief Executive Officer, DUHS

Mary E. Klotman, MD
Dean,
Duke University School of Medicine

Central Administration
Vice Deans:
Administration
Faculty
Education
Basic Sciences
Finance & Resource Planning
Medical Affairs
Clinical Research
Translational Research
Research Informatics
Chief Diversity Officer
Communications
Chief of Staff

Departments
Basic Science Departments
- Biochemistry
- Biostatistics & Bioinformatics
- Cell Biology
- Immunology
- Molecular Genetics & Microbiology
- Neurobiology
- Pharmacology & Cancer Biology
- Population Health Sciences

Clinical Departments
- Anesthesiology
- Community and Family Medicine
- Dermatology
- Medicine
- Neurology
- Neurosurgery
- Obstetrics and Gynecology
- Ophthalmology
- Orthopaedic Surgery
- Pathology
- Pediatrics
- Psychiatry and Behavioral Science
- Radiation Oncology
- Radiology
- Surgery

Centers & Institutes
- Brain Imaging and Analysis Center
- Center for Human Disease Modeling
- Center for the Study of Aging and Development
- Duke Clinical Research Institute
- Duke Translational Research Institute
- CT2
- CTSI
- MEDx
- Duke Cancer Institute
- Duke Global Health Institute
- Duke Institute for Brain Sciences
- Center for Genomic and Computational Biology
- Center for Innovative Vaccine Science
- Duke Molecular Physiology Institute
- Regeneration Next
- Trent Center for Bioethics, Humanities and History of Medicine
Approximately 9% of School of Medicine faculty are in basic science departments
Basic Sciences Departments

- Immunology: 15
- Neurobiology: 19
- Biochemistry: 20
- Cell Biology: 28
- Population Health Sciences: 29
- Pharmacology & Cancer Biology: 29
- Molecular Genetics & Microbiology: 30
- Biostatistics & Bioinformatics: 49

10.1.17 Data
Clinical Sciences Departments

1. **Medicine** - 688
2. **Psychiatry** - 227
3. **Surgery** - 208
4. **Pediatrics** - 196
5. **Anesthesiology** - 161
6. **Radiation Oncology** - 108
7. **Neurology** - 63
8. **Community & Family Medicine** - 65
9. **Ophthalmology** - 70
10. **Orthopaedics** - 71
11. **Pathology** - 84
12. **Radiology** - 98
13. **Obstetrics & Gynecology** - 75
14. **Neurology** - 75
15. **Neurosurgery** - 65
16. **Dermatology** - 26
17. **Neurosurgery** - 39
18. **Radiation Oncology** - 45
19. **Neurology** - 63
20. **Community & Family Medicine** - 65
21. **Ophthalmology** - 70
22. **Orthopaedics** - 71
23. **Pathology** - 84
24. **Radiology** - 98
25. **Obstetrics & Gynecology** - 75
26. **Neurology** - 75
27. **Neurosurgery** - 65
28. **Dermatology** - 26

10.1.17 Data
There are approximately 2350 faculty in the School of Medicine.
Faculty Growth
(Tenure Track and non-TT)
Gender Distribution by Rank

<table>
<thead>
<tr>
<th>Rank</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Instructor</td>
<td>101</td>
<td>94</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>488</td>
<td>522</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>213</td>
<td>350</td>
</tr>
<tr>
<td>Professor</td>
<td>137</td>
<td>444</td>
</tr>
</tbody>
</table>

10.1.17 Data
Faculty Diversity by Race and Ethnicity

- **2015**
  - Asian: 7.4%
  - Asian, White: 16.6%
  - URM: 75.9%
  - White: 75.9%

- **2016**
  - Asian: 7.5%
  - Asian, White: 16.6%
  - URM: 75.6%
  - White: 75.6%

- **2017**
  - Asian: 8.2%
  - Asian, White: 16.6%
  - URM: 74.9%
  - White: 74.9%
Office of the Vice Dean for Faculty

- Faculty Development
- Research Mentoring
- Underrepresented Faculty Development
- Executive Coaching
- Professionalism
- Promotion and Tenure
https://medschool.duke.edu/
Huge thanks to Kevin Weinert and WI Weldon for helping with a video the Office for Faculty Development is putting together. Stay tuned for its debut.
Write Winning NIH Grant Proposals

- Annually in the summer
- All-day seminar
  - Grant Writers’ Seminars and Workshops, LLC
  - Grantcentral.com
Gopen Writing Course

- Annually in the fall
- A seminar series offered by Dr. George Gopen, Duke University Emeritus Professor of the Practice of Rhetoric
- “Writing from the reader’s perspective”
LEAdership DEvelopment for Researchers (LEADER)

- Annual program (next offering April 2018)
- 3-day interactive learning program designed to equip junior faculty researchers with the knowledge and professional competencies to effectively lead dynamic scientific research enterprises.

  - Emphasis on personal leadership
    - Myers-Briggs, 360 degree assessment, conflict management

- Applications open in fall
Research Mentoring

- **Internal Grant Review Process**
  - Path to Independence for R01, R03, R21
  - K-Club for Career Development Awards
- **Grant Writing Resources**
- **Mentor Training**
  - Mark Dewhirst, DVM, PhD, Associate Dean for Faculty Mentoring
Underrepresented Faculty Development

- Kevin Thomas, MD
  - Assistant Dean for Underrepresented Faculty Development
- 1:1 faculty counseling/coaching
- CV Review
- Networking opportunities across the School of Medicine
- To-be-developed faculty development program for URiM faculty
Programs to Support Work-Life Harmony

- **Faculty Flex Voucher Program**
  - Up to $2,500 to advance scholarly work, overcome work-life obstacles
  - Manuscript preparation, library services, Duke Office of Clinical Research services, Executive Coaching
  - (applications open now)

- **Fund to Retain Clinical Scientists**
  - Funded by Doris Duke Charitable Foundation
  - To assist faculty members who face the challenge of working to establish academic careers while simultaneously managing significant caregiving responsibilities.
  - $30-50k per year for “extra hands” that support research productivity and academic advancement
Executive Coaching

- **Sharon Hull, MD, MPH**
  - Director, Executive Coaching Program
- Developmental Coaching
- Leadership skill development
- Career planning and strategies
- Work-life alignment
- Successful interpersonal skills
- Institutional awareness-building
- Professional assessments, including 360 reviews, Myers-Briggs Type Indicator and other assessments
How do you find out about events?

- E-mails sent to all faculty
- Flyers
- Departmental newsletters (sometimes)
- Website: http://facdev.medschool.duke.edu
- “Like” us on Facebook
Additional Research Support

- Core Facility Voucher Program
- Office of Research Development
  - Supports preparation of complex grants (P, U)
  - Joanna Downer PhD
- Duke Office for Clinical Research (DOCR)
  - Denise Snyder MS RD CSO
- Duke ASIST
  - Marcella Sarzotti-Kelsoe, PhD
Office of Research Initiatives

- myRESEARCHhome
- Research Navigators
- 1:1 researcher onboarding
- Contact Rebecca Brouwer, PhD
Duke AHEAD
Academy for Health Professions Education and Academic Development

Recognition and Promotion
- Sponsorship of Teaching Rewards
- Development of Promotion Criteria
- Mentorship
- Membership on APT Committee
- Advocacy Letter of Support for Faculty Promotion
- Professor of the Practice of Medical Education

Faculty Development
- Educator Professional Development
- Teaching Workshops
- Symposiums
- Education Grand Rounds
- On-line Teaching Modules
- Post-doc in Education
- Mentors
- Core Faculty

Research and Innovation
- Education Innovation Grants
- Education Interest Groups
- Interprofessional Education
- Research Design and Statistical Support
- SBR-IRB for Health Professions Educational Research

Become a member at dukeahead.duke.edu
Policies affecting faculty

- See Duke Faculty Handbook
  - [http://provost.duke.edu/faculty-resources/faculty-handbook/](http://provost.duke.edu/faculty-resources/faculty-handbook/)

- Selected Appendices
  - Appendix J: Basic Sciences School of Medicine
  - Appendix K: School of Nursing Faculty Governance Bylaws
  - Appendix L: Clinical Sciences School of Medicine
Selected Policies

- **Vacation**
  - 22 business days (PDC and University)

- **Consulting**
  - 4 days/month averaged over 1 year
  - Max 44 days per year

- **Parental Leave for Regular Rank Faculty**
  - University: 12 weeks with pay
  - PDC: must be signed up for short-term disability
    - 8 weeks with pay for maternity and adoption
    - 5 days with pay for paternity
  - Automatic 1 year tenure clock extension
Selected Policies

- Flexible Work Arrangements
  - Designed for those who wish to have the flexibility to continue a career in academics while balancing family, pre-retirement planning, or other personal priorities
Flexible Work Arrangements

- Regular Rank Faculty
  - RR=Duke position is 100% of professional effort.
- Requires Chair’s approval
- Not available in all circumstances
- Full time status maintained
- 3 year maximum, with option to renew
- 3 month automatic tenure clock extension for each year on approved FWA to max of 3 years (36 months)

Faculty Handbook Chapter 4: Professional Affairs of the Faculty
Selected Policies

• Tenure Clock Extensions
  ○ Parental Leave
  ○ Flexible Work Arrangements (FWA)
  ○ Primary caregiver for parent, child, spouse or domestic partner for serous health conditions
  ○ Serious health condition of faculty member
  ○ Catastrophic residential property loss
  ○ Other personal or family priority approved via FWA
  ○ Specialized experience or training, or significantly increased administrative duties
Wellness Resources

- Hr.duke.edu for information on
  - Discount gym memberships
  - Medical and mental health benefits
  - Discounts for area businesses

- Facdev.medschool.duke.edu for monthly list of family-friendly events
Final Exercise

- Look ahead 10 years and imagine you are receiving an award for your accomplishments
  - What will the introducer say about you and your work?
    - E.g Dr. X is well known for her work to .....
How to Reach Us

- Ann Brown, MD MHS
  - ann.brown@duke.edu

- Office for Faculty
  - 919-684-4139
  - facdev@dm.duke.edu
  - URiM Faculty Development
    - kevin.thomas@duke.edu
  - Executive Coaching
    - sharon.hull@duke.edu
  - Research Mentoring
    - facmen@dm.duke.edu

- https://medschool.duke.edu/about-us/faculty-resources/faculty-development

- Find us on Facebook facebook.com/dukefacdev
Break for 15 minutes. Return at 9:30 am