Faculty Senates are established in all institutions of higher education to provide faculty a means of engagement in shared governance. Shared governance is a complex process; as it is a delicate balance between faculty and staff participation in planning and decision-making processes, on the one hand, and administrative accountability on the other. As a multimillion dollar enterprise there are many facets of the academic health center's operation to be directed and we, the faculty, are engaged in all aspects. Sharing our voice and supporting the endeavors of the entire institution while excelling at teaching, research, scholarship and clinical practice is the goal of the Faculty Senate. As the president, I look for opportunities for the collective faculty to contribute to the overall effectiveness of MUSC. I'll work to be an effective voice for the collective faculty.

The addition of an MUSC Ombudsman effective April 2012 is one positive outcome of the efforts of the Senate. The Ombudsman will provide a resource for faculty to seek confidential advice on dealing with hierarchical complex discussions about policies, procedures, rules, regulations and interpersonal disputes.

Communicate with your senators and alternates on issues of shared governance.

Institutional Advancement Committee

The Institutional Advancement Committee has the following charges:

- Monitor major trends in the life of the institution;
- Track progress of action items discussed in the Senate throughout the administrative channels of the University;
- Participate in strategic planning for the University;
- Report back to the Faculty Senate where deemed appropriate;
- Request that the Faculty Senate take a position or act on issues of general interest. Examples of actions: Collect information and report on major building activities, and on creation, development, or discontinuation of major units or departments.

Here are the action items from our most recent meeting:

A. Follow up to ensure faculty involvement in all University committees-Brian has contacted J. Stone
B. Continue to follow the Tobacco-Free Campus Committee actions -Brian is on the committee-roll-out on March 1
C. Review current College and Department representation by Faculty Senators and propose a process for communication back to any unrepresented departments-Ellen will review College of Medicine. Other committee members will be asked to review Colleges of Dentistry, Pharmacy, and Graduate Studies
D. Propose a standard method of introduction for Senators to use when addressing the Senate
The governance committee is hard at work on several issues; most significant is the issue of succession. In an attempt to provide some continuity and maintain the relevance of the senate, it is felt that a more stable succession policy would be necessary. The proposal that is being most strongly considered is one in which there is a voted upon president-elect who then becomes president and subsequently past-president. All three positions are one year voting terms and election to this position supersedes the normal senate terms. Committee leadership would consist of a voted upon vice-chair who would then progress to chair, both one year terms and again superseding the normal senate election cycle. The parliamentarian would be appointed by the senate president.

A proposal to create a clinical faculty affairs committee is being considered. This committee would serve as a filter for clinical affairs as well as provide increased representation within the university system by virtue of a seat on the medical executive committee. Interest continues in developing a more visible and relevant mechanism for conflict resolution and appeals.

Finally, the question of senate attendance and involvement in the committees has been addressed. The committee feels like the most reasonable option is publication at the end of the year of committee membership or absence as well as senate attendance. Explorations of mechanisms at other institutions are being explored in the interest of providing an effective means of representation. We welcome any thoughts relevant to these issues.

Benjamin S. Carson, Sr., M.D., had a childhood dream of becoming a physician. Growing up in a single parent home and being challenged by dire poverty, poor grades, a horrible temper, and low self-esteem appeared to preclude the realization of that dream, until his mother, with only a third-grade education, challenged her sons to strive for excellence. Young Ben persevered, and today is a full professor of neurosurgery, oncology, plastic surgery, and pediatrics at the Johns Hopkins School of Medicine, where he has directed pediatric neurosurgery at the Johns Hopkins Children’s Center for over a quarter of a century. He became the inaugural recipient of a professorship dedicated in his name in May, 2008 and is now the Benjamin S. Carson, Sr., M.D. and Dr. Evelyn Spiro, R.N. Professor of Pediatric Neurosurgery.

Some career highlights include the first and only successful separation of craniopagus (Siamese) twins joined at the back of the head in 1987, the first completely successful separation of type-2 vertical craniopagus twins in 1997 in South Africa, and the first successful placement of an intrauterine shunt for a hydrocephalic twin. Although he has been involved in many newsworthy operations, he feels that every case is noteworthy – deserving of maximum attention. He is interested in all aspects of pediatric neurosurgery, and has a special interest in trigeminal neuralgia (a severe facial pain condition) in adults.

In 2001, Dr. Carson was named by CNN and TIME Magazine as one of the nation’s 20 foremost physicians and scientists. That same year, he was selected by the Library of Congress as one of 89 “Living Legends” on the occasion of its 200th anniversary. He is also the recipient of the 2006 Spingarn Medal which is the highest honor bestowed by the NAACP. In February, 2008, Dr. Carson was presented with the Ford’s Theatre Lincoln Medal by President Bush at the White House. In June, 2008, he was awarded the Presidential Medal of Freedom by the President, which is the highest civilian honor in the land. Dr. Carson was recognized in November, 2008 by U.S. News & World Report and Harvard’s Center for Public Leadership, as one of “America’s Best Leaders.” On February 7, 2009, the award-winning movie entitled “Gifted Hands: The Ben Carson Story,” starring Cuban Gooding, Jr. as Dr. Carson, premiered on TNT and is based on his memoir.

Dr. Carson is president and co-founder of the Carson Scholars Fund, which recognizes young people of all backgrounds for exceptional academic and humanitarian accomplishments. Dr. Carson is also the co-founder of Angels of the OR under the auspices of the Baltimore Community Foundation, which provides grant to assist neurosurgery patients with expenses not covered by insurance.

His four books, Gifted Hands, THINK BIG, The Big Picture and Take the Risk: Learning to Identify, Choose and Live with Acceptable Risk (January, 2008), provide inspiration and insight for leading a successful life; a fifth book, America The Beautiful: Rediscovering What Made This Nation Great, was released in early 2012.
The Mission of the FIR is to consider issues pertaining to negotiations and procedures that, in a generic sense, apply to individual faculty. Examples of actions: Formulation of contracts, tenure/post-tenure review, promotions and rank, equity, sabbaticals, conflicts of interest, means of grievance; accept and evaluate requests to change the Faculty Handbook. Over the past year the FIR committee has been working diligently to develop a recommended post-tenure evaluation document to guide colleges in post-tenure review. Most recently our committee is reviewing the Strategic Planning Committee’s suggestions to APT guidelines related to the inclusion of entrepreneur and globalization achievements.

The mission of the communications and education committee is to inform the faculty about the work of the senate. That is one of the goals of this newsletter; to keep the faculty up-to-date on the actions of the Faculty Senate. Another goal of the committee is to maintain the Faculty Senate webpage, available at http://academicdepartments.musc.edu/faculty_senate/index.htm. In addition, we offer organized activities, such as workshops regarding faculty mentoring, tenure, and contracts.

The alteration in funds flow at MUSC was decided for a number of reasons including promotion of an incentive based system to adjust to diminishing state resources, aligning revenues and costs for more informed decision-making within the colleges, and to build a dialogue regarding strategic investments. This upcoming change may have you asking some questions. If you continue to have questions about the new implementation of funds flow in your college and are interested in your college holding a town hall meeting in order to discuss your questions, please contact the Faculty Senate president Paul Jacques at jacquesp@musc.edu with your name and college. This will help the Faculty Senate express the needs of the faculty to the colleges.
During the 2010-2011 academic year, the Faculty Senate grappled, as always, with issues critical to our faculty. The primary focus initially was joint development with the Administration of a new post-tenure review policy. As stipulated in the Faculty handbook, all tenured faculty are subject to periodic post-tenure review. This effort honored a Senate commitment to update the policy when an agreement on faculty contracts between the Senate and the Administration was reached in April 2010. John Bosso, PhD (College of Pharmacy) chaired the Senate sub-committee that diligently updated and clarified the policy through concurrent negotiation and agreement on specific issues with the Administration. The new Senate policy was approved by the Senate, Deans’ Council, President’s Council, and finally by the Board of Trustees in December 2010. Some key changes to the policy are:

- Tenured faculty consistently receiving favorable annual evaluations during the preceding six years will undergo a streamlined review
- Tenured faculty receiving one “inadequate” evaluation during the six-year period will undergo a full post-tenure review
- Two consecutive “inadequate” evaluations (instead of three as before) will trigger earlier post-tenure review, although two years of a performance improvement plan must have been implemented before this is enacted

Other critical issues examined by the Senate included revision of authorship guidelines developed by the Office of the Associate Provost. After careful study, the Senate recommended that MUSC should implement internationally recognized guidelines adopted by the International Committee of Medical Journal Editors (ICMJE). Concurrently, the Senate approved an authorship dispute resolution procedure developed by the Office of the Associate Provost, and recommended that College APT criteria recognize formal acknowledgements of faculty contributions in publications, in addition to authorship credits.

The Senate also studied the necessity and value of establishing an institutional ombuds position. An ombuds is an informal and neutral advisor who acts confidentially and independently to resolve disputes and other problems that inevitably arise among members of a working community. The Senate (in an effort led by Joan Cunningham, PhD, College of Medicine) developed a proposal to appoint on a trial basis an MUSC ombuds for faculty and post-docs. The proposal was subsequently approved by President Greenberg and Provost Sothmann; the new appointment starts on April 1st.

Finally, the Senate organized a number of workshops and town halls addressing, among other topics, faculty negotiation skills, the new funds flow mechanism, and appointments, promotion and tenure criteria. Most notable was the Senate's hosting of the President and Provost of USC, and the Vice President for Medical and Academic Services at the Greenville Hospital System (GHS), at a town hall that reviewed the proposed expansion of USC’s School of Medicine in Greenville. A lively discussion probed the feasibility of the planned expansion, including its financial viability, the need to train more doctors in South Carolina, and whether the expansion could provide enough residency slots. The fact that the top officials of our sister institutions in South Carolina chose to personally defend their proposal in response to concerns expressed by MUSC’s faculty was a gracious gesture on their part, and a powerful testament to the strength of the faculty voice at our institution.