EMORY | SCHOOL OF MEDICINE

FACULTY ONBOARDING GUIDE

SEPTEMBER 2025

CONTENTS

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.

EMORY UNIVERSITY AND WOODRUFF HEALTH SCIENCES CENTER

Emory University was founded in 1836 in Oxford, Georgia, where Emory University still maintains a footprint (Oxford College). In 1855, the precursor of the School of Medicine was founded, and in 1915, it merged with Emory University.

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. **Justice Leah Ward Sears** began serving as Emory's interim president on September 1, 2025. **Lanny Liebeskind** currently serves as interim Provost and Executive Vice President for Academic Affairs. Effective July 1, Joon Lee, CEO of Emory Healthcare, assumed a newly unified role as Executive Vice President for Health Affairs, CEO of Emory Healthcare, and Vice Chair of the Emory Healthcare Board of Directors.

Justice Leah Ward Sears

Lanny Liebeskind

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.

EMORY UNIVERSITY SCHOOL OF MEDICINE

Dear faculty member,

Welcome to Emory School of Medicine! You bring unique perspectives, expertise and experience that enrich our community and further our ability to teach the next generation of providers, discover tomorrow's treatments and cures, and provide skilled, compassionate care for patients in Atlanta and beyond. We are honored that you chose Emory.

As this onboarding guide illustrates, being an Emory School of Medicine faculty member means you have access to a wealth of resources and development opportunities to support both your work and your professional growth. We are committed to fostering a culture in which everyone can thrive and achieve their full potential.

As you settle into your new role, I urge you to prioritize your continued professional development. Amid the demands of academia and health care, it's crucial to seize opportunities for growth – whether through educational workshops, collaborative research endeavors, or leadership development programs. Our Office of Faculty Academic Affairs and Professional Development offers comprehensive support and resources to achieve success at every stage of your career.

On behalf of our patients, our learners and our community, thank you for joining our team. I look forward to working with you to continue advancing Emory's role as a leading institution in teaching, research, and patient care. Please reach out to me with questions, ideas or feedback at OfficeofSOMDean@emory.edu.

Sandra L. Wong, MD, MS
Dean, Emory School of Medicine
Chief Academic Officer, Emory Healthcare

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 2024 At-A-Glance report.
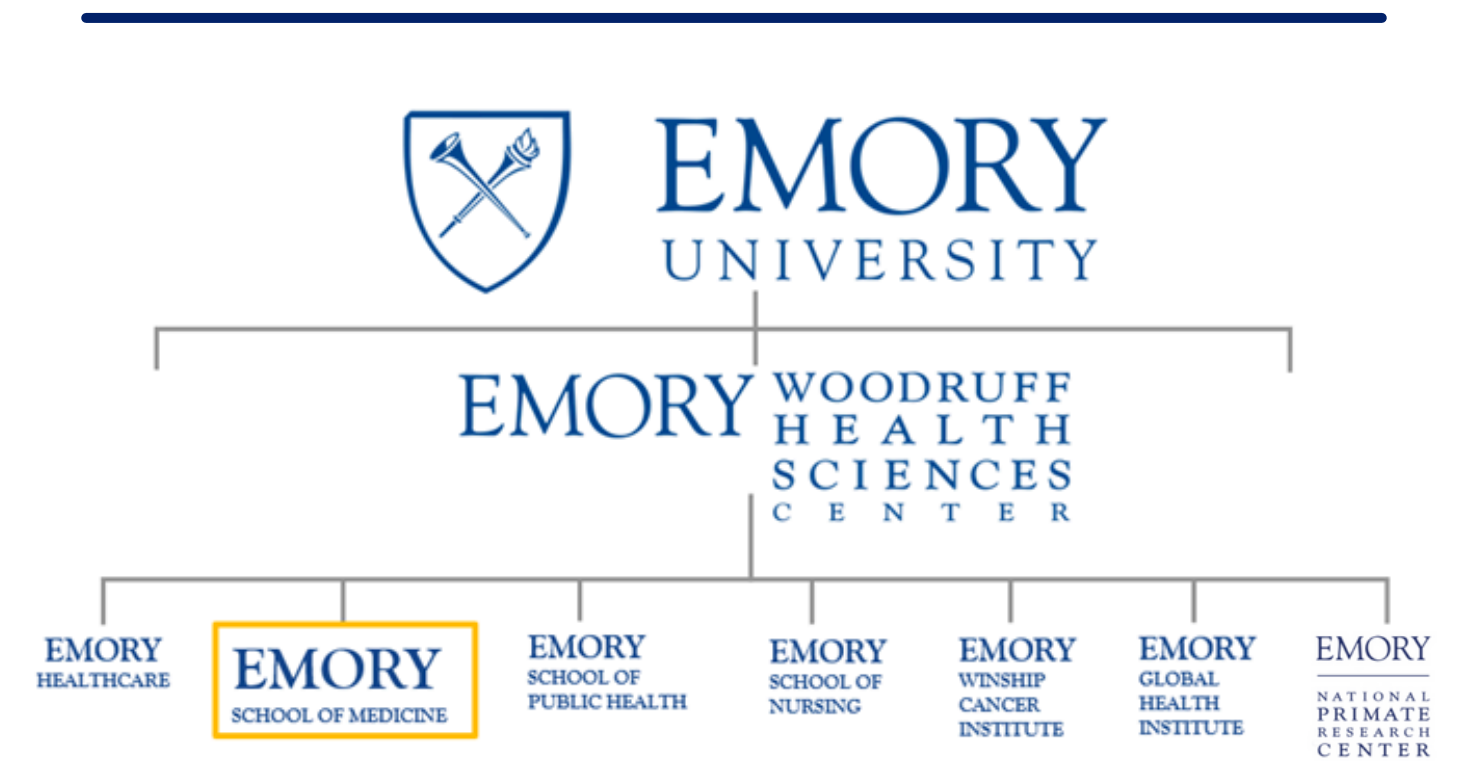
The School of Medicine is proud to be home to over 3,700 faculty members, 611 medical students, 532 health professional students, and 1,439 residents and fellows.

Click here for key facts and funding about the SOM.

Dean Sandra Wong leads the School of Medicine along with four Executive Associate Deans, four Senior Associate Deans, nineteen Associate Deans and five Assistant 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, that 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 Emory National Primate Research Center, the Health Sciences Research Building, Woodruff Memorial Building and others (e.g., 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.

3,700+
faculty members

611
medical students

532
health professional students

1,439
residents & fellows

Learn more about our primary clinical care sites and major affiliates via this underlined 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. Grady based faculty members can also check out the Emory at Grady Faculty Onboarding Guide for site specific information.
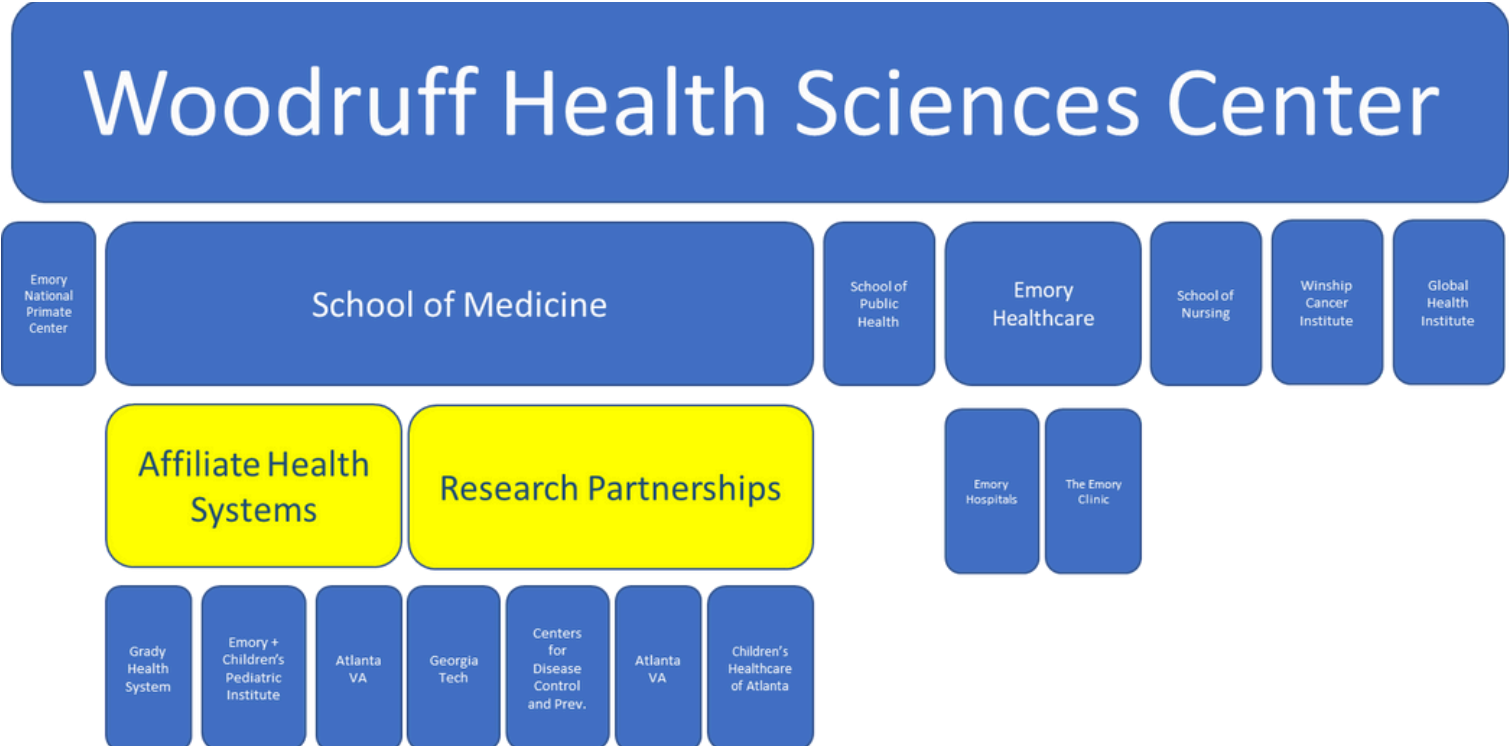
PARTNERS IN PATIENT CARE, RESEARCH, AND TEACHING

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, from 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.

- **EPIC Training**
  - EPIC is Emory Healthcare's medical record system. OnCore Clinical Trials Management System was integrated with Epic on October 1, 2022, for subject registration, study, and patient-level documents, and billing review for clinical research.
  - Training is organized in advance of start date by your department and is typically completed remotely.
  - For more details about Epic and training, visit the Epic SharePoint Site

RESEARCH TRAININGS

- **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: You can re-use an existing CITI account or create a new one
  - 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 (CON'T)

- **Bloodborne Pathogens, OSHA-type stuff**
  - Instructions
  - Site: HLC (Healthcare Learning Center)
  - Login: Single Sign-On utilizing your Network login ID

- **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.

RESEARCH TRAININGS (CON'T)

- **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 SciShield. 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.

CLINICAL TRAININGS (CON'T)

- **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: Learning Management-Brainier
  - Notes: Go to the Emory Self-Service portal and log in using your Emory NETID. Select the "Learning Management" tile from the Self-Service options, then select "Learning Management-Brainier." You will be able to access the courses under the "My Learning" tab from your dashboard. 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 pop-ups for the whole site. You will also need to attend separate, in-person Title IX training (watch your email for reminders and an invitation to a group training event for the Department). Allow at least 45 minutes to complete this module.

ORIENTATIONS

You may get a sense of orientation overload as a new faculty member! However, it 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 the community. Benefits and programs available to you will be discussed.

- Provost's New Faculty Orientation is typically held annually in August. New faculty will receive an invitation from the Provost's office.

SCHOOL OF MEDICINE:

The School of Medicine currently holds its New Faculty Orientation 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 Monday 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 resumed in-person sessions.

- 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 typically on the 2nd or 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.

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.

- Emory FIRST - All faculty are asked to create and maintain their faculty website profiles through the Emory FIRST 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 and log in using your Emory University NetID and password.

  - Emory Healthcare Profile (if applicable): Check your EHC Profile 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

- Emory CME Tracker - All clinical faculty are asked to create a profile in the Emory Continuing Medical Education (CME) system, CME Tracker. Doing so will allow you to easily claim credit for CME activities such as Grand Rounds, Tumor Boards, and live conferences with your mobile phone number. Including your month and year of birth and licensure information in your profile allows the Emory CME office to report your CME credits directly to the ACCME and your specialty board. Visit the CME website for more information.

- 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.

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 functions, 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.

ANNUAL SOM ADMINISTRATIVE EXPECTATIONS OF ALL FACULTY MEMBERS

As a SOM faculty member, there are a few administrative 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 their 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.
- eDisclose - This University and Healthcare system-wide tool helps to implement Emory's policies and procedures regarding conflicts of interest, including financial interests and external activities, + site-specific conflicts. All faculty are required to complete disclosures annually. This system is also used to assess potential conflicts upon submission of external funding applications. Disclosures will be moving to a new platform, Insight (https://emory.sharepoint.com/sites/Insight) at the end of August. Look for more information in your email.

- 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.

FINANCIAL STRATEGIC ALIGNMENT (FSA) OVERVIEW AND FREQUENTLY ASKED QUESTIONS

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"

2.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 Support should be the <u>last call</u> 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

3.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-focused 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 (normally 3 - 5 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.

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

a. 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.
b. Research track faculty who are not independent PIs are required to cover at a minimum 95% of their Research salary with sponsored research funding.

5. 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 <u>after all other faculty and department funds are utilized</u> ("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 <u>after all other faculty and department funds are utilized</u> ("all-in" model).

6. 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.

7. 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.

8. 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.

9. 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, the department must gain approval from SOM Leadership and provide departmental funds to support.

SALAD 2.0 AND RESEARCH FACULTY INCENTIVE FAQS

1. What is SaLaD?

SaLaD stands for Salary and Lab and Discretionary. SaLaD is a non-compensation reward program for faculty that exceed productivity levels. Faculty and Departments earn SaLaD. Independent research faculty earn SaLaD based on research effort on SOM grants and faculty research awards portfolio within a fiscal year. Department SaLaD is distributed based on the percentage of total SOM FAC earned within the fiscal year.

2. What are the qualifications for SaLaD and the Research Incentive Plan? What is changing under SalaD 2.0?

Independent research-intensive/research-focus faculty are eligible based on the following qualifications:

Eligibility Criteria:	Original SaLaD vs. SaLaD 2.0
• Must be at the level of Assistant, Associate Professor, or Professor	No Change
• SOM grant FTE: >0.2	No Change
• Certified effort of 65% or greater of SOM grant FTE with corresponding salary coverage (up to the NIH salary cap)	No Change
• PI must be identified as Contact PI/Award PI within fiscal year	Change

• SaLaD payout will now be awarded based on <u>two</u> measures/criteria (see tables for tiers):
  a) Effort on SOM grants (payout will be determined based on tiered levels Tier 1: 0.65-0.7999 or Tier 2: 0.80 or greater)
  b) Annual research awards portfolio (direct awards) >$100K (payout will be determined based on tiered levels)
	Change

3. When is SaLaD distributed?

SaLaD will be calculated at fiscal year-end based on that fiscal year's effort certifications and research award data for that given year and distributed in Spring of the following year (i.e., FY23 SaLaD distributed in Spring 2024). Therefore, a faculty member will not receive SaLaD without a current effort certification for both effort periods.

How can SaLaD be used by departments and faculty?

a. For Faculty, use of SaLaD funds will require Chair approval. Uses include:
  i. Salary recovery up to the required minimum if external awards are insufficient
  ii. Graduate student salary support
  iii. May be used to support over-the-cap salary and transition salary support
  iv. Research and academic-related expenses
  v. 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
  vi. Graduate student salary support

4. 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.

5. 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.

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

SaLaD calculation is based on PI's certified effort, SOM Research FTE, actual salary charged to SOM grants, the computed grant dollars based on certified effort, and the PI's direct award portfolio. See "SaLaD Modeling Calculator" as a resource. A few examples are provided below:

EXAMPLE 1

Calculation Examples

Example 1:
- Assistant Professor (@1.0 rFTE)
- Certified Effort on SOM Grants: 0.80
- Current Year Award Portfolio: $250,000
- Total Payout:
  - PI SaLaD = **$15,000** in non-compensation, discretionary funds
  - Research Incentive = **$7,500** in compensation incentive

PI SaLaD Payout @1.0 SOM rFTE*		
	Certified SOM grant effort	
"Direct" Awards Portfolio	0.65 - 0.7999	0.80 or higher
Less than $100K	$0	$0
$100K - $749K	$10,000	$15,000
$750K - $1.499M	$20,000	$25,000
$1.5M+	$35,000	$40,000

Research Incentive Payout @1.0 SOM rFTE*		
	Certified SOM grant effort	
"Direct" Awards Portfolio	0.65 - 0.7999	0.80 or higher
Less than $100K	$0	$0
$100K - $749K	$5,000	$7,500
$750K - $1.499M	$10,000	$12,500
$1.5M+	$17,500	$20,000

EXAMPLE 2

Calculation Examples

Example 2:
- Professor (@0.8 rFTE, 0.2 cFTE)
- Certified Effort on SOM grants: 0.70
- Normalized SOM Grant Effort over SOM rFTE: (0.70/0.80) = 0.875
- Current Year Award Portfolio: $748,000
- Total Payout:
  - PI SaLaD: $15,000*0.8 = **$12,000** in non-compensation, discretionary funds
  - Research Incentive: 50% of $12,000 = **$6,000** in compensation incentive

PI SaLaD Payout @1.0 SOM rFTE*		
	Certified SOM grant effort	
"Direct" Awards Portfolio	0.65 - 0.7999	0.80 or higher
Less than $100K	$0	$0
$100K - $749K	$10,000	$15,000
$750K - $1.499M	$20,000	$25,000
$1.5M+	$35,000	$40,000

Research Incentive Payout @1.0 SOM rFTE*		
	Certified SOM grant effort	
"Direct" Awards Portfolio	0.65 - 0.7999	0.80 or higher
Less than $100K	$0	$0
$100K - $749K	$5,000	$7,500
$750K - $1.499M	$10,000	$12,500
$1.5M+	$17,500	$20,000

In this example the payment was adjusted because the rFTE <1.0

EXAMPLE 3

Calculation Examples

Example 3:
- Assistant Professor (@1.0 rFTE)
- Certified Effort on SOM Grants: 0.80
- Current Year Award Portfolio: $10,000
- Total Payout:
  - PI SaLaD = **$0** in non-compensation, discretionary funds
  - Research Incentive = **$0** in compensation incentive

PI SaLaD Payout @1.0 SOM rFTE*		
	Certified SOM grant effort	
"Direct" Awards Portfolio	0.65 - 0.7999	0.80 or higher
Less than $100K	$0	$0
$100K - $749K	$10,000	$15,000
$750K - $1.499M	$20,000	$25,000
$1.5M+	$35,000	$40,000

Research Incentive Payout @1.0 SOM rFTE*		
	Certified SOM grant effort	
"Direct" Awards Portfolio	0.65 - 0.7999	0.80 or higher
Less than $100K	$0	$0
$100K - $749K	$5,000	$7,500
$750K - $1.499M	$10,000	$12,500
$1.5M+	$17,500	$20,000

7. What is the methodology for determining SaLaD and Research Faculty Incentive payout?

The SOM allocates an annual percentage of total indirect cost recovery for SaLaD payout and research incentive pool. FY25 target allocation pool is 9.00% of actual SOM FAC, subject to change annually based on overall financial performance of SOM. The pool is distributed as follows:

9.00% of actual SOM FAC – (PI SaLaD & Research Faculty Incentive) = Department SaLaD

SaLaD + Research Incentive

Target: 9.00% of actual SOM FAC ($$)

Faculty/PI SaLaD
Discretionary (Non-Compensation)

Faculty/PI SaLaD Payout @1.0 SOM rFTE* for FY (Feb & Aug Period)		
	Certified SOM grant effort	
"Direct" Awards Portfolio	0.65 - 0.7999	0.80 or higher
Less than $100K	$0	$0
$100K - $749K	$10,000	$15,000
$750K - $1.499M	$20,000	$25,000
$1.5M+	$35,000	$40,000

*Payout rates will be adjusted based on rFTE if <1.0 rFTE

Research Faculty Incentive
Salary Incentive $ Based on 50% of PI SaLaD Distribution

Faculty/PI SaLaD Payout @1.0 SOM rFTE* for FY (Feb & Aug Period)		
	Certified SOM grant effort	
"Direct" Awards Portfolio	0.65 - 0.7999	0.80 or higher
Less than $100K	$0	$0
$100K - $749K	$5,000	$7,500
$750K - $1.499M	$10,000	$12,500
$1.5M+	$17,500	$20,000

*Payout rates will be adjusted based on rFTE if <1.0 rFTE

Department SaLaD
Remaining Balance from targeted FY25 9.00% actual SOM FAC. Department SaLaD pool will be distributed based on Department actual FAC recovery rate.

Other Considerations/Notes:
a.Division Chiefs are eligible to receive SaLaD.
b. Department Chairs are eligible to receive SaLaD, effective with SaLaD 2.0.
c. Calculation uses the federal salary cap which is listed for each award in effort certification report.
d. For faculty with training grants and K-awards, salaries are adjusted so as not to penalize faculty in calculating SaLaD.
e. SOM will not re-calculate SaLaD when Retroactive Salary Transfers on grants are processed after effort certified.
f. All certifications must be certified on time to receive any SaLaD distribution.
g. If a faculty member has left Emory, SaLaD will not be distributed to the home department.
h. SOM G&A will not be charged to SaLaD accounts.
i. IPA, Fellowship, and VA Contracts/IPA will be excluded from calculations.
j. Award data will be based on the listed Award/Contact PI and will be based on the current year only as captured in EBI.

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 $225,700) 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 multiple centers and employs over 6,000 regular faculty and staff. While we do have a central SOM Human Resources (HR) team, due to our size, we have over 40 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 (e.g., 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 on your benefits). Stay informed!

Emory University Benefits
(Includes those faculty/physicians based at Grady)

The Emory Clinic (TEC)

Atlanta VAMC

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 professionalism, among others. Links to each of these policies and more can be found on the website.

COMMUNICATION GUIDELINES AND RESOURCES

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 – This bi-weekly newsletter combines important operational updates, funding opportunities, events, and top stories. This email is sent from SOMcommunications@emory.edu every other Tuesday.

Faculty Digest – This monthly newsletter from the Office of Faculty Academic Affairs and Professional Development provides an overview of the many ways we support faculty, including career development opportunities across education, clinical care, and research. This email is sent from somfde@emory.edu the last Monday of each month.

Team Emory Medicine – This monthly newsletter highlights the incredible things School of Medicine faculty, staff, and learners are doing in the classroom, clinic, lab, and beyond. These people-centered stories and profiles link to our shared goal of moving from excellence to eminence. This email is sent from SOMcommunications@emory.edu the last Friday of each month.

The intranet houses an online message archive for Huddle and Team Emory Medicine newsletters. A dean's message archive houses messages from the dean's office. You can also share news or request communications support online or contact the SOM Communications office at SOMCommunications@emory.edu.

> **TIP:**
> If you need assistance with setting up your email, check out this page from Emory IT.

TOOLS AND TEMPLATES

Find an online toolkit for guidelines, including links to our primary logos and branded templates for flyers, posters, PowerPoints, and more.

Your department and/or site may also have templates or additional resources. Many SOM departments have a communications lead within the department. A directory of SOM department communicators is available on the intranet, or contact SOMcommunications@emory.edu for additional communication questions.

SOCIAL MEDIA

The SOM follows the social media policy outlined by Emory's Office of Communications and Marketing. 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.
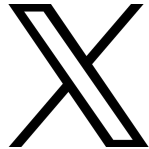
MEDIA RELATIONS

The offices of Media Relations and of Health Sciences Communications initiate all outreach 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 a news reporter or producer, please contact the 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 pull faculty bio information from Emory FIRST and from the PeopleSoft database. If you need to update your faculty profile, log 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
Senior 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 awards programs to celebrate and honor their faculty. Check with your department administration for additional information.

APPRECIATION 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. 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 and recognizes those who go above and beyond in taking care of patients and families.

Educator Appreciation Day: Occurs in 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 in September each year and 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 Recognition Committee solicits nominations for seven internal awards annually. Self and/or peer nominations are accepted. Awards are conferred at the annual Celebration of Faculty Eminence ceremony each fall. Learn more about each award via the links below.

- Distinguished Service Award
- Excellence in Research Award
- Mentoring Award
- Innovation in Clinical Care Award
- Innovation for Impact Award
- Lifetime Service and Leadership Award
- Scientific Integrity Award

In addition to the above seven 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.

CELEBRATION OF FACULTY EMINENCE 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 Eminence is held during this week and is hosted by the University, the Woodruff Health Science Center, and the SOM leadership. The following awards and honors are highlighted at the event and during Recognition 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

- Distinguished Service Award
- Excellence in Research Award
- Mentoring Award
- Innovation in Clinical Care Award
- Innovation for Impact Award
- Lifetime Service and Leadership Award
- Scientific Integrity Award

View highlights from the 2024 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.

Karen Law

Steven Sloan

2025 Provost Distinguished Teaching Award ESOM Honorees

WELLNESS & WELL-BEING

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 departmental Wellness Ambassadors who serve as liaisons to the WWG. The WWG also 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. Emory SOM is part of the Woodruff Health Sciences Center (WHSC) and is guided by its vision and mission related to well-being. Sheryl Heron, MD, MPH, was appointed by the Dean to serve as the SOM liaison to the WHSC.

The Woodruff Health Sciences Center (WHSC) established the Office of Well-Being (EmWELL) in January 2022. Evan Thoman, MS, PMP, CWP leads EmWell as Chief Well-Being Officer for Emory Healthcare.

- Supporting Our People - We're acknowledging the human side of medical practice and taking steps to improve everyone's wellbeing.
- 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 better understand one's relationship with self and others.
- Email Etiquette- This guide assists in setting clear expectations for email communication and etiquette, crucial for enhancing workplace well-being. It emphasizes respect for personal time, encourages concise messages, and delineates appropriate response times to empower effective workload management and safeguard mental health. By promoting mindful and considerate email practices, we can collectively foster a healthier work-life balance and a supportive, less stressful work environment.

FACULTY AFFINITY GROUPS

Affinity Groups - The School of Medicine offers faculty affinity groups that enhance the work experience through networking, professional development, resource sharing, and community engagement. These groups are open to all faculty members who wish to participate.

- 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 a welcoming environment for LGBTQ+ faculty and to support and facilitate recruitment, onboarding, and retention of eminent LGBTQ+-identified faculty physicians, advanced 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.

APPOINTMENT, PROMOTIONS & 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!) are accessible via this site. Be sure to visit the intranet link on this page for more detailed information, timelines and examples. *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.

CLINICAL DISTINCTIONS PROGRAM

Clinical distinctions were created by the School of Medicine to recognize those faculty who have devoted a majority of their time and career to providing excellent clinical care. Distinctions are conferred after considering accomplishments in quality of patient care, innovation in practice, citizenship, and administration. They range from physician to senior physician to distinguished physician to eminent physician (or appropriate designation for the profession). Information on requirements and how to apply for these distinctions can be found online.

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 Academic 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. This monthly lecture highlights traditional faculty development topics. The lectures will cover practical topics aimed at assisting faculty in the topic areas of leadership, education, research, and wellness.
- 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.
- Mentoring Collaborative - Departments in the SOM are encouraged to send a team to participate in the inaugural SOM Mentoring Collaborative. Participating teams will refine an existing or implement a new mentoring program within their department using knowledge gained through peer learning and education.
- Career Optimization and Mentoring Program for Academic Success Support (COMPASS) - This program provides mid-career faculty the opportunity to hone their skills through individualized mentoring and collaborative peer support.
- 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
- LinkedIn Learning - An on-demand skills learning platform that has thousands of video courses on topics ranging from software like Excel to soft skills like management. It is available to all Emory faculty, students, and staff. Simply log in and connect your LinkedIn account to your Emory ID and you'll have instant access.

TIP:

The monthly Faculty Digest will alert you to upcoming sessions, deadlines and announcements from the FAAPD!

- Advancing Success through Coaching, Equity, Networking, and Development (ASCEND) Program: This five-month career development program is designed to empower every faculty member by fostering a culture of inclusivity, professional growth, and leadership across our academic community. This program develops skills crucial for thriving in an academic environment and emphasizes the value of contributions from all faculty.

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) and Executive Leadership in Health Care (ELH) programs annually. The ELAM program is an intensive one-year fellowship of leadership training with extensive coaching, networking and mentoring opportunities. To leverage the success of the ELAM program for the benefit of everyone, the ELAM program began accepting all qualified individuals in the spring of 2025, regardless of gender. ELH builds upon the ELAM fellowship model to include the concepts, tools, and skills which will enable leaders to bring their full value to health care organizations.
- Pathways to Leadership Excellence: This is an eight-month course designed for mid-career faculty who demonstrate strong potential for assuming leadership positions in one or more missions of academic medicine. The course will encourage its graduates to pursue the full range of roles that offer opportunities for leadership across Emory School of Medicine, Emory University, and beyond. The program's goals are to strengthen the network among faculty members, enhance leadership skills and career development, and empower faculty to assume and excel in academic leadership positions.
- 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 Advanced 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 – Annual full-day educational conference held early each spring semester.
- CFDE teaching and pedagogy resources – University-wide resources to support faculty in teaching, including teaching ideas, funding, workshops, and webinars.

- Faculty Development Program for Clinical Teachers-This course for medical teachers enhances skills to be more effective in any medical educational setting. Each seminar develops teacher versatility, provides an opportunity to analyze teaching, and fosters collegial exchange.

CLINICAL SERVICE AND QUALITY IMPROVEMENT

- EmPower– *(log into HealthStream Learning Center, 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.
- Interprofessional Team Skills for Quality Improvement- 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 with information on QI curriculum development and teaching methods. Offered annually/ runs from 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.
- Health Equity Advocacy course- This course brings together faculty, learners, and community members from several institutions to advocate around common health-related priorities.
- Emory-Georgia Tech Healthcare Innovation Program – An interactive network among members of the Georgia Clinical & Translational Science Alliance (Georgia CTSA) that provides information, resources, and community connectivity to support and enhance innovation in healthcare services research, education, and programs.
- Innovation Hub - A "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.
- Clinical Research Mentoring Program- This program provides resources, information, and tools to develop clinical research projects. Participants have the opportunity to be paired with experienced faculty as mentors, with the specific goal of working through some of the hurdles to getting started on clinical research projects.

- <u>Speed Networking</u> – 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!
- <u>Health Services Research Day</u> - 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.
- <u>CFDE research and scholarship resources</u> – 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.
- <u>Georgia CTSA TEAMS Mentoring Program</u> – 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.
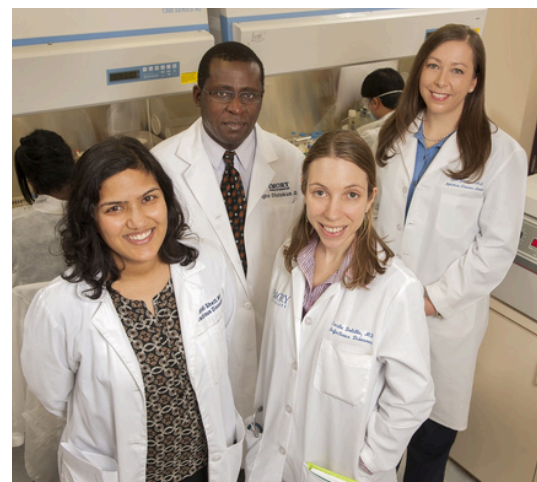
CONDUCTING RESEARCH

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 $738M in 2024 from all sponsoring agencies. We rank 17th nationally in NIH funding. Emory technologies have led to 130 start-up companies.

OVERVIEW

- <u>School of Medicine Research</u> - Overview of the research programs and resources offered at Emory.
- <u>Emory University Research Administration</u> - 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, support for subject recruitment, 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 and Mentored Trainee Education (OPMTE) - OPMTE is dedicated to improving the postdoctoral experience of Emory SOM 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.
- Research IT Resources - This website houses a searchable table of IT resources available to Emory Researchers. Log in with your Emory credentials.
- Training Grant Support at Emory- The Training Grant Support Office (TGSO) was established at Emory to support the longevity of our existing training programs while targeting new areas for program development by providing expert knowledge, tools, and resources.

COMPLIANCE AND ADMINISTRATION

- Division of Animal Resources (DAR) - 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 eDisclose 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. Disclosures will be moving to a new platform; Insight, at the end of August.
- 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 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 of 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.

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, Biomedical Sciences and in our Allied Health programs.
.
- School of Medicine Education - Overview of the degree programs offered at Emory.
- Office of Postdoctoral and Mentored Trainee 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 about 400 graduate students in eight interdisciplinary PhD programs.
- Office of Continuing Medical Education - Find resources to assist you with developing CME programs.
- Center for Humanizing Innovations in Medical Education – Supporting the SOM Education Strategic Plan to transform medical education at Emory through learning sciences, innovation, and interdisciplinary collaboration.

Faculty interested in UME and GME should connect with the Vice Chair for Education or the leader for medical education in their department. Faculty can also get plugged into education at Emory through service on education committees, task forces, and as mentors to Discovery students.
The contacts below are correct as of the time of publication. Email somfde@emory.edu with any corrections.

- Curriculum Committee Subcommittees (Dr. Meghan Henn-interim)
- Admissions Committee (Dr. Ira Schwartz)
- Ad Hoc Task Forces charged by the Executive Curriculum Committee (Dr. Meghan Henn-interim)
- Small Group Advisor (Dr. Mary Jo Lechowicz)
- Discovery Mentor (Search in progress)
- Elective course/clinical rotation director (Dr. Jason Liebzeit)
- OPEX preceptor (Dr. Pamela Vohra-Khullar)
- Emory DOCS (Development of Career and Specialty Choice) (Search in progress)
- Course/thread director (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. Jason Brown)

ADDITIONAL RESOURCES:
- 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 underline.

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

INFORMATION TECHNOLOGY SUPPORT

IT support is a distributed function within Emory and the School of Medicine. If you have questions on how to obtain IT support, it is recommended that you submit a ticket via the Service Now system. This ticketing service allows users to request support, request aid with purchasing hardware, request sponsored accounts, or access Knowledge Base articles regarding technical services. The request will then be directly routed to the team that supports your department. A few specific resources of interest have been highlighted below.

School of Medicine IT
404-727-6648
SOMITS-HELP@emory.edu

University IT
404-727-7777

Emory Healthcare IT
404-778-4357

- 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.
- BioRender- an online software tool that helps scientists create and share beautiful, professional science figures in minutes. With BioRender you can create figures, pair figures with uploaded data, and communicate your research at the next level. All faculty and staff of the School of Medicine can request a new activation on the SOM BioRender Group license. Each computer activation is at a reduced cost annually and renews on October 28th each year. Please see the Biorender site here.

IMPORTANT CONTACTS AND PHONE NUMBERS

The University has complied 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

- CCPR – Career Conference and Performance Review
- CFDE – Center for Faculty Development and Excellence
- CHOA – Children's Healthcare of Atlanta
- CME – Continuing Medical Education
- eCOI – Electronic Conflict of Interest
- 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
- 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.*

Emory at Grady Faculty Onboarding Guide - This interactive Onboarding Guide is designed to address questions as you begin your career as an Emory faculty member on the Grady campus.

QUESTIONS AND EDITS

If you have questions about this guide or suggestions or edits for future versions, please contact somfde@emory.edu. *This document is updated annually.*