Welcome to Emory! The Emory University School of Medicine (SOM) takes great pride in recruiting and retaining the best clinicians, researchers, and educators in the country, and we are pleased that you have chosen to join our faculty.

This interactive Faculty Onboarding Guide was developed by the Emory School of Medicine Faculty Development Advisory Committee and is designed to address a variety of questions that may arise as you begin your career at Emory. This guide will focus primarily on activities and resources at the School of Medicine or university level and it is important to note that your department, division, and or site may have additional information or resources to support you. Links for additional information are underlined throughout and may direct you to an intranet site. You will need to log in with your Emory NetID and password to access content.

We hope this is a helpful resource and encourage you to email somfde@emory.edu with any questions, edits or comments.

Note: This guide is intended for those with faculty appointments but may contain relevant information for non-faculty providers. Non-faculty providers are encouraged to seek additional support and information from your specific clinical site.
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Today, the School of Medicine is one of nine schools of Emory University, which range from undergraduate programs on the Atlanta and Oxford campuses through numerous Ph.D. and professional training programs across the sciences and humanities. Emory’s President is Gregory Fenves. Emory’s chief academic officer is Provost Ravi Bellamkonda. The head of Woodruff Health Sciences is Jonathan Lewin, who oversees the School of Medicine, the Nell Hodgson Woodruff School of Nursing, the Rollins School of Public Health, and Emory Healthcare. Woodruff Health Sciences is an integral part of the overall Emory University, and includes many academic affiliates such as the Atlanta Veterans Affairs Medical Center, Children’s Healthcare of Atlanta, and Grady Memorial Hospital.

As a faculty member of Emory University, you have access to a wide range of facilities and opportunities beyond the School of Medicine resources. For example, you can get discount tickets to see events at the Schwartz Center for the Performing Arts; you have access to all of Emory’s libraries including the Health Sciences Library; you can visit the Carlos Museum on the Quad of the Atlanta campus; and you can get a family membership to the outdoor pool at the Student Activity and Academic Center. Emory also offers a variety of ways for faculty to engage with the Atlanta community.
Dear Faculty,

Welcome to Emory! I congratulate you on your new position and thank you for joining our team.

We are living at a unique time in biomedical history. We’ve seen a revolution in complementary forces that are helping us change the way we think of medicine.

For the first time, we have a complete “parts list” of genes and other building blocks, which means we can personalize therapies. At the same time, we have an IT revolution that lets us gather data, mine it and visualize it in sophisticated ways, and act on it in real time in the ICU or predict problems with anticipatory medicine. And new technology allows us to probe the human organism through imaging and other areas, to visualize what’s going on. Add to those the twenty-first century patients, who are well-informed, empowered, and incredible advocates for change.

These forces are converging to allow us to take on the big problems, and have a good chance of finding solutions to ones that have frustrated us for so long.

Embedded within Emory University, we have links to the business school, the department of chemistry, and many other academic resources that are traditionally outside the realm of health care. We have hospitals where we teach the next generation of health professionals to provide the most advanced, compassionate patient care. We have research institutes and government and industry partnerships racing to find the next discovery or cure.

We have all of this in one location, with a structure that allows important interdisciplinary interactions to occur. With these resources and our team of bold thinkers who are willing to take risks in order to achieve something great, we believe there are no limits to what we can accomplish.

As this guide illustrates, we have access to a wealth of resources at Emory. Whatever your interest or expertise, I encourage you to explore the resources available to you as a faculty member. I look forward to the work we will do together.

Vikas P. Sukhatme

EMORY UNIVERSITY
SCHOOL OF MEDICINE

Watch the 2021 State of the School of Medicine Address
OUR MISSION

The Emory University School of Medicine is a leading institution with the highest standards in education, biomedical research, and patient care.

We are committed to recruiting and developing a diverse group of students and innovative leaders in biomedical science, public health, medical education, and clinical care.

We foster a culture that integrates leading edge basic, translational, and clinical research to further the ability to deliver quality health care, to predict illness and treat the sick, and to promote health of our patients and community.

Read more about the vision and objectives of the SOM.

ORGANIZATION

Academic medical centers are complex organizations and Emory is no exception!

As shown below, the School of Medicine is one of three schools in the Woodruff Health Sciences Center (WHSC). WHSC also includes Emory Healthcare and three additional research institutes. Learn more about WHSC in the 2021 At-A-Glance report.
The School of Medicine is proud to be home to over 3,100 faculty members, 593 medical students, 501 health professional students, and 1,368 residents and fellows. Additional key facts and funding about the SOM.

Dean Vikas Sukhatme leads the School of Medicine along with six Executive Associate Deans and thirteen Associate Deans. The complete list of SOM leaders is available online along with the most recent organizational chart.

Our faculty have appointments in one (or more) of the 27 departments, 7 basic science and 20 clinical, which comprise the School of Medicine. A list of all departments with links to departmental websites is available online. As a new faculty member, we encourage you to familiarize yourself with your department’s website.

WHERE WE WORK

RESEARCH SITES & AFFILIATES

Groundbreaking research is taking place across campus.

We are best known for our work in infectious diseases and immunology, brain health, heart disease, cancer, transplantation, orthopedics, pediatrics, and ophthalmology. This interactive map provides additional information on many of our research spaces and affiliates including Yerkes Primate Center, the Health Sciences Research Building, Woodruff Memorial Building and others (i.e., Ponce Center, Marcus Center, Brain Health Center).

PATIENT CARE SITES

Emory Healthcare (EHC) is the most comprehensive academic health system in Georgia. We provide clinical care and physician training in Emory-owned facilities as well as three major affiliate hospital systems: one of the nation’s most respected veterans hospitals, one of the largest pediatric health systems in the U.S., and a Level I trauma safety-net hospital.
Learn more about our primary clinical care sites and major affiliates via this interactive map. If accessing via your mobile device, driving directions are also available.

If you’re seeking location specific information such as parking, security, or dining, check out the Department of Medicine’s Best Unofficial Guide to Life at Emory aka BUGLE. Information is currently available for Emory University Hospital (EUH), Emory University Hospital Midtown (EUHM), Grady Memorial Hospital, the Atlanta VA Medical Center and Emory St. Joseph’s Hospital. The BUGLE can be accessed as an app on any iOS device, search Emory BUGLE in the app store.

Click the organizations below for more information.

PARTNERS IN PATIENT CARE, RESEARCH AND TEACHING

Our home in Atlanta helps us foster relationship with others in the biomedical community including Morehouse School of Medicine, Georgia Institute of Technology, and our neighbor, the Centers for Disease Control and Prevention. We invite you to learn more about our established partnerships via this new interactive map.
FIRST STEPS AS A FACULTY MEMBER

This portion of the guide is intended to supplement the onboarding materials that you will receive from the Credentialing Office, Human Resources and from your own department, division or site. Onboarding can be a rather lengthy process, so this guide attempts to help you navigate the many steps that will be necessary to become an effective faculty member. Some links may not allow you to access the web content until additional accounts have been created or activated.

These first steps are very important. Starting early is recommended. Though there are many things to attend to, fortunately some of these items need only be completed once.

REQUIRED TRAININGS

CLINICAL TRAININGS

- **Credentialing**
  - Login: PIN - you set it up the first time you access
  - Courses: complete all courses related to privileges you are requesting plus the generic patient safety module.
  - Provider assessment must be completed annually.

- **EeMR (Emory Electronic Medical Record) Training**
  - Login:
    - Username: firstname.lastname01
    - Password: [fi][li]18##xx$ (where [fi] and [li] are your first and last initials respectively)
  - Course: This online training covers Cerner / PowerChart. New Provider EeMR Training - Course A. This will be supplemented by a one-on-one training after you arrive, which is super helpful.

RESEARCH TRAININGS

Note for researchers: Reference the Hitchhiker’s Guide to Research Compliance at Emory to help you navigate requirements in the right order.

- **CITI (Collaborative Institutional Training Initiative)**
  - If you will be involved in Human Subjects Research, you’ll need training as described by the Emory IRB. After completing the training you will be able to submit and maintain studies on the eIRB site (uses your EU credentials).
  - Login: can re-use existing CITI account or create new
  - Notes: After registering (or logging into an existing account) with the CITI site, add an Institutional Affiliation For Emory University, which will allow you to view the list of Courses required by the IRB. Start with the Human Subject Research Track (RCR) course and add any additional courses as required by the IRB (see above).
**CLINICAL TRAININGS (CONT’D)**

- **Bloodborne Pathogens, OSHA-type stuff**
  - Instructions
  - Site: ELMS (Emory Learning Management System)
  - Login: same as email
  - Notes: after logging in, go to Find Learning, then lookup the modules by codes (240107). Add each to your learning plan by clicking Plan for Later so you won’t have to look them up again.

- **Opioid Prescribing**
  - Login: free American College of Physicians / registration required.
  - Notes: State-mandated CME for controlled substance prescribing. The easiest is probably the ACP Safe Opioid Prescribing 2018 (above). Set aside a few hours and submit the certificate to the Georgia Composite Medical Board when applying for or renewing your license. In order to prescribe controlled substances in the state of Georgia, a valid medical license and enrollment in the Prescription Drug Monitoring Program (PDMP) is required.

At Emory, electronic prescribing of controlled substances is encouraged to promote safety and security. After enrolling in the PDMP, you will need to contact information technology to arrange access to Imprivata, a smartphone app which is used to verify electronically transmitted controlled substances. Contact ImprivataAdministrator@eushc.org

**RESEARCH TRAININGS (CONT’D)**

- **Institutional Animal Care and Use Committee (IACUC)**
  - If you use animals in your research, protocols must be submitted and approved using the eIACUC and staff must show evidence of appropriate training. Training requirements can be found in the education and training policy and links to required training are found here.

- **Environmental Health and Safety Office (EHSO)**
  - Laboratory personnel must complete lab safety training in Bioraft. Training requirements vary according to the type of research; information can be found here
  - Login: same as email
  - Courses: Varies by research focus (hazardous materials, animal studies, etc.)

- **Radiation Safety**
  - The use of radioactive materials is tightly controlled and requires application and approval by EHSO.
**Telehealth Training**
- Login: Your HLC User ID is your seven-digit EHC employee ID.
- You can find your employee ID in e-Vantage.
- In Self-Service, select the Personal Information tile, select Name and Profile Details, select Employee Profile.
- Or In Self-Service, select the Personal Information tile, select Emergency Notification System.
- First-time users, use ehc as a temporary password. You will be prompted to change your password after this initial login.

**REQUIRED FOR ALL**

- **HIPAA**
  - Instructions
  - Site: ELMS
  - Notes: after logging in, go to Find Learning, then lookup the modules by codes (210001 and 210003 +/- 210002 if doing Human Subjects Research). Add each to your learning plan by clicking Plan for Later so you won’t have to look them up again.

  *Note: HIPAA compliance training is not required for PhDs in labs.*

- **Sexual Harassment / Title IX**
  - Course: Bridges: Building a Supportive Community (should be set up in My Learning, or just search for it using Find Learning)
  - Notes: Microsoft Edge seemed to work better for this (requires Adobe Flash), remember to allow popups for the whole site. You will also have to take separate, in-person Title IX training (watch email for reminders and an invite to a group training event for the Department). Allow at least 45 minutes to complete this module.

**RECOMMENDED TRAININGS**

**CLINICAL TRAININGS**

- **Dragon Training**
  - Notes: This will get added as a required course if/when you request virtual desktop environment (full remote desktop, not just the individual applications, also enables Dragon dictation)– IS will not enable VDI unless you have completed this. *May only be required for Emory Healthcare providers.*
ORIENTATIONS

You may get a sense of orientation overload as a new faculty member! However, it is important to note that each orientation is unique and will introduce you to the multiple facets of life at Emory.

UNIVERSITY:
- **New Employee Welcome Session** is held monthly and designed to acclimate you to Emory University and ensure that you have a proper welcome to the community. Benefits and programs available to you will be discussed.

- **Provost’s New Faculty Orientation** is typically held annually each fall. Due to COVID, the 2020 session was held via Zoom. The recording from that session is available online.

SCHOOL OF MEDICINE:
The School of Medicine currently holds its **New Faculty Orientation and the Resource Fair** twice annually. This orientation will introduce you to senior leadership, provide information about resources available to you as faculty, and provide a deeper dive into getting involved in education and research. Orientation is required and faculty members should work with their department administration to schedule time to attend.

CLINICAL SITES:
- Emory Clinic New Physician Orientation is held on the second Thursday of every month and should be completed within the first 90 days of employment. Your departmental HR representative can help you schedule this session.

- The Atlanta VA Physician Orientation has been paused due to COVID-19.

- Children’s Healthcare of Atlanta/Pediatric Institute faculty attend CHOA’s New Provider Orientation on their first date of employment. CHOA’s NPO occurs once a month and is on the 3rd Monday of the month and will likely align with your hire date.

DEPARTMENTS:
Some departments may offer their own form of orientation to help you acclimate to Emory. Your department administrator, HR team, or faculty development office will coordinate this session.
IT SUPPORT AND SYSTEMS

- **One Drive/Sharepoint/Teams** - Emory uses the Microsoft platform for data storage and collaboration. Each faculty member is entitled to dedicated storage space that can be requested below. This interfaces with the Share Point and Teams platforms that facilitate collaboration across groups within Emory.

- **Zoom** - Zoom is a remote conferencing service that uses Cloud computing software for videoconferencing, online meetings, chat function and mobile collaboration. Some clinical departments offer Zoom Telemedicine visits. Training may be required. Please check with your division leader on your department’s requirements.

Additional resources and support contacts are included in the IT section below.

OTHER TO-DOS

- Start working on your Emory-formatted CV - a template is available from the SOM Faculty Development site. An updated CV in this format is required during your annual review and for future promotion. More information is available in the promotions and tenure section of this document.

- **EmoryFIRST** - All faculty are asked to create and maintain their faculty website profiles through the EmoryFIRST tool. Emory FIRST is a faculty information system that collects your publications from authoritative sources, allowing you to keep up to date! You can also enter information about your professional education and experience, as well as teaching and professional activities. Visit [https://profiles.emory.edu](https://profiles.emory.edu) and log in using your Emory University NetID and password.

  - Emory Healthcare Profile (if applicable): Check your [EHC Profile](https://profiles.emory.edu) every 6 months to ensure that all information is complete and accurate. The profile is managed in a web service called Kyruus. To log in, first enter your long-form Emory email address: [firstname].[lastname]@emory.edu and you will be redirected to an Emory login (SOM credentials). If you have questions, email providerprofilesupport@emoryhealthcare.org.

  - Children’s Healthcare of Atlanta (if applicable): Physician bios can be requested and updated via [Careforce](https://profiles.emory.edu)

- Faculty Photo: Will be taken at Faculty Orientation and can be uploaded to your EmoryFIRST profile. You may also substitute a professional photo of your liking.

- **Occupational Injury Management (OIM)** - ensures a safe environment for employees of Emory University and Emory Healthcare, and provides direct access to care for employees with occupational injuries, illnesses and exposures.
ANNUAL SOM ADMINISTRATIVE EXPECTATIONS OF ALL FACULTY MEMBERS

As a SOM faculty member there are few administration tasks you will be asked to complete annually. As always, check with your department, division and or site to inquire about any additional annual requirements.

- **Career Conference and Performance Reviews (CCPR)** - Each regular faculty member is required to meet with his or her chair or a designee to complete the annual CCPR. Faculty are encouraged to use this time to share their accomplishments and discuss goals for the future.
- **eCOI** - University and Healthcare system-wide tool that helps to implement Emory's policies and procedures regarding conflicts of interest: this includes financial interests and external activities + site specific conflicts. All faculty are required to complete disclosures annually. Look for an email from Zainab Harvey each April. This system is also used to assess potential conflicts upon submission of external funding applications.
- You will also be required to provide an updated CV to the Dean’s Office. We recommend you upload your CV during your annual CCPR (two birds, one stone!). Otherwise, the dean’s office will contact your department for an updated CV.
OVERVIEW

What is Financial Strategic Alignment (FSA)?
Financial Strategic Alignment (FSA) refers to the SOM financial funds flow model/methodology. FSA relies on an “all-in” funds model to support the methodology and aims to strategically align our financial funds flow to position the organization for long-term success. The FSA model for funding operating budgets seeks to provide consistent expectations, transparent methodology, reduced negotiations, and create aligned incentives based on strategic priorities.

FSA sets expectations for research productivity and a defined education FTE support model for education leadership roles, while also providing drivers for faculty to maximize their productivity. The FSA model includes two non-compensation rewards/incentive programs:

- “SaLaD” – Salary and Lab and Discretionary – provides supplementary funds for rewarding research productivity
- “SOUP” – Sharing of Organizational and Unit Performance – provides supplementary funds designed to create greater alignment between the academic clinical departments/The Emory Clinic (TEC) sections with system goals of Emory Healthcare (EHC) – For additional information on SOUP, see “SOUP FAQs”

What is "all-in" funds model?
The “all-in” funds model outlines the prioritization of funding sources that should be used prior to requesting SOM E&G Support. SOM E&G Operating Budget Support should be the last call on funds and should be utilized after the Departments have brought forth all alternative, eligible funding sources:

1. Grants
2. Endowed/Philanthropic/Available Funds
3. Last-call - SOM E&G Support

FSA AND RESEARCH

What does it mean for a faculty member to be “FSA-eligible”?
The FSA model sets consistent salary coverage expectations for research faculty. “FSA-eligible” refers to research-intensive/research-focus faculty (faculty with greater than or equal to 0.20 research FTE supported on grants) that meet the following qualifications:

- Beyond committed years of ramp-up (typically 3 years from rank start date, unless approved by Dean’s office for additional years support). Faculty in ramp-up periods are expected to be funded by the salary portion of the start-up packages. For dependent faculty hired by an independent PI through their lab start-up funds, salary will be funded through the independent PI start-up package or dependent faculty salary start-up if available. However, they are eligible for SaLaD during the ramp up-period if they meet SaLaD requirements.
Associate and Professor level faculty recruited with substantial extramural grant portfolios will be considered for FSA eligibility when the faculty member achieves 65% salary coverage of the SOM research FTE through SOM grants during the ramp-up period instead of at the end of the startup period (typically 3 years). This FSA eligibility will allow the faculty member to be SaLaD eligible. However, the faculty member will be required to fully utilize the salary portion of their startup before being covered on E&G salary support for the first three years.

For FSA-eligible faculty, what percentage of salary is the faculty member required to cover from sponsored funds within SOM?

- Research-intensive/research-focus faculty who are independent PIs (regardless of track) are required to cover at a minimum **65%** of their Research salary (up to the NIH salary cap) with sponsored research funding.
- Research track faculty who are not independent PIs are required to cover at a minimum **95%** of their Research salary with sponsored research funding.

What percentage of research salary support will the SOM provide to FSA eligible faculty?

- Research-intensive/research-focus faculty who are independent PIs are eligible for E&G Research Support up to **35%** of their Research salary after all other faculty and department funds are utilized ("all-in" model).
- Research track faculty who are not independent PIs are eligible for E&G Research Support up to **5%** of their Research salary after all other faculty and department funds are utilized ("all-in" model).

What happens when a faculty member does not meet his/her required sponsored research funding threshold?

If a faculty member does not meet the required minimum of research salary coverage on grants (65% or 95%), the salary gap should be covered by other department funding sources (endowment, philanthropy, SaLaD, strategic, etc.) or through redeployment to the clinical practice (for clinical faculty). If no department funding sources exist, the salary gap will be covered by SOM-supported Transition funds.

How long can the faculty member remain on Transition funds when not meeting the minimum requirements?

Faculty members continuously supported on Transition funds for greater than 18-24 months will be reviewed on a case-by-case basis in consultation with the department chair. If the faculty member is not actively submitting proposals during this period, actions such as FTE reduction, salary reduction, or non-renewal will be considered.

Is Transition support different from Bridge Funding?

Yes, Transition support covers the faculty member’s salary gap. The SOM has a separate bridge funding mechanism (via faculty application) that funds lab operations but not salary.

How are salaries supported for faculty with salaries above the NIH cap amount?

If no faculty or department funds (endowment, philanthropy, etc., but excluding SaLaD) exist to support over-the-cap salary, the faculty member’s department will receive over-the-cap funding support from SOM E&G Cost Share. However, Emory University does not endorse voluntary cost share. If the department leadership would like to request voluntary cost-share, the department must gain approval from the SOM Leadership and provide departmental funds to support.
What is SaLaD?
SaLaD stands for Salary and Lab and Discretionary. SaLaD is a non-compensation reward program for faculty that exceed productivity levels. When a research-intensive/research-focus, independent PI faculty member exceeds 65% research salary coverage (as a % of the NIH cap or actual salary if it is lower than the NIH cap) on sponsored research funding assigned to the SOM, the percentage difference becomes “% Eligible for SaLaD”. This percentage is applied to the actual salary charged to SOM grants and is then split 50/50 between the home department and the faculty member’s discretionary account.

Note: If a Department Chair earns a SaLaD payout based on their research productivity as an investigator, it will be fully distributed to the departments’ account rather than shared 50/50.

What are the qualifications for SaLaD?
Independent research-intensive/research-focus faculty are SaLaD eligible based on the following qualifications:

**Tier 1 Qualifications for SaLaD:**
- Assistant professor or higher
- Cannot have the following designations: Visiting, Research Track w/out awards, Instructor, Associate, Staff Scientist
- At least 0.20 effort on SOM grants
- Certified SOM grant FTE is at least 65% of Research FTE with the corresponding salary coverage

**Tier 2 Considerations for SaLaD:**
- Faculty has received extramural SOM grant awards as a PI, MPI, PD, Project PI, or other equivalent role within the last 3 years

When is SaLaD distributed?
SaLaD will be calculated at fiscal year-end based on that fiscal year’s effort certifications and distributed in February of the following year (i.e., FY20 SaLaD distributed in February 2021). Therefore, a faculty member will not receive SaLaD without a current effort certification.

How can SaLaD be used by departments and faculty?

a. For Faculty, use of SaLaD funds will require Chair approval. Uses include:
   i. Salary for faculty on transition
   ii. Research and academic related expenses
   iii. Other non-grants and contracts expenses

b. For Departments, SaLaD is only applicable to research-related activity which include:
   i. Departmental bridge funding
   ii. Research/Academic-related shared costs in department
   iii. Capital/Core investments
   iv. Support for over-the-cap salary
   v. Support for faculty on transition
How does FSA factor in faculty salary supported by research gifts, endowments, and internal seed grants?

FSA is funded through the SOM’s FAC (indirect cost) recovery. Therefore, the portion of faculty salary funded by research gifts, endowments, and internal seed grants does not count toward effort covered on grants, and therefore SaLaD achievement. However, these funds are part of the “all-in” model and will be used to cover salary gaps.

How are non-SOM (VA, Yerkes, etc.) grants reflected in FSA?

As stated above, FSA is funded through the SOM’s FAC recovery. Therefore, effort from grants not assigned to the SOM is excluded in FSA calculations.

How is SaLaD calculated, and what are some of the other considerations for SaLaD?

SaLaD calculation is based on PI’s certified effort, Research FTE, actual salary charged to SOM grants, and the computed grant dollars based on certified effort:

<table>
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<th>Sample Calculation:</th>
<th>Example</th>
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<tr>
<td>Assumed Salary = $100,000 with 0.90 SOM Research FTE &amp; 0.10 Clinical FTE</td>
<td></td>
</tr>
<tr>
<td>1. The base for the SaLaD calculation is the faculty member’s certified effort report</td>
<td>80% Certified Effort on SOM Grants</td>
</tr>
<tr>
<td>2. Calculate the amount that should have been charged to SOM grant(s) based on the effort % (adjusted for NIH salary cap, K-awards, T-awards)</td>
<td>$80,000</td>
</tr>
<tr>
<td>3. Actual dollars charged to SOM grants</td>
<td>$75,000</td>
</tr>
<tr>
<td>4. Adjust certified effort percent by amount actually charged to SOM grant (determine actual research effort; excludes voluntary cost share)</td>
<td>$75,000 / $80,000 = 93.75% 93.75% * 80% = 75.0%</td>
</tr>
<tr>
<td>a. #3 / #2 = #4a</td>
<td></td>
</tr>
<tr>
<td>b. #4a * #1 = #4b</td>
<td></td>
</tr>
<tr>
<td>5. SaLaD Calculation</td>
<td>.90 SOM Research FTE 65%</td>
</tr>
<tr>
<td>a. Validated SOM Research FTE</td>
<td>90 x 65% = 58.5%</td>
</tr>
<tr>
<td>b. 65% SOM SaLaD target</td>
<td></td>
</tr>
<tr>
<td>c. SaLaD target for individual PI</td>
<td></td>
</tr>
<tr>
<td>#5a x #5b = SaLaD target</td>
<td></td>
</tr>
<tr>
<td>6. Percent Eligible for SaLaD (compare SaLaD target for individual PI to adjusted certified effort %)</td>
<td>75.0% - 58.5% = 16.5%</td>
</tr>
<tr>
<td>#4b - #5c = SaLaD percent</td>
<td></td>
</tr>
<tr>
<td>7. Calculate SaLaD payout and split between PI and department</td>
<td>$16.5% x $75,000 = $12,375 $12,375 * 50% = $6,187.50 $12,375 * 50% = $6,187.50</td>
</tr>
<tr>
<td>a. #6 x #3 = SaLaD</td>
<td></td>
</tr>
<tr>
<td>b. #7a * 50% = Dept SaLaD</td>
<td></td>
</tr>
<tr>
<td>c. #7a * 50% = Faculty SaLaD</td>
<td></td>
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</tbody>
</table>

Other Considerations/Notes:

a. Division Chiefs are eligible to receive SaLaD.
b. Calculation uses the federal salary cap which is listed for each award in Compass.
c. For faculty with training grants and K-awards, salaries are adjusted so as not to penalize faculty in calculating SaLaD.
d. SOM will not re-calculate SaLaD when Retroactive Salary Transfers on grants are processed after effort certified.
e. All certifications must be certified on time to receive any SaLaD distribution.
f. If a faculty member has left Emory, SaLaD will be distributed to the home department.
g. PI SaLaD will not be used to pay for over-the-cap salary. however department SaLaD can be used.
h. SOM G&A will not be charged to SaLaD accounts.
FSA AND EDUCATION

How is undergraduate medical education (UME) leadership funded in FSA?
The SOM provides support to UME leaders based on the department’s/individual’s role related to number of students and scope of teaching responsibilities. This includes society leaders, faculty administrators in OMESA, and clerkship directors (excludes standard citizenship duties, clinical and undergraduate teaching). The base 1.0 FTE equals the lower of NIH research salary cap (currently $185,100) or actual salary, so funding is based on the leader’s effort (determined by the Office of Medical Education) as a percent of the salary cap.

How is graduate medical education (GME) leadership funded in FSA?
ACGME-accredited program directors and associate directors receive funding from the SOM, EHC, and Grady based on level of support required by ACGME guidelines or approved FSA FTE guidelines (i.e., stepwise increase in allocated GME support based on number of program trainee FTEs). No institution-wide guidelines exist for GME coordinator support, non-personnel expense, and non-ACGME program director support, so those costs will continue to be funded as they have in the past.
HUMAN RESOURCES OVERVIEW

Emory’s School of Medicine is comprised of 27 departments and centers and employs over 5000 regular faculty and staff. While we do have a central SOM Human Resources (HR) team, due to our size, we have over 30 dedicated HR professionals across all departments and centers who provide comprehensive local support. The number of dedicated HR support personnel varies by department and these professionals generally hold the titles of HR Administrator, HR Operations Lead, HR Generalist, or HR Operations Support Specialist.

Your local HR team can assist you in areas such as recruitment, onboarding, performance management, compensation, policy interpretation, and employee relations. You may have already had contact with your departmental HR representative during your hiring process and they will continue to be your first point of contact for all HR related items. If you are not sure who your local HR contact is, please check with your departmental administration for additional information.

EMPLOYEE BENEFITS

Employee benefits are managed by Emory University, The Emory Clinic (TEC), and the VA. Your benefits eligibility is determined by your affiliation with any of these entities and your percentage of effort. It is important to understand how these factors can impact your current and future benefits (i.e., if you assume or end an affiliation. For example, if your effort shifts from The Emory Clinic to the VA, that could have an impact to your benefits). Stay informed!

POLICIES

Faculty life at Emory is guided by a number of policies that help you make sure you are compliant with institutional and federal rules. These include policies on promotion and tenure, performance reviews, faculty searches, salary, vacation leave, sexual misconduct, industry relations, conflict of interest, and diversity, among others. Links to each of these policies and more can be found on the website.
INTERNAL COMMUNICATIONS

Email is the primary channel the SOM uses to communicate with faculty. Be sure to watch out for the following emails:

**SOM Huddle** – to limit the number of emails landing in your inbox, we combine key updates and resources in this bi-weekly email. The Huddle includes important operational updates, funding opportunities, events and top stories. This email is sent from OfficeofSOMDean@emory.edu.

**Faculty Digest** – this newsletter from the Office of Faculty Academic Affairs and Professional Development provides a monthly overview of the many ways we support faculty, including career development opportunities across education, clinical care and research. It also includes information about our work in wellness and diversity, equity and inclusion.

An online message archive has also been created and includes messages from the Dean’s Office if you miss anything. You can also share news or request communications support online, or contact the SOM Communications office at SOMCommunications@emory.edu.

TOOLS AND TEMPLATES

Find an online toolkit for guidelines, tools and templates to support School of Medicine communications, including links to our primary logos and branded PowerPoint templates.

Your department and/or site may also have templates or additional resources. Many SOM departments have a communications lead within the department. Contact SOMcommunications@emory.edu if you don’t know the name of your department communications contacts or you have questions that aren’t answered in the communications section.
SOCIAL MEDIA

The SOM follows the social media policy outlined by Emory’s Office of Communications and Public Affairs. This policy also includes guidelines for personal social media use by Emory faculty and staff.

If you would like to start a social media account on Emory’s behalf, please contact Jen King at jen.king@emory.edu.

Emory SOM social media accounts are linked below.

MEDIA RELATIONS

The offices of Media Relations and of Health Sciences Communications initiate all contacts and respond to all inquiries from the news media and release information about events, programs, research, emergencies, and incidents involving Emory. If you receive emails or calls from news media, please contact Emory Media Relations Team prior to speaking with the media outlet. They can assist in vetting the inquiry prior to responding, providing media training as needed and coordinating interviews.

View the full policy online.

UPDATING YOUR FACULTY PROFILE ONLINE

The faculty profiles on med.emory.edu currently pull faculty bio information from Emory FIRST and from the PeopleSoft database. If you need to update your faculty profile, try logging into Emory FIRST. Changes made in Emory FIRST should be reflected on the website within 24-48 hours.

If you have questions about your faculty profile after ensuring the Emory FIRST information is up to date, contact Elizabeth Thompson at epthomp@emory.edu.

CONTACT:

Jen King
Director, Communications, Emory School of Medicine
jen.king@emory.edu

View additional communications and marketing policies at Emory
SOM AWARDS AND RECOGNITION PROGRAM

The School of Medicine (SOM) has a robust faculty recognition program to acknowledge and honor the outstanding contributions of our faculty in teaching, clinical and professional service, and scholarship. This program reflects the high value Emory SOM places on its faculty’s contributions and achievements.

The Emory at Grady Professional Development Committee created the inaugural Emory at Grady Awards program in 2020 to honor the community of Grady-based faculty members. You can learn more about the Grady’s Award program online.

In addition to the SOM and Grady based awards, many departments have also developed their own internal award programs to celebrate and honor their faculty. Check with your department administration for additional information.

APPROPRIATION DAYS

The SOM celebrates and recognizes faculty on three distinct Appreciation Days annually. Nominations are solicited from peers and then reviewed by the SOM Recognitions Committee, who selects those faculty members to be recognized with a focus on diversity across specialties and sites. Announcements are made on the SOM and departmental websites. These recognitions are important for faculty morale and recipients are encouraged to cite them on their CV.

**Doctors’ Day:** Occurs on March 30 each year on National Doctor Appreciation Day. Recognizes those who go above and beyond in taking care of patients and families.

**Educator Appreciation Day:** Occurs early May each year and recognizes educators who go above and beyond to educate, encourage, and support a diverse group of scholars and learners across Emory.

**Researcher Appreciation Day:** Occurs at the end of September each year. Recognizes faculty who are making a difference in their field.

Of note, on a fourth annual appreciation day, Mentor Appreciation Day, faculty and learners are encouraged to tweet comments regarding mentors; this is a social media event only.

SOM AWARDS

The Recognitions Committee solicits nominations for five internal awards annually. Self and/or peer nominations are accepted. Awards are conferred at the annual Celebration of Faculty Excellence ceremony each fall. Learn more about each award via the links below.

- **Distinguished Service Award**
- **Excellence in Diversity, Equity & Inclusion Award**
- **Mentoring Award**
- **Innovation for Impact Award**
- **Lifetime Service and Leadership Award**

In addition to the above five awards, the School of Medicine also solicits nominations for the following awards. Honorees are determined by separate committees.

- **Dean’s Distinguished Faculty Lecture and Award**
- **Dean’s Eminent Investigator**

This timeline provides an overview of the many different programs and initiatives to support and celebrate faculty in the SOM.
CELEBRATION OF FACULTY EXCELLENCE AND RECOGNITION WEEK

Every fall the SOM dedicates a full week to highlight and celebrate faculty for their many outstanding accomplishments. The annual Celebration of Faculty Excellence is held during this week and is hosted by the University, the Woodruff Health Science Center and the SOM leadership. The following award and honors are highlighted at the event and during Recognitions Week.

Internal awards include:
- Senior promotions
- Clinical distinctions
- Dean’s Teaching Awards
- Excellence in Patient Satisfaction Awards
- Site-based awards
- Hidden Gems Awards
- Excellence in Research Awards:
  - MilliPub Club
  - Emory 1% Award

External awards include awards and honors received from regional, national and international scientific societies and organizations such as the National Academy of Sciences, the National Academy of Medicine and the American Association for the Advancement of Science, etc. A specified percentage of faculty from each department are acknowledged for their receipt of these external awards.

View highlights from the 2021 events.

INTERNAL/EXTERNAL NOMINATION PROCESS

The SOM Recognitions Committee oversees and coordinates the nomination of faculty for major awards both within Emory University and for major National/International organizations or prizes. This award nomination process typically occurs in collaboration with the nominee’s department and/or the Provost’s office.

Internal awards are those sponsored by Emory University and include the Thomas Jefferson Award, Provost Distinguished Teaching Award for Excellence in Graduate and Professional Education, and the Exemplary Teacher of the Year Award.

External awards are those awards sponsored by national and international scientific and medical societies such as the AAMC, the AMA, and the NIH, as well as major national and international prizes.
Emory SOM is committed to the wellness and well-being of its faculty, staff, and learners. As such, the Wellness Working Group (WWG) was established in 2015 and consists of SOM executive leaders representing UME, GME, and CME along with leaders from Healthy Emory, the Faculty Staff Assistance Program (FSAP), Emory Healthcare, and the Center for Contemplative Science that stresses Compassion-Based Cognitive Training (CBCT). In addition, most departments have a Wellness Ambassador who serves as the liaison to the WWG.

The Woodruff Health Sciences Center (WHSC) established the Office of Well-Being (EmWELL) in January 2022 led by Co-Chief Well-Being Officers Tim Cunningham, RN, DrPH, and Chad Ritenour, MD. The focus of the office is to lead the design, direction and implementation of well-being programs that address the current environmental stressors among clinicians, health professionals, faculty and staff in clinical, research and academic health sciences areas.

- **Supporting Our People** - We're acknowledging the human side of medical practice and taking steps to improve everyone's well-being.
- **Emory Faculty Staff Assistance Program (FSAP)** - FSAP has several programs and services designed to promote emotional, behavioral, and occupational health. The program serves as a resource for faculty, staff, trainees, and their family members.
- **Your Work Life** - Resources, programs and services to help you manage the many demands of your work and life including child and adult/elder care. Previously the Work-Life Resource Center
- **Healthy Emory** - The Healthy Emory initiative was established to focus on improving employee health and wellness in the areas of physical activity and fitness, healthy eating and weight, and stress or emotional health.
- **Center for Contemplative Science** - Within the Center, CBCT® (Cognitively-Based Compassion Training) is a system of contemplative exercises designed to strengthen and sustain compassion. Practices include training in attentional stability and increased emotional awareness, as well as targeted analytical reflections to understand better one’s relationship with self and others.

**DIVERSITY, EQUITY AND INCLUSION**

Our goal is to create a culture and climate of equity and inclusion, where diversity is nurtured, valued, and celebrated. To deliver the highest quality of care, we need a team with a wide variety of ethnic, cultural, and experiential backgrounds. That’s why we’re actively recruiting learners, faculty members and staff from underrepresented in medicine groups, to help us improve health outcomes for all members of diverse communities we serve. We offer programming, resources and support to advance this goal including anti-racism resources, affinity month celebrations, webinars and education including bystander and bias training.

**STRATEGIC THEMES:**
- Awareness, Learning & Growing
- Inclusive Culture & Climate
- Community Engagement
- Research and Innovation
The Office of Equity and Inclusion (OEI) is lead by Sheryl Heron, MD, MPH, Chief Diversity and Inclusion Officer and the Associate Dean of Community Engagement. Equity & Inclusion for the SOM. Natalie A. Fields, MPH serves as the Director for the Office of Equity and Inclusion for the SOM. Many departments have a diversity liaison and/or a vice chair of diversity, equity and inclusion who facilitate and serve as the lead departmental diversity and inclusion efforts. Appointed vice chairs of diversity and inclusion and/or liaisons serve on the SOM Diversity Council to foster alignment and communication between the departments and the dean’s office. Learn more about the OEI and strategic goals.

PROGRAMS AND INITIATIVES

• **Anti-Racism Resource Website** - Developed by the SOM OEI to address the need for our collective education, engagement, and growth, resources includes a glossary of terms, suggested reading, podcasts, DEI toolkits, and more.

• **Affinity Groups** - Consistent with the SOM’s goal to create a culture and climate of equity and inclusion, where diversity is nurtured, valued, and celebrated, the Office of Diversity, Equity and Inclusion (OEI) formally sponsors faculty and staff affinity groups to enhance the SOM work experience through networking, resource, professional development and support, and community engagement.
  
  ○ **African American Women Collaborative Faculty Group (AAWC)** - Our mission is to promote excellence, develop healthcare collaborations, facilitate academic promotion, and foster scholarly research for AAW within the SOM. Our collaborative hopes to break the barriers of isolationism and form a circle of strength and support for one another.
  
  ○ **Emory Asian American and Pacific Islander (AAPI) Medical Faculty Association Affinity Group** - Our mission is to provide mentorship and support to medical students, residents, fellows, and faculty of Asian and Pacific Islander descent. Through promoting research, treatment, and education in the health and well-being of Asian and Pacific Islander people and their communities.
  
  ○ **Emory Alliance for Women in Medicine & Science** - (EAWiMS) Our mission is to promote a culture that supports the academic progress and professional success of women faculty and trainees through education, advocacy, mentoring, and networking.
  
  ○ **LGBTQ+ Faculty Affinity Group** - Our mission is to foster an inclusive and welcoming environment for LGBTQ+ faculty and to support and facilitate recruitment, onboarding, and retention of eminent LGBTQ+-identified faculty physicians, advance practice providers, and scientists.
  
  ○ **Latina/o/x Faculty Affinity Group** - Our mission is to empower Latina/o/x faculty at Emory University School of Medicine to have a fulfilling and successful career, by elevating our voices, sharing gained knowledge and skills, and making sure we are well represented in positions of leadership within the university.

• **Affinity Months** - The School of Medicine recognizes and celebrates the diversity of our community and promotes sharing, awareness, and learning through our Affinity Month Celebration initiative. Faculty and staff members who are willing to share their stories may be self-nominated and/or peer nominated.
• **Racism & Social Justice Webinar Series** - A series of webinars and trainings to support intercultural fluencies and frank conversations through humble inquiry. The series explores the significance of Juneteenth, the African American experience, bias in clinical decision making, COVID-19 in the African-American community and much more. Emory credentials required for access.

• **Implicit Bias Training** - Implicit bias training sessions are open to faculty, staff, and learners. Training sessions explore best practices for recruiting and the research on the impact of implicit associations on decision-making.

• **Speakers Bureau** - As the School of Medicine advances towards equity, inclusion, and community engagement, we developed a speakers bureau to increase representation of our faculty who self-identify as underrepresented in medicine (URiM) and/or women. Our bureau consists of faculty who have expertise on topics ranging from teaching and well-being to research and diversity, equity, & inclusion. Complete the profile form to join.

• **DEI Video Archive** - Watch on-demand diversity, equity, and inclusion webinars, trainings, lectures, and special events.

• **Diversity Week** - Annual school-wide celebration of the broad range of identities and experiences that make up our diverse community. Events across the week include lectures, poster presentations, cultural and social activities.

• **Health Equity Advocacy Course** - A 5-month multi-pronged educational intervention that will bring faculty, learners, and community members from several institutions together to advocate around common health related priorities.

**PROMOTION & TENURE**

Even though you may have just arrived, it’s not too early to begin thinking about promotion. It’s important to understand what’s expected of you in each of our three mission areas (service, teaching and scholarship). Download the SOM CV template, teaching and service portfolios, put them on your desktop, and be sure to track your activities as you go! We have a number of resources to help you along the way.

• **Sr. Promotions and Appointments** - Bookmark this page! The current SOM guidelines, templates (start your docs now!), and timelines are all accessible via this site. Please consult with your department for specific deadlines, guidance and assistance.

• **Promotion Workshops** - This workshop series is held annually and is geared towards learning how to structure your CV and how to create compelling teaching and service portfolios.

• **Promotion Readiness Sessions** - Want to know if you are on track for promotion? Attend a Promotion Readiness Session which provides 1:1 advice on your progress towards promotion. These sessions are held twice a year and communicated to all SOM faculty.

• **SOM Packet Class** - These invitation-only sessions are for those faculty members who are currently going up for promotion. Classes are held in conjunction with promotion deadlines and include specific guidance on putting together your entire dossier.
PROFESSIONAL DEVELOPMENT OPPORTUNITIES

The School of Medicine offers a number of opportunities for professional development for faculty members. You’re encouraged to visit and bookmark the SOM Faculty Development website as well as the calendar of events. We’ve also created a flyer to provide a quick glimpse at multiple learning opportunities offered by the Office of Faculty Affairs and Professional Development (FAAPD).

Below you will find additional links to resources within the SOM and beyond. Many of our programs are recorded and kept in our online video archive.

GENERAL CAREER DEVELOPMENT

- **Professional Development Lecture Series**: Presented throughout the year by senior SOM faculty, covering practical topics aimed at assisting faculty in the topic areas of leadership, education, research, wellness and DEI.
- **Bold Leaders Series**: This annual series seeks to engage the SOM community with forward-visioning leaders in school-wide conversations and idea exchanges on topics of leadership, wellness, and DEI.
- **Emory @ Grady**: In conjunction with the SOM faculty development efforts, the Emory at Grady Professional Development team hosts events that provide an opportunity for fellowship among faculty and staff based at Grady.
- **Emory University Center for Faculty Development and Excellence (CFDE)**: The CFDE supports all Emory faculty in the areas of teaching, research, and professional development. Their funding opportunities, programs, and resources are designed to assist faculty at every level of their professional careers.
- **Emory at Grady Professional Development Lecture Series**: Join us for this monthly lecture that highlights traditional faculty development topics, but will also feature content important to faculty and staff on the Grady campus. The events are aimed at faculty members, but open to all.

LEADERSHIP

- **Leadership Programs in Academic Medicine**: compilation of internal and external leadership programs, sorted by career level
- **SOM leadership resources for faculty**: Find tips for leading during a crisis and discover upcoming leadership events across Emory University
- **The School of Medicine FAAPD accepts applications for the renowned Executive Leadership in Academic Medicine (ELAM) annually in the fall. ELAM is a unique leadership development program designed to build a community of exceptional women academic leaders who have broad organizational perspectives and deep personal capacity to address emerging issues in their schools and universities and the society they serve.**
Currently, six internal leadership courses are available to SOM faculty members:

**Transition to First Faculty Position**
New faculty members are encouraged to participate in this half day workshop designed to assist in the transition from trainee to faculty member.

**Junior Faculty Development Course**
A five-month career development course, designed especially for SOM junior faculty, that presents information necessary for academic success in a variety of formats including didactic presentations, panel discussions, group and individual exercises, and case-based problem solving.

**Underrepresented in Medicine Prof. Development Course**
A five-month career development program for URiM faculty. This longitudinal program provides resources, information and tools important for academic success. The course features didactic sessions from diverse speakers, experiential components, along with peer mentoring and networking.

**Emory Medicine Professional Leadership Enrichment and Development Program (EM-ProLEAD)**
Integrating health sciences and business professionals, this leadership course will take you to the next career step once you’ve settled into your academic role.

**New Clinical Leaders Course**
Open to physicians and Advance Practice Providers in their first clinical leadership position at Emory, the New Clinical Leaders course is designed to equip participants to lead peers in the clinical environment.

**Woodruff Leadership Academy (WLA)**
This program, offered through the Woodruff Health Sciences Center, entails classroom sessions, off-site team projects, and weekend retreats to motivate professionals and managers to develop, exercise, and strengthen individual leadership potential.

Learn more about the above courses and determine which course is right for you.

**EDUCATION AND TEACHING**

A number of teaching resources including teaching workshops, consultations, and classroom grants are available to you as an Emory University faculty member online. A few specific offerings are included below.

- **Learning to be Better Teachers** - Full-day educational conference held annually in January
- **Medical Education Day** - Half-day annual event with sessions for all members of the medicine community, featuring national keynote speakers on a wide variety of approaches to improve education
- **Woodruff Health Educators Academy (WHEA)** - Formed in 2017, the WHEA brings together educators across the health sciences at Emory to promote and support the practice and scholarship of teaching and learning through monthly events and other courses
- **CFDE teaching and pedagogy resources** - University-wide resources to support faculty in teaching, including teaching ideas, funding, workshops and webinars
- **National Center for Faculty Development & Diversity (NCFDD)** - Emory faculty members benefit from NCFDD’s many resources which provide independent professional development, training, and a mentoring community of faculty, postdocs, & graduate students from over 450 colleges and universities.
CLINICAL SERVICE AND QUALITY IMPROVEMENT

- **The Emory Pledge** - The Pledge specifies the set of actions and behaviors necessary to create an environment of teamwork and mutual respect and serves as a tangible means by which physicians and staff can hold each other accountable.

- **EmPower** - (log into HLC, click “Catalog” tab, and enter 6555 into the search field) Emory Healthcare’s LEAN journey relies on daily management system huddles to quickly escalate and address clinical and quality issues encountered by frontline staff.

- **Maintenance of Certification for Quality Improvement** - Your quality improvement work may qualify for MOC Part IV credit.

- **Courses in Quality Improvement**
  - **Emory Quality Academy: Leadership for Healthcare Improvement** - This is a 2-day course designed to introduce healthcare leaders to quality improvement.
  - **Emory Quality Academy: Practical Methods for Healthcare Improvement** - This 12-day course, divided into 3-day sessions monthly for 4 months, is designed to develop local quality improvement leaders who are capable of independently planning and conducting improvement projects in their areas and serving as resources to others.
  - **Team Development in QI** - This multi-part curriculum introduces QI terminology and methods, teaches skills required to implement and carry out an independent QI project through a mentored project and provides participants information on QI curriculum development and teaching methods. Offered annually/ runs fall through spring.

- **Point-of-care ultrasound (POCUS)** is an emerging patient assessment tool that can be utilized for diagnostic and procedural purposes. This half-day course focuses on image acquisition and interpretation of POCUS modalities applicable to a wide range of medical specialties.

- **Healthcare Innovation Program (HIP)** - An interactive network that provides information, resources, and community connectivity to support and enhance innovation in healthcare research, education, and service.

- **Innovation Hub** - “Shark tank” platform for faculty members to pitch their ideas to investors and find industry support to take their innovations to the next level.

RESEARCH AND SCHOLARSHIP

- **Researcher Survival Skills Workshops** - Designed to provide SOM researchers with the skills they need to succeed in research in academic medicine. Workshops feature traditional skills like manuscript and grant writing, as well as a lab/research team management, navigating research administration, and other topics not covered in professional school.

- **Clinical Research Bootcamp** - Provides faculty with a comprehensive overview of the major components involved in clinical research. There are three bootcamp levels, 101, 201 and 301, each digging deeper into clinical research.

- **Speed Networking** - Basic and clinical researchers from across WHSC are given the opportunity to make a 3-4 minute presentation to potential collaborators from both clinical and basic science backgrounds. Be careful - if you exceed the allotted amount of time you are gonged off the stage!

- **Health Services Research Day** - The annual Health Services Research Day is an opportunity to share the breadth of quality, effectiveness, and value-based research activities and network with colleagues across the state of Georgia.
• **Manuscript Mentoring Program** - Participants are paired with a senior faculty member with publication experience to provide guidance through the manuscript preparation process. Highly rated by faculty members who have used this service. Submit your request online!

• **CFDE research and scholarship resources** – Emory faculty can access tools to advance their scholarly work: professional editors, open access funding for publications or books, as well as podcasts and webinars offering advice on publishing

• **Georgia CTSA TEAMS Mentoring Program** – This nine-month program for post-doctoral fellows and junior faculty is designed to develop professional skills in the areas of translational and clinical research, with special emphasis on multidisciplinary teams. This innovative, cohort-based model takes a three-pillared approach to mentoring and includes learning communities, 1:1 mentoring, as well as training and resources.

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**CONDUCTING RESEARCH**

Emory has a rich, innovative research environment with active engagement by faculty and trainees. We benefit from collaborations among departments and many academic and government partners. Areas include basic, translational, clinical, and health services research. We participate in a multitude of clinical trials and play prominent roles in national cooperative trials. Emory’s footprint reaches from local community engagement research to global outreach. Our research portfolio included $608M in 2021 from all sponsoring agencies. We rank 16th nationally in NIH funding and 4th nationally in COVID-19 NIH awards to universities. Emory technologies have led to 119 start-up companies.

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**OVERVIEW**

• **School of Medicine Research** - Overview of the research programs and resources offered at Emory.

• **Emory University Research Administration** - The Office of Research Administration provides collaborative administrative systems and technical expertise to facilitate scholarship, research, and discovery within the Emory community from inception through dissemination and application. Specific Research Administration Offices are highlighted below.
RESEARCH RESOURCES

- **Office for Clinical Research (OCR)** - The mission of the Office for Clinical Research (OCR) is to facilitate operational processes that support the efforts of the clinical research team in the timely initiation, management and completion of clinical trials at Emory.

- **Georgia Clinical and Translational Science Alliance (Georgia CTSA)** - Georgia CTSA has an extensive roster of offerings for clinical and translational researchers including Biostatistics, Epidemiology, & Research Design Consults, studio consultations and webinars.

- **Emory Integrated Core Facilities** - Emory integrated core facilities provide access to technologies, equipment, and support services to help researchers manage and interpret data, as well as a network of resources at partnering institutions.

- **Office of Postdoctoral Education** - The Office of Postdoctoral Education is dedicated to improving the postdoctoral experience of Emory School of Medicine Postdoctoral trainees through various training programs as well as Career and Professional development opportunities.

- **Clinical Trial Guidebook** - This resource describes the requirements of federal regulations, federal guidance, state and local laws, and Emory policies and translates them into practical instructions that are applicable to all clinical trials at Emory.

- **IT Research Resources** - This website houses a searchable table of IT resources available to Emory Researchers. Log in with your Emory credentials.

COMPLIANCE AND ADMINISTRATION

- **Division of Animal Resources** - The DAR is an integrated team of animal care specialists, administrative professionals, veterinarians, veterinary technicians, logistics deliverers, and information technology experts dedicated to the high quality and comprehensive care of research animals by providing the finest support possible to Emory University scientists.

- **Institutional Animal Care and Use Committee (IACUC)** - The IACUC is a research oversight committee charged with ensuring the proper care, use and humane treatment of animals used in research, testing and education.

- **Environmental Health and Safety Office (EHSO)** - The EHSO has university-wide responsibility for developing, implementing and maintaining Environmental Health and Safety programs to control occupational exposures and to oversee the implementation of the mandated federal/state laws, regulations, and guidelines. Their Research Safety Office provides consulting services, training programs, and regulatory compliance support.

- **Institutional Review Board (IRB)** - The IRB is responsible for reviewing human subjects research and FDA-regulated clinical investigations and ensuring that they are conducted in accordance with applicable federal regulations and institutional policies. The website includes policies and guidance to submit a project to IRB.

- **Conflict of Interest (COI)** - Access forms, policies and the eCOI application that helps to implement Emory's policies and procedures regarding financial interests and external activities. This application and reporting process is used by Emory University and Healthcare only.

- **Industry Relations** - View policies and videos about conflict of interest and industry relations.
RESEARCH FUNDING SUPPORT

- **Emory University Research Administration Services (RAS)** - RAS units provide faculty assistance with pre and post award research administration activities. On this site, you can find important links and information on each RAS unit and determine which one supports your department and see an overview of the RAS Central Operations team.
- **Office of Sponsored Programs (OSP)** - Learn about the many different services OSP provides supporting the pre-award administration of Emory’s sponsored programs.
  - Office of Sponsored Programs (OSP) Fact Sheet - This website includes fringe rates and other important information you will need for your grant submissions.
- **Research Grants & Contracts (RGC)** - This group provides post-award research administration services and expert knowledge to Emory schools and other research administration units.
- **Office of Technology Transfer (OTT)** - The role of the Office of Technology Transfer (OTT) is to both manage the intellectual property rights of the University, to oversee industry contracts and to provide a single point of contact for industry. Check out information on taking your research to market.
- **Opportunities to Improve Your Grant Writing** - This site provides a list of grant writing tutorials and training opportunities available at Emory.
- **Funding Opportunities** - List of internal and external funding opportunities and search engines to find your own!

ADDITIONAL EMORY SPECIFIC FUNDING SOURCES:

- University Research Council
- Halle-URC Institute International Research Awards
- Emory Primary Care Consortium Grants
- SOM Dean's Imagine, Innovate AND Impact (I³) Award
- Bridge Funding Program
- Emory Medical Care Foundation
- The Office of Foundation Relations
- WHSC Synergy Grants
- CTSA Pilot Grants
- Children’s Pilot Grant Program

PUBLISHING RESEARCH

- **Think Check Submit** - Choose the right journal for your research and beware predatory journals.
- **Predatory Journals** - Beware of journals that charge large processing fees without providing editorial review. Learn more about these journals and how to distinguish open access from predatory

Learn more about research related professional development opportunities [here](#).
GETTING INVOLVED IN TEACHING AND EDUCATION

At Emory SOM, teaching takes place in the classroom, by the bedside, in small groups, in the clinic and in the lab. As one of the largest medical training programs in the country, there are plenty of opportunities for faculty interested in teaching at Emory. In addition to undergraduate (medical students) medical education (UME), graduate (residents and fellows) medical education (GME), and postdoctoral education, School of Medicine faculty also teach in the Graduate Division of Biological and Biomedical Sciences.

- **School of Medicine Education** - Overview of the degree programs offered at Emory.
- **Office of Postdoctoral Education** - Information including expectations of postdocs, appointment and review processes for postdocs and resources for mentors.
- **Graduate Division of Biological and Biomedical Sciences** - The Graduate Division of Biological and Biomedical Sciences (GDBBS) has ~400 graduate students in eight interdisciplinary PhD programs.
- **Office of Continuing Medical Education** - View upcoming CME approved offerings and find resources to assist you with developing CME programs.

Faculty interested in UME and GME should connect with the Vice Chair or leader for medical education in their department. Faculty can also get plugged into education at Emory through service on education committees, taskforces, and as mentors to discovery students. 

*Contacts below are correct as of time of publication. Email somfde@emory.edu with any corrections.*

- Curriculum Committee Subcommittees (Dr. Erica Brownfield)
- Medical Education Day Planning Committee (Dr. Maha Lund)
- Admissions Committee (Dr. Ira Schwartz)
- Ad Hoc Task Forces charged by the Executive Curriculum Committee (Dr. Erica Brownfield)
- Small Group Advisor (Dr. Mary Jo Lechowicz & Dr. Ira Schwartz)
- Discovery Mentor (Dr. Maureen Powers)
- Elective course/clinical rotation director (Dr. Jason Liebzeit)
- OPEX preceptor (Dr. Pamela Vohra-Khullar)
- Emory DOCS (Development of Career and Specialty Choice) (Dr. Mary Dolan)
- Course/thread director (Dr. Erica Brownfield & Dr. David Schulman)
- Clerkship director (Department Vice Chairs for Education or Chair)
- Course/thread teaching (Course/thread directors)
- Clerkship teaching (Clerkship directors)
- Participation in LCME accreditation committees, ad hoc task forces (Dr. Erica Brownfield)

**ADDITIONAL RESOURCES:**

- **Tools for Teaching** - A compilation of external teaching tools aimed at teaching strategies, course design, assessment and evaluations as well as teaching modules.
- **Teaching and Learning Technologies at Emory** - Internal resources for teaching technologies including Zoom, Canvas, and Poll Everywhere.
- **Publishing Educational Research** - Information on how and where to publish educational research can be found here.
PROFESSIONAL SERVICE OPPORTUNITIES

Annually each spring, the School of Medicine solicits new members for various University and School of Medicine committees and taskforce. As a new faculty member, service on a committee may not be on your radar but is a great way to get plugged into the School of Medicine. Here are a few examples of the committees that are included in the annual call. Additional information including terms, eligibility and charges can be found online.

Keep in mind your department, division or site may also have committees that may be of interest.

- Emory University Senate
- Dean’s Faculty Advisory Committee (DFAC)
- SOM Faculty Committee on Appointment and Promotions (FCAP)
- MD Program Admissions Committee
- Undergraduate Medical Education Curriculum Committee
- MD Progress & Promotion Committee
- SOM Recognitions Committee
- Faculty Development Advisory Committee (FDAC)
- Faculty Relations Committee
- Grady Champions
- IACUC
- Clinical Distinctions Committee
- Grady Awards & Recognition Committee
- Emory Alliance for Women in Medicine and Science steering team
If at any point you need IT assistance, it is recommended that you submit a ticket via the Service Now system. This ticketing service to allow users to request support, aids with purchasing hardware, request sponsored accounts or access Knowledge Base articles regarding technical services. A few specific resources of interest have been highlighted below.

- **Email** - Request support to set up your email, request an email alias, etc.
- **Telephone support** - Tech support for phones, voicemail, fax and emergency phones
- **Virtual Private Network (VPN)** - Virtual Private Network (VPN) provides off-campus users with secure access to the Emory University's internal network. Emory VPN access uses a web browser to establish the remote access connection. It secures traffic by encrypting communications
- **Collaboration and Conferencing Resources** - Learn about the tools and resources available to faculty and staff at Emory for collaboration.
- **Zoom** - Zoom is a remote conferencing service that uses Cloud computing software for videoconferencing, online meetings, chat function and mobile collaboration. Many faculty development programs are available via Zoom!
- **Qualtrics** - Use Qualtrics to easily build and distribute online surveys, analyze and report on results, and collaborate in real-time in an easy to navigate web-based interface.
- **OneDrive** - OneDrive for Business is cloud storage provided under our Microsoft 365 educational licensing. Every user at Emory has a 5TB (terabyte) personal quota. Office 365 Groups and SharePoint sites start with a 1TB quota and dynamically expand.
- **Graphpad Prism** - available at deeply discounted rates for SOM Faculty and staff.
- **Software** - The Office of Information Technology (OIT) administers academic software licensed by the University and can consult with faculty, staff and students about products they need.
The University has compiled a comprehensive list of contacts online. A few SOM specific contacts and phone numbers are included below.

- Atlanta VA Medical Center: 404.321.6111
- Children’s Healthcare of Atlanta: 404.785.KIDS (5437)
- The Emory Clinic: 404.778.3539
- Emory Decatur Hospital: 404.501.1000
- Emory Healthcare: 404.778.5000
  - VIP access for Personal Healthcare: 404.778.3847
- Emory HealthConnection: 404.778.7777
  (patient information and external physician referral)
- Emory Hillandale Hospital: 404.501.8000
- Emory Johns Creek Hospital: 678.474.7000
- Emory Office of Government and Community Affairs: 404.727.5311
- Emory Ombuds Office: 404.727.1531
- Emory Orthopaedics & Spine Hospital: 404.251.3000
- Emory Parking: 404.727.PARK (7275)
- Emory Police
  - Emergency: 404.727.6111
  - 24-Hour Non-Emergency: 404.727.8005
  - Business Office: 404.727.6115
- Emory Rehabilitation Hospital: 404.712.5512
- Emory Saint Joseph’s Hospital: 678.843.7001
- Emory University Hospital Midtown: 404.686.4411
- Emory University Hospital: 404.712.2000
- Faculty Staff Assistance Program: 404.727.4328
- Grady Memorial Hospital: 404.616.1000
- Health Sciences Communications: 404.727.5686
- IT Service Desk
  - School of Medicine: 404.727.6648
  - University: 404.727.7777
  - Emory Healthcare: 404.778.4357
- Office of Public Affairs: 404.727.7709
- Safety Escort Services
  - Emory University SafeRide Program: 404.727.7555
  - Oxford College of Emory University: 770.784.8377
  - Emory University Hospital Midtown: 404.686.2597
  - Emory University Orthopedics and Spine Hospital: 404.831.4207
  - Emory John’s Creek Hospital: 678.474.8132
  - Emory St. Joseph’s Hospital: 678.843.7568
  - Emory Grady Area Campus: 404.557.8106
- Trust Line: 888.550.8850
  (report potential ethical, legal, and/or business conduct violations or concerns at Emory in a confidential manner)
- University Information: 404.727.6123
- Wesley Woods Center: 404.728.6200
- Winship Cancer Institute: 404.778.1900
COMMON SOM ACRONYMS

- AEI – Actionable Education Initiative
- CCPR – Career Conference and Performance Review
- CFDE – Center for Faculty Development and Excellence
- CHOA – Children’s Healthcare of Atlanta
- CME – Continuing Medical Education
- DEI – Diversity, Equity and Inclusion
- eCOI – Electronic Conflict of Interest
- EeMR - Emory Electronic Medical Record
- EHC – Emory Healthcare
- EJCH – Emory Johns Creek Hospital
- Emory FIRST -Faculty Information on Research, Scholarship and Teaching
- ESA – Emory Specialty Associates
- ESJH – Emory St. Joseph’s Hospital
- EUH- Emory University Hospital
- EUHM – Emory University Hospital Midtown
- EUOSH – Emory University Orthopaedic and Spine Hospital
- FAALI - Office of Faculty Academic Advancement, Leadership and Inclusion
- GME- Graduate Medical Education
- IACUC – Institutional Animal Care and Use Committee
- IRB – Institutional Review Board
- OIM – Occupational Injury Management
- RSPH – Rollins School of Public Health
- SaLaD - Salary and Lab and Discretionary
- SOM – School of Medicine
- SON – School of Nursing
- SOUP - Sharing of Organizational and Unit Performance
- UME- Undergraduate Medical Education
- WCI – Winship Cancer Institute
- WHSC – Woodruff Health Sciences Center
- WHSCAB - Woodruff Health Science Center Administration Building
SITE SPECIFIC INFORMATION

If you’re seeking location specific information such as parking, security, or dining, check out the Department of Medicine’s Best Unofficial Guide to Life at Emory aka BUGLE. Information is currently available for Emory University Hospital (EUH), Emory University Hospital Midtown (EUHM), Grady Memorial Hospital, the Atlanta VA Medical Center and Emory St. Joseph’s Hospital. The BUGLE is updated annually.

QUESTIONS AND EDITS

If you have questions about this guide or suggestions or edits for future versions, please contact somfde@emory.edu. This document will be updated annually.
Sharing of Organizational and Unit Performance (SOUP)
Frequently Asked Questions

What is SOUP?
SOUP stands for Sharing of Organizational and Unit Performance. It is a key outcome of the Financial Strategic Alignment (FSA) process that seeks to reward TEC Sections for high clinical performance by distributing payments from a central fund. Ten percent of Emory Healthcare’s (EHC) year-end annual net operating income (NOI) will be set aside for the SOUP fund that will be allocated to TEC Sections based on Section size (number of physician FTEs) and individual Section SOUP scorecard performance. The actual payments will flow directly from EHC to each Section’s Department/Center School of Medicine account.

How does SOUP impact my Department/Center?
Historically, Sections with positive TEC cash balances were able to transfer funds (with SOM and TEC Board approval) to their SOM Department/Center to support academic expenses. Sections with zero or negative cash balances were unable to make these transfers. Oftentimes, the negative cash balances were the result of factors the Section and faculty members could not directly influence (e.g., payor mix, contracting rates, historical financial agreements).

Under FSA, TEC Section cash is no longer tracked. All generated cash is held at the EHC system level, with 10% of the year-end EHC NOI forming the SOUP fund. Via the SOUP scorecard, Section performance will be assessed on metrics that faculty can more directly influence instead of cash performance. All Sections have the opportunity to earn payments that their Department/Center can then use to support academic and/or clinical program development expenses.

How are SOUP scorecard metrics and targets selected?
A SOUP Scorecard Selection Group comprised of Department Chairs, Department Administrators, and TEC Leadership developed a menu of metrics that are eligible for inclusion on Section scorecards. Every Section will report wRVUs/CFTE and Total Salary Dollars per wRVU, and then each Department Chair/Center Director and Administrator selected two additional metrics that are locally relevant to their Section and represent opportunities for performance improvement.

For any metric that was selected and is on the EHC Balanced Scorecard (BSC) and/or the TEC Big 10, the Section target is the same target as BSC or Big 10. If a metric was selected that is not on the BSC and/or Big 10, a proposed target required approval by TEC Leadership.

How are SOUP payments calculated?
SOUP payments are based on the number of physician FTEs (clinical FTEs and clinical admin FTEs; include ESA FTEs for Anesthesiology, Cardiology, and Emergency Medicine) in the
Section and how the Section performs on its SOUP scorecard. A dollar value per TEC physician FTE will be calculated based on the total amount of the SOUP fund and the total physician FTEs in TEC. The scorecard will have four indicators that can be scored with zero points (failure to meet threshold), one point (achieved threshold), or two points (achieved target) – for a maximum of eight points possible. The SOUP payment is the product of the number of physician FTEs in the Section multiplied by the dollar value per FTE and the percentage of total points earned on the scorecard. The following is an illustrative example of two scenarios for a Section with 10 FTEs, assuming the FY16 EHC projected NOI:

**Illustrative**

<table>
<thead>
<tr>
<th>Unit Scorecard</th>
<th>0 Pts</th>
<th>1 Pt</th>
<th>2 Pts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality/Service/Access #1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality/Service/Access #2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Productivity</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Salary/RVU</td>
<td></td>
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</tbody>
</table>

8 Point Maximum

Each unit can earn a total of 8 points based on their scorecard performance

<table>
<thead>
<tr>
<th>10% EHC NOI</th>
<th>$12,943,700</th>
</tr>
</thead>
<tbody>
<tr>
<td>800 MD FTEs</td>
<td>$16,180 per FTE</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scenario 1: 8 out of 8 Points</th>
<th>10 FTEs x $16,180 per FTE x 8 out of 8 = $161,800</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scenario 2: 6 out of 8 Points</td>
<td>10 FTEs x $16,180 per FTE x 6 out of 8 = $121,350</td>
</tr>
</tbody>
</table>

*MD FTEs are clinical FTEs and clinical admin FTEs in The Emory Clinic

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**How can Departments/Centers maximize SOUP fund payouts?**
Departments/Centers can maximize SOUP fund payouts by achieving target performance on each of the four scorecard metrics (eight points total).

**How does SOUP impact individual physicians?**
Section performance will be assessed based on factors that individual physicians can more directly influence. Scorecard metrics will be locally relevant and “impactable”, so physicians will understand Section performance targets and how their individual performance translates into SOUP funds for their Department/Center that can be used for future clinical, research, or education program development.

**Will SOUP impact physician compensation?**
SOUP will not impact physician compensation. SOUP funds are not intended for incentive salary pay.

**How can SOUP funds be used by Departments/Centers?**
SOUP funds are supplemental funds – outside the Department/Center SOM operating (E&G) budget – to be used at the Chair’s/Director’s discretion. However, the SOM will expect
Departments/Centers to draw upon SOUP if any operating deficits are incurred. For Department Chairs with multiple TEC Sections, spending of funds should align with Section contribution. There is no time limit for using SOUP funds. The following are potential uses (list not comprehensive):

1. Unit-based clinical innovation and value generation supplemental funds
2. Residency/fellow supplemental education costs
3. Unanticipated unit recruitment costs (travel and meals)
4. Unanticipated start-up funding for new faculty members (re-location, signing bonus)
5. Non-salary and non-continuous retention funding
6. Clinical trials bridge support
7. Faculty professional development / leadership development / CME (beyond budgeted $s)
8. Quality and health services research initiatives