

MEDICAL UNIVERSITY OF SOUTH CAROLINA

COLLEGE OF GRADUATE STUDIES

STRATEGIC PLAN 2002-2007

MISSION STATEMENT

College of Graduate Studies, Medical University of South Carolina

The mission of the College of Graduate Studies is to educate 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 study.

EDUCATION

College of Graduate Studies, Medical University of South Carolina

Goal

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

Objectives

A. Increase the quality and quantity of the College's applicant pool by at least 15% per year, respectively.

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 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. Expand the summer undergraduate and pre-college research training programs as a source for future applicants.
 6. Develop and implement the “Best and Brightest” recruitment program.
- B. Increase the College’s complement of PhD students to 250 by 2007 with an emphasis on the recruitment of minorities.

Strategies

1. Increase minority recruitment efforts and develop additional mechanisms to attract minority students into science.
 2. Improve effectiveness of the College’s diversity plan (Appendix I).
 3. Obtain additional extramural funding for innovative and targeted recruitment programs, particularly in the area of minority recruiting.
 4. Increase the number of nationally competitive stipends for entering students to 50 by the year 2007.
- C. Increase the University’s complement of postdoctoral research fellows to 250 by 2007, in concert with growth of research within the University.

- D. Increase training grants to support postdoctoral education programs to eight by 2007.
- E. Increase funding of graduate students through training grants to support 75 predoctoral students by 2007.

Strategy

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.

Goal

Enhance the quality of education and research by improving curricula, developing more varied research opportunities and expanding student/faculty facilities.

Objectives

- A. Continue to improve and perfect the common first year curriculum in the biomedical sciences for graduate students.

Strategies

1. Establish a pool of effective instructors in a wide range of biomedical science topics to participate in the common first year curriculum.
2. Complete reorganization of PhD curricula, and when appropriate incorporate the first year curriculum, by 2003.
3. Identify future directions in biomedical research and technology 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.
5. Acquire adequate classroom space for the first year curriculum and other didactic courses.
6. Identify research trends through interactions among invited visiting scientists, seminar speakers, predoctoral and postdoctoral trainees, graduate faculty and others in the University.

B. Enhance graduate school support of educational programs.

1. Acquire additional space for the College's administrative offices.
2. Acquire space for a common area for students and faculty to interact and discuss science.

3. Evaluate all graduate programs via site visits on a four-year basis by selected external consultants.
 4. Seek opportunities for expansion of graduate programs, particularly through cooperation with other State universities.
- C. Maintain mandatory instruction in scientific integrity, ethical research practices and professional skills for all graduate students and postdoctoral fellows.
- D. Develop and implement a masters in biotechnology program by 2005.

Strategy

1. Develop with industry, funding for the masters in biotechnology program.
- E. Recognize and reward outstanding graduate student performance.

Strategy

1. Continue the “Distinguished Graduating Student of the Year Award.”

RESEARCH

College of Graduate Studies, Medical University of South Carolina

Goal

Create a premier environment for research and research training opportunities for students.

Objectives

- A. Play an integral role in the growth of research throughout the University.
- B. Enhance the research strengths by encouraging investigative and recruitment activities of funded investigators which complement and broaden existing University strengths.
- C. Contribute to the identification of potentially new research frontiers and take rapid advantage of changing scientific frontiers.

Strategies

- 1. Formulate and implement a plan to increase graduate student/postdoctoral support to attend meetings and research training opportunities.
- 2. Increase funding for research seminar speaker programs.

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 which recognize and promote faculty excellence in education and research training.

Strategies

- 1. Conduct on a five-year basis, reviews of graduate faculty to assure maintenance of an active, productive faculty.
- 2. Continue the "Outstanding Teacher of the Year Award" for the first year curriculum.
- 3. Develop a mentoring program in conjunction with department chairs for the professional growth and development of junior faculty to become outstanding mentors.

4. Establish and continue to grow through philanthropy a fund to support “The Outstanding Teacher of the Year” award.
- C. Encourage recruitment of new faculty to strengthen the University’s research training capabilities in selected research foci.

Strategy

1. Provide an orientation to all new graduate faculty.
- D. Provide accurate effort reports for faculty/department contributions to the College’s teaching and research training activities for funding purposes.

Strategy

1. Develop and implement a system to accurately track faculty/departmental contributions to the teaching and research training of graduate students.
- E. Encourage chairs and APT committees to reward faculty teaching and research training in addition to that within their own departments.
- F. Encourage/facilitate faculty appointments and participation at the university level.

Strategies

1. Seek representation 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

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 collaborative relationships among graduate faculty across all MUSC colleges.
- B. Increase joint research/training programs and scientific interchange with other colleges and universities within South Carolina.

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).
- C. Foster racial and gender diversity.

Strategy

1. Foster the continued development of the Office of the Assistant Dean for Admissions, whose responsibilities include the recruitment of quality students with particular emphasis on underrepresented minorities and development of relationships with targeted institutions.
- D. Increase alumni awareness of the College's activities and generate increased financial support from alumni.

Strategy

1. Form a faculty-student committee to initiate new fundraising ventures with the alumni office.
- E. Increase community awareness of MUSC's research contributions.
- F. Increase interactions with students and teachers in K-12 education programs.

Strategy

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

APPENDIX I
Diversity Plan
College of Graduate Studies

1. The Graduate Council of the College of Graduate Studies, which acts as a steering committee for the College as well as an advisory board to the Dean, has a high priority in the achievement of appropriate diversity within the College.
2. Minority recruitment is a high priority of the College. The Assistant Dean for Admissions, Dr. Lana Cook, visits South Carolina's historically black colleges on an annual basis and attends southeastern recruitment events that are centered on minority recruitment. Future plans include expanding visits to outstanding HBCU's in the southeastern region. Included in these plans is attendance at national meetings such as the Annual Biomedical Research Conference for Minority Students. In addition, our minority students will also help in the recruitment process.
3. The College actively pursues research training opportunities for minority students by working with the Office of Research Development to coordinate applications for extramural funding. Funding that we currently have in place is below.

PI	Sponsor	Title	Project Period	Annual Direct Costs
D. Menick	NHLBI T35HL07923	Summer Research Program for Minority Medical Students	6/4/99- 5/30/04	\$37,000 8 medical students
C. Wright	NHLBI T35HL07769	Short-Term Training for Minority Students	9/30/92- 4/30/03	\$49,800 10 undergraduate students
P. Kalivas/G. Tempel	NSF EPS-9983444	2000 SC NSF/EPSCoR Cooperative Agreement: Neuroscience/Neuroplasticity at MUSC	3/15/00- 2/28/03	~\$20,000 8 undergraduate students

4. The Dean meets with each doctoral student on an exit interview to discuss the positive and any negative aspects of the student's experience. This discussion includes whether the student has observed any inappropriate events that could be perceived as discrimination at any level.
5. All students receive diversity training during orientation and through a required, first year course on biomedical ethics.

APPENDIX I (Continued)

Diversity Plan College of Graduate Studies

6. All faculty should receive training in diversity issues. As faculty have their primary appointments in other colleges, the Dean of the College of Graduate Studies works with the other colleges to insure that this training is being received.
7. Outside speakers as role models and potential contacts from HBCU's and majority colleges will be invited to give seminars. The Dean of the College of Graduate Studies will help to actively recruit minority faculty.
8. In order to promote diversity the Multi-Cultural Graduate Student Association now has a voice on the Graduate Council for the College of Graduate Studies.