Preamble: In 2011, the University developed a strategic plan that has four goals. They are; 1) Interprofessional/Interdisciplinary, 2) Technology/ Innovation, 3) Entrepreneurialism and 4) Globalization. The strategic plan developed by the College of Graduate Studies has sought to align many of its objectives with the four objectives of the University’s strategic plan. In addition, there are goals of the strategic plan that are college specific.

MISSION STATEMENT
College of Graduate Studies, Medical University of South Carolina

The mission of the College of Graduate Studies is to educate and train biomedical and behavioral scientists at the masters, doctoral and postdoctoral levels and to foster the discovery of new knowledge in a premier academic environment. The College is dedicated to continuing the development of state-of-the art facilities, technologies and scholastic opportunities for the pursuit of graduate degrees at the master and doctoral levels, and for postdoctoral career advancement.
EDUCATION

College of Graduate Studies, Medical University of South Carolina

Goal: Become a national leader in graduate education in the biomedical sciences.

Objective A. Increase the quality and quantity of the College’s applicant pool. The goals are to increase; 1) the size of the applicant pool by 5% per year, 2) the average GRE score for the matriculating students to 1900 and 3) the average GPA for matriculating students to 3.6.

Strategies

1. Maintain an adequate recruitment budget.
2. In conjunction with the departments and programs, continue to develop effective recruitment materials and strategies, including the targeting of specific domestic and foreign institutions.
3. Encourage departments and programs to take active roles in the recruitment processes.
4. Initiate a development program to provide scholarships for recruitment of outstanding graduate students.
5. Continue the summer undergraduate and pre-college research training programs as a source for future applicants and seek additional funding sources for it.

Objective B. Increase the College’s complement of PhD students to 140 by 2013 with an emphasis on the recruitment of minorities. The increase would be predicated on both local and national workforce needs and fiscal considerations.

Strategies

1. Increase minority recruitment efforts and develop additional mechanisms to attract and retain minority students into science.
2. Continue to enhance the effectiveness of the College’s diversity plan.
3. Obtain additional extramural funding for innovative and targeted recruitment programs, particularly in the area of minority recruiting.
4. Submit and sustain a Postbaccalaureate Research Education Program (PREP) grant.
5. Increase the number of nationally competitive stipends for entering students to 70 by the year 2013.

**Objective C.** Office of Postdoctoral Affairs

**Strategies**

1. Increase the University's complement of postdoctoral research fellows to 220 by 2013, in concert with growth of research within the University.
2. Limit the duration of postdoctoral fellows appointment to 5 years.
3. Increase the number of staff scientists by 10%.
4. Initiate a tracking mechanism for career objectives (See appendix item 1).

**Objective D.** Increase training grants to support predoctoral to 15 and postdoctoral programs to 14 by 2013.

**Strategies**

1. Promote and facilitate submission of training grant applications for graduate student/postdoctoral support to parallel increases in research funding.
2. Work closely with the Office of Research Development to facilitate training grant applications.
3. Increase the offerings for continuous education in the Responsible Conduct for Research.
Goal: Increase the number of MS degree programs with an emphasis on globalization.

Objectives
A. Increase the number of students enrolling in MS degree programs.
B. Increase the revenue to the college and departments through new and innovative MS degree programs.

Strategies
1. Increase the enrollment in the global Masters in Clinical Research program via targeted advertising to foreign institutions.
2. Develop new MS programs in the biomedical sciences.
3. These programs will provide MUSC with a more sophisticated technical support staff.
4. Develop industry ties for funding a masters in biotechnology program.

Goal: Develop a professional certificate program that prepares undergraduates for medical school and generates additional revenues for the college.

Objective. Develop the program for Fall 2012.

Strategies
1. Work with faculty in the College of Graduate Studies and the College of Medicine to develop the program.
2. Work with the admissions office of the College of Medicine to determine the necessary components of the program for optimizing students chances to get into medical school.
3. With the Center for Academic Excellence and Counseling and Psychological services develop additional support programs for the postbac and certificate programs.
Goal: Enhance the quality of education and research by improving curricula, developing more varied research opportunities and expanding student/faculty facilities. Educate our trainees how to become entrepreneurial and work as teams.

Objectives
A. Continue to improve and perfect the common first year curriculum in the biomedical sciences for graduate students.
B. Provide instruction in entrepreneurship and innovation.
C. Provide opportunities to develop team science.
D. Provide instruction in quantitative methods.
E. Provide more specialized course work.

Strategies
1. Continue to review the core curriculum and determine its strengths and weaknesses and whether it serves the best needs of both graduate students and investigators alike. Revise and amend the curriculum as deemed necessary. Establish a pool of effective instructors in a wide range of biomedical science topics to participate in the common first year curriculum.
2. Work with the center for entrepreneurship and SCTR to provide training opportunities in entrepreneurship, intellectual property management, licensing, SBIR and STTR grants and starting a business.
3. Identify future directions in biomedical research and technology/innovation and integrate these into the educational programs.
4. Re-evaluate and revise, as necessary, all advanced didactic courses in conjunction with the first year curriculum. Increase the use of new technologies to facilitate learning, including the use of online resources such as webinars. Ensure that methods are adequately covered in the curriculum. e.g. by use of laboratory-based practicals.
5. Identify research trends through interactions among invited visiting scientists, seminar speakers, pre-doctoral and postdoctoral trainees, graduate faculty and others in the University.
6. Align curricular and research training with Core Competencies of the National Postdoctoral Association (See appendix item 1).

7. Monitor postdoctoral scholar satisfaction and career development in an annual survey.

8. Recognize and reward outstanding graduate student performance. Continue the “Distinguished Graduate of the Year Award.”
RESEARCH

College of Graduate Studies, Medical University of South Carolina

**Goal:** Create a premier environment for development of research and research training opportunities for graduate and postdoctoral trainees.

**Objectives**

A. Play an integral role in the growth of research throughout the University.
B. Provide advertisements and referrals that encourage recruitment activities of funded investigators which complement and broaden existing University strengths.
C. Seek to incorporate new technologies and innovative research into educational programs.

**Strategies**

1. Continue the graduate student/postdoctoral support to attend meetings and research training opportunities.
2. Increase funding for research seminar speaker programs.
3. Continue and expand the Perry V. Halushka Annual Student Research Day.
4. Monitor the research climate at MUSC to ensure that it fulfills the needs of graduate students and post-docs, including whether core resources receive adequate support.
FACULTY

College of Graduate Studies, Medical University of South Carolina

**Goal:** Elevate the national/international stature of the College’s faculty in both education and research.

**Objectives**

A. Continue to increase the graduate faculty with an emphasis on minority faculty, consistent with growth of the University’s research base.

B. Establish and promote College of Graduate Studies faculty reward mechanisms that recognize and promote faculty excellence in education and research training.

**Strategies**

1. Conduct on a five-year basis, reviews of graduate faculty roster to assure maintenance of an active, productive faculty.
2. Continue the "Outstanding Teacher of the Year Award" for the first year curriculum. Continue to grow through philanthropy the fund to support “The Outstanding Teacher of the Year” award.
3. Develop a mentoring program in conjunction with department chairs, SCTR TEACH program and the College of Medicine for the professional growth and development of junior faculty to become outstanding mentors.
4. Consider establishing a "Outstanding Mentor of the Year Award".

**Objective C.** Encourage recruitment of new faculty to join the College of Graduate Studies to strengthen the University’s research training capabilities in selected research foci.

**Strategies**

1. Provide an orientation to all new faculty on mentoring, opportunities to join the College of Graduate Studies and participate in all its activities.
2. Assist in the recruitment of underrepresented faculty to the other colleges with the goal of having them join the College of Graduate Studies faculty.

**Objective D.** Provide accurate effort reports for faculty/department contributions to the College’s teaching and research training activities for funding purposes.

**Strategies**

1. Develop and implement a system to accurately track faculty/departmental contributions to the teaching and research training of graduate students.
2. Charge a committee to establish the cost of educating a graduate student.

**Objective E.** Encourage chairs and APT committees to reward faculty who teach and provide research training in the College of Graduate Studies in addition to that within their own departments or colleges.

**Objective F.** Encourage/facilitate faculty appointments and participation in university committees and administrative functions.

**Strategies**

1. Seek representation of College of Graduate Studies faculty on search committees for all major appointments throughout the University.
2. Seek College of Graduate Studies faculty representation on appointment, promotion and tenure committees of the appropriate colleges.
PROFESSIONAL AND COMMUNITY RELATIONSHIPS

College of Graduate Studies, Medical University of South Carolina

**Goal:** Promote interprofessionalism and interdisciplinary research. Develop and expand relationships with other MUSC colleges, and other educational institutions, foundations and corporations to foster faculty collaborations and intercollegiate student training programs.

**Objectives**

A. Increase awareness within MUSC of the valuable role played by the College’s constituents in the teaching and training of graduate students and postdoctoral fellows and as a lynchpin of the university’s research mission.

B. Increase collaborative relationships among graduate faculty across all MUSC colleges.

C. Increase joint research/training programs and scientific interchange with other colleges and universities within South Carolina.

D. Educate our trainees on how to work in a team science environment.

**Strategies**

1. Promote collaborations between faculty of the College and other MUSC Colleges, and promote events that integrate the educational and research interests of all MUSC Colleges.

2. Participate in other statewide initiatives that support the educational goals of the College of Graduate Studies (e.g. S.C. Research Alliance).

3. Provide instruction in working in teams in CGS710.

4. Expose our trainees to interdisciplinary educational opportunities.

5. Determine the optimal mechanism for participation for College of Graduate Studies students in Interprofessional education programs.

6. Develop a marketing strategy, including a graphic for all communications from the College of Graduate Studies.
**Objective E.** Foster racial and gender diversity.

**Strategy**

1. Foster the continued support of the Office of the Associate Dean for Admissions and Career Development, whose responsibilities include the recruitment of quality students with particular emphasis on underrepresented minorities and development of relationships with targeted institutions.

**Objective F.** Increase alumni awareness of the College’s activities and generate increased financial support from alumni.

**Strategy**

1. Continue the college newsletter “Eureka”.

**Objective G.** Increase community awareness of MUSC’s research contributions.

**Objective H.** Continue to work with the development office to create more funding opportunities for interactions with middle and high schools.

**Objective I.** Increase interactions with students and teachers in K-12 education programs.
   a. Continue to promote “GROWS”.
   b. Seek additional opportunities for interactions with middle and high schools.
   c. Seek funding for outreach programs.

**Strategy**

1. Participate in outreach efforts to develop new sources of funding through governmental agencies and industry.
## APPENDIX 1

**National Postdoctoral Association (NPA) Core Competencies Self-Assessment Checklist**

Rate your current level of development in each of the following, with 1 being “Needs attention” and 9 being “extremely competent.”

For more information on these competencies, please visit www.nationalpostdoc.org/competencies.

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