

**PART-TIME FACULTY ORIENTATION
HANDBOOK**

**CLINICAL EPIDEMIOLOGY
& BIostatISTICS**

Revised: January 2016

**PART-TIME FACULTY ORIENTATION HANDBOOK
CLINICAL EPIDEMIOLOGY & BIostatISTICS**

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I. Welcome from the Chair/Associate Chair

First and foremost, welcome to the Department of Clinical Epidemiology and Biostatistics. By virtue of your seeking a part-time appointment we are sure you are already well aware of CE&B's international reputation as a hub of research expertise and as a fertile training ground for world-class academics. By virtue of your having been appointed to the ranks of our faculty we are equally sure that the department will achieve even greater heights with you as part of the team.

This orientation handbook has been crafted to provide a central repository of information that you might find useful during your tenure with the department. We have consulted with various individuals to ensure the manual is as comprehensive as possible without simply duplicating already existing materials, but we welcome your feedback as only you can tell us what we have missed. More generally, please feel free to call upon us any time should issues arise or should you simply wish to chat with someone in the department. We trust that the relationship you have with CE&B will be mutually beneficial and we are quite eager to hear your ideas regarding how we can to ensure that to be the case.

For now, we wish you the best of luck in all of your endeavors, both academic and otherwise.

Holger Schünemann
Department Chair

Lehana Thabane
Associate Chair

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II. Info on the department

a. Our mandate

CE&B is a diverse department with over 190 faculty members (Full-time, Part-time, Joint and Associate) drawn from assorted backgrounds. These individuals work together with over 150 full-time staff members and 175+ graduate students and residents to fulfill our shared vision of improving health and health care through research and education. Within this milieu, multiple research units are affiliated with the department, as detailed at http://www.fhs.mcmaster.ca/ceb/research_research_units.htm.

b. Areas of expertise

The department is sufficiently diverse to prevent any simple definition of its expertise. Predominant research areas include Clinical Epidemiology, Population and Public Health, Biostatistics, Health Economics and Policy Analysis, Health Technology Assessment, Health Services Research, Health Ethics, Knowledge Translation, Health Professional Education, and Population Genomics. For an indication of how the faculty members align themselves with these research areas (and the background from which they study these issues), check out http://www.fhs.mcmaster.ca/ceb/research_areas.htm.

c. Web-site

We would encourage you to bookmark CE&B's website and refer to it regularly. There you will find the most up-to-date information regarding faculty research and teaching interests as well as upcoming special events: <http://www.fhs.mcmaster.ca/ceb/> .

- For information tailored to faculty members, go to http://www.fhs.mcmaster.ca/ceb/inside_info-faculty.htm .
- For your human resources questions, try http://www.fhs.mcmaster.ca/ceb/inside_human-resources.htm
- And for help on research finance, check out http://www.fhs.mcmaster.ca/ceb/inside_research-finance.htm .

III. Info on our educational endeavors

a. The Health Research Methodology program

CE&B serves as the academic home of the Health Research Methodology program, training both MSc and PhD level students to become “graduates with research methods skills that enable them to push the boundaries of knowledge relevant to improving clinical practice, strengthening health systems and enhancing population health.” <http://www.fhs.mcmaster.ca/hrm/>.

The program has formal specialized fields within the HRM program. Students can complete a traditional (“Classic”) degree in HRM, or specialize in one of the following fields: (1) Health Technology Assessment, (2) Population/Public Health, (3) Biostatistics (PhD only), (4) Clinical Epidemiology, or (5) Health Services Research. There is a leader for each field who can help

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provide contact information for individuals seeking to fulfill their educational obligations within any one of the fields.

The Graduate Diploma in Clinical Epidemiology (GDCE) is a novel, completely online delivered course-based program by the Department of Clinical Epidemiology & Biostatistics (CE&B), covering core topics of clinical epidemiology. Starting in the academic year 2015-2016, four online graduate courses will be offered as one harmonized package for GDCE: Fundamentals of Health Research and Evaluation Methods, Introduction to Biostatistics, Introduction to Research Methods for Randomized Controlled Trials, and Systematic Review Methods. At completion a formal graduate diploma will be awarded to students. More information can be found here: <http://www.fhs.mcmaster.ca/hrm/gdce.html>.

i. Courses

At present, 34 courses (including 8 cross-listed and 4 GDCE online courses) are offered by the HRM program on topics ranging from biostatistics to qualitative research methods. Most content is delivered via small group tutorials, but many of these courses also utilize lectures to introduce new topics. A brief description of each course, along with the name of the course coordinator (click on timetable) can be found at http://www.fhs.mcmaster.ca/hrm/course_list.html.

In addition, a component of the comprehensive examinations for PhD students is a seminar series during which students are introduced to a variety of topics including health research ethics, education, and the concepts, methods, and philosophies adopted by each of the fields represented within the HRM program.

ii. Supervisory roles (dissertations, comprehensive exam/ scholarly project, research internships, and independent studies/ HRM 705)

In addition to (or instead of) contributions to course work, many part-time members of the department seek supervisory roles as a way of fulfilling their educational contributions while also getting students excited about their area of expertise. All faculty who want to serve on supervisory roles in HRM must be approved by the HRM Assistant Dean first. Then the HRM program will submit such a request for approval by the School of Graduate Studies.

The second component of the PhD comprehensive exam requires students to engage in a scholarly project with a faculty member over a 10-month period. The project might involve data collection, a review of a particular literature, data analysis, or some other project demonstrating a sufficiently deep grasp of a subject related to, but independent of the student's thesis. Students will typically seek supervisors for these projects during the period of February to May for work to be completed from September to June of the following year. Students will be directed to the HRM web-site to find approved faculty members who may be potential supervisors. To be included, make sure that you meet with the HRM Assistant Dean to be considered.

Similarly, MSc level students are expected to complete a research internship (100 hours of apprenticing with a faculty member). The goal of the internship is to allow students to develop skills needed as a researcher. Each student typically becomes affiliated with a research group

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with whom (s)he gets involved with at least three of the following activities: (1) Proposal or project development, (2) Selection or development of measurement tools, (3) Data gathering, (4) Data analysis, and (5) Communication of research findings. Further information is available in the MSc Student Information Manual, downloadable from http://fhs.mcmaster.ca/hrm/info_resources.html. Forms that must be completed before and after completion of the research internship are also downloadable from http://fhs.mcmaster.ca/hrm/info_resources.html. Students typically choose their internships based on discussions with their student supervisor/advisor and consideration of the faculty listings on the CE&B web-site. So, again, make sure your information is up-to-date on the above pages and tell colleagues if you have placement opportunities that might provide benefit to you and students.

Finally, students interested in tailoring their learning to specific topics and looking for advanced work that cannot be gathered through other HRM courses can choose to register for HRM 705, an Independent Study. Doing so requires identification of an independent study supervisor who will meet with the student, draw up a plan of study, ensure progress is made toward the stated goals, and provide an assessment of the student's performance. An application to the HRM Curriculum Committee is required for a student to register for HRM 705. The application can be downloaded from http://fhs.mcmaster.ca/hrm/info_resources.html.

iii. Supervisory committee membership

The School of Graduate Studies (SGS) determines who is eligible to supervise graduate students based on each faculty member's background. You need to meet with the HRM Assistant Dean and submit a graduate faculty status application request for SGS approval. Once approved, you are eligible to sit on students' supervisory committees, using their content and methodological expertise to facilitate the student's development and success of his/her thesis project. The student, in consultation with the supervisor, determines committee membership selecting members from the list of approved committee members: http://fhs.mcmaster.ca/hrm/faculty_msccommittee.html. Making it known to colleagues within CE&B that you are interested in contributing to student committees is the best way to become involved in this way.

b. The Public Health and Preventive Medicine Residency Program

CE&B sponsors a five-year post-graduate residency training program in Public Health and Preventive Medicine. Its goal is to prepare physicians for effective leadership roles in areas of health needs assessment, evidence-based community health practice, program evaluation, and environmental health. Contact the PHPMRP Director, Julie Emili (emilj2@mcmaster.ca), if you are interested in working with our residents. Further information on the PHPMRP can be found at <http://www.fhs.mcmaster.ca/ceb/phpm/>

c. The Master of Public Health Program

The department launched the Master of Public Health (MPH) graduate program in September 2015. The MPH program offers a new suite of research skills, knowledge and ready-to-apply

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practical experience to MPH graduates. The MPH program mobilizes the department's strengths in population health, epidemiology, health research methodology, health policy analysis, health services management, and knowledge translation. Visit the MPH website at <http://www.fhs.mcmaster.ca/ceb/mph/> or contact Fran Scott (fscott@mcmaster.ca), the Program Director, to discuss opportunities to get involved.

d. eHealth MSc Program

eHealth MSc Program is an interdisciplinary program based on a partnership among the Faculties of Health Sciences (CE&B), Engineering (Computing and Software Department) and Business (Information Systems area in the DeGroote School of Business). It emphasizes industry relevant academic research and development. If your non-academic home is in topic-relevant government agency, company or health-care institution, you in particular may find opportunities to be on thesis committees or arrange a research internship. Explore the eHealth website at <http://mscehealth.mcmaster.ca/index.html> or contact Cynthia Lokker (lokker@mcmaster.ca), the Faculty of Health Sciences program representative, to discuss opportunities to get involved.

e. Health Policy PhD Program (HPPP)

The HPPP is a uniquely interdisciplinary graduate program, partnered among four Faculties and the School of Business. It provides theory and empirical methods for framing, investigating, and answering questions about health policy. The HPPP has three fields of specialization: health economics, political studies, and social organization. Browse its web site at <http://www.fhs.mcmaster.ca/hpphd/> and contact the Program Director, Lisa Schwartz (schwar@mcmaster.ca), to discuss opportunities to get involved.

f. The MD program

With implementation of its new COMPASS curriculum, the McMaster Undergraduate MD Program has developed a Professional Competencies curriculum anchored by weekly tutorials with MD and non-MD facilitators

<http://fhs.mcmaster.ca/mdprog/documents/MedicineatMcMaster.pdf>

One of the key domains to be covered in this longitudinal curriculum is the social and community context of health care, the main elements of which are: Determinants of health, organization of the healthcare system, epidemiology, and public and community health. CE&B has made a commitment to supporting this aspect of the medical school's educational program and encourages faculty with expertise in these areas to become involved either as longitudinal facilitators or as guest tutors. Contact the Program Manager, Cathy Oudshoorn (oudsh@mcmaster.ca), if you would like to be involved in this way.

g. The BHSc program

Finally, the Bachelor of Health Sciences program offers a unique opportunity for undergraduate students to adopt an interdisciplinary approach to the study of health, wellness, and illness: <http://www.fhs.mcmaster.ca/bhsc/>. CE&B faculty offer numerous courses within the context of this program including Introductory Statistics and Health Policy. Contact Stacey Ritz

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(ritzsa@mcmaster.ca) if you are interested in exploring potential contributions to the BHSc program.

IV. Benefits of appointment

a. Library and Email privileges

As a part-time faculty member in CE&B you have library borrowing and e-resource privileges equivalent to all other faculty members. In addition, you are eligible for a McMaster email account. More information on how to take advantage of these privileges can be found in the following brochure for adjunct and part-time faculty:

<http://fhs.mcmaster.ca/facultyrelations/documents/BrochureforPartTimeandAdjunct.pdf>. Please contact Heather Carr (hcarr@mcmaster.ca) if you have any questions or concerns.

b. How to access mailing lists

Upon your appointment becoming official your email address will automatically be added to the CE&B mailing list, thus ensuring that you are kept up-to-date with respect to announcements and coming events within the department. If you wish to confirm that you are included on the list, contact Heather Carr (hcarr@mcmaster.ca). If you wish to be included on the mailing list of any of the research units affiliated with CE&B you should contact the administrator of those units directly.

c. Departmental events

As a part-time faculty member, you are invited to attend any of the special events hosted by CE&B. Many of these events include opportunities to meet other full-time and part-time faculty members in a context that can stimulate new research projects and make connections that can facilitate educational contributions. Included in these events is an annual research day (http://www.fhs.mcmaster.ca/ceb/events_research-day.htm), various lectures (http://www.fhs.mcmaster.ca/ceb/events_upcoming.htm), and rounds hosted by CE&B (<http://fhs.mcmaster.ca/ceb/rounds.html>). In addition, the department hosts an annual faculty retreat to which you will be invited. It offers perhaps the best opportunity to spend an entire day getting better connected with faculty and staff working within the department while also gathering a better understanding of current issues being contemplated by departmental leaders and having an opportunity to have a say in those issues.

d. Faculty development offerings

CE&B is fortunate to be housed within a Faculty with rich Faculty Development offerings. Numerous workshops and rounds are offered annually on topics as diverse as tutoring in small group sessions, tips for getting promoted, and moral issues in clinical domains. See <http://www.fhs.mcmaster.ca/facdev/> for the faculty development website. You may also be interested in exploring the information included there on the University Teaching Program and the Educator's Collegium.

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e. Parking subsidy at McMaster University Medical Centre

CE&B recognizes and is grateful for the contributions to its educational programs donated by its part-time faculty members. You volunteer your time and effort out of demanding schedules to share expertise with students and residents. To help reduce your out-of-pocket expenses, CE&B will reimburse the costs of *parking* you incur to teach in HRM and MPH courses, to present seminars in the PHPMRP, and to attend meetings related to these educational programs. This applies to part-time faculty members located off-campus and who have no parking permit for MUMC or the University. Either

- i) Request MUMC parking vouchers in advance from the associated program according to the number of sessions or seminars scheduled to present each term (*preferred method*), or
- ii) Take your signed receipts totaling \$50 or less to Heidi van Bodegom for reimbursement from petty cash, or
- iii) Submit a signed travel expense claim for parking (with receipts) to Heidi van Bodegom. Fill in sections 2 and 3, the name/address information in section 1 (leave account section blank), and attach receipts.

f. Other subsidies to a maximum of \$150/year

To further support our part-time faculty members' contributions to the HRMP, MPHP and PHPMRP, you may also claim reimbursement – *up to \$150/year, combined* - for the costs of:

- i) *Travel* (usually mileage) on HRMP, MPHP and PHPMRP business - to teach, present seminars, and attend meetings about education issues within the context of your part-time appointment; for tax reasons, this can only apply for travel between your work place and your educational activity location – it cannot apply to travel from your home
- ii) *Taxi fare* from your work place to campus and back (in *lieu* of parking/travel costs) on CE&B educational program business.
- iii) *Textbooks* relevant to HRMP and MPHP courses in which you teach at least 3 sessions
- iv) Registration fees for *faculty development workshops* offered by the FHS

Take your signed original receipts totaling \$50 or less to Heidi van Bodegom for reimbursement from petty cash, or submit a signed expense report with original receipts directly to Heidi van Bodegom (as described above) to reimburse any of the expenditures listed above, to a combined maximum of \$150 per year.

Application for reimbursement of expenses that would exceed the \$150 maximum and for expenditures not listed above should be made to the CE&B Associate Department Chair *in advance* of the expense being incurred. All reasonable expenses will be considered as long as they are directly related to fulfilling your educational roles within the context of your part-time appointment within CE&B.

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g. Teaching Awards

The students within CE&B educational programs submit nominations annually to reward the most inspiring teachers they have encountered during their tenure as graduate students. Part-time faculty are assessed alongside associate members with the award being presented at one of CE&B's special events.

V. Details of expectations

a. Teaching – weighted hours

Part-time appointments are granted by the University in order to allow individuals to participate in the academic environment and to enhance the teaching resources of the university. They carry an expectation of 100 hours per year of contribution to the academic programs. CE&B expects those 100 hours to enhance the academic environment of the Department and to assist in the academic development of the Part-Time faculty member. See <http://fhs.mcmaster.ca/ceb/docs/InfoForFaculty/Part%20Time%20Faculty%20Expectations%20Revised%20Dec%202010.pdf>.

It should be noted that 100 hours does not correspond directly to time spent in front of a class. As there are numerous academic activities for which the department is responsible, there are numerous ways to fulfill this obligation, as noted below.

The Faculty of Health Sciences has instituted an educational database (STAR) to keep track of individuals' contributions, the first phase of which was to determine how the various roles could be equated. A survey was carried out in which all faculty were asked to indicate how many hours are spent on each unit of educational activity (e.g., facilitating a tutorial, delivering a lecture, supervising a residency elective), including preparation, delivery, and reflection. Hours were to be specified as those required above and beyond the activities that one engages for other aspects of their position (e.g., recognizing that graduate student supervision and clinical supervision have some "value added" with respect to clinical and research efforts in addition to being an educational responsibility).

b. List of roles for which educational contributions count

The best way to determine which roles count towards educational contributions within CE&B (and how many hours are counted for each role) is to consult the "educational contributions form" used by full-time faculty during their annual reviews to note the weight assigned to each educational role: See http://www.fhs.mcmaster.ca/ceb/inside_info-faculty.htm. As one example, entering 1 for MSc Thesis Supervisor should reflect the expectation of 35 contact hours weighted by a factor of 1.5, resulting in 52.5 hours towards the expected total of 100. Again, it should be noted that this does not mean supervisors are expected only to have 35 hours worth of contact with MSc students working under their supervision, but rather, that 35 hours per annum was deemed to be the time required above and beyond the benefits received by the faculty member of having an MSc student to work with.

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While the weighting assigned was determined via broad survey and adopted by the Faculty of Health Sciences as a whole (i.e., rather than being assigned by the department), the roles are negotiable to some extent. If you consider yourself to be making an educational contribution that is under-represented within the list of roles currently used, let the Chair or Associate Chair know and (s)he will take the issue up with the Department Education Coordinator.

c. Renewal and Promotion

Part-time academic appointments are usually assigned at the Assistant Professor level (unless the candidate holds a faculty appointment elsewhere at a higher rank) for a period of 3 years, after which the appointment is reviewed for renewal by the CE&B Appointments, Promotion, and Tenure Committee.

Part-time faculty members interested in promotion to the Associate or full Professor level are subject to the same performance review as are Full-time faculty members (though usually after a greater period of time on faculty). See <http://macfaculty.ca/> to consult the Faculty Association Handbook. Anyone who wishes to discuss the potential for promotion should contact Heather Carr (hcarr@mcmaster.ca).

If you are a part-time faculty member who holds an appointment at another University please contact Heather Carr (hcarr@mcmaster.ca) when you are promoted to discuss having your rank changed here.

VI. Educational supports

a. Audio visual services

Classrooms are normally equipped with audio visual equipment. For training or assistance please contact the appropriate program assistant. On the day of the class, if you experience problems in HSC or MDCL classrooms you should contact James Kent, jkent@mcmaster.ca or Erik Pechmann, pechm@mcmaster.ca. For any issues in David Braley Health Science Centre classrooms you should contact room bookings mhroombooking@mcmaster.ca.

b. Student Success Centre

Students experiencing difficulty in your courses/working under your supervision should be brought to the attention of the HRM Assistant Dean or the appropriate Program Director. The Student Success Centre (<http://studentsuccess.mcmaster.ca/index.php>) offers personal and academic counseling services.

c. McMaster Institute for Innovation & Excellence in Teaching and Learning (MIETL)

MIETL offers assistance to McMaster faculty with any teaching issue, including course refinement, teaching feedback, peer consulting, and learning technology. In addition, they offer

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a Learning Technology Symposium annually. More information can be found at <http://miietl.mcmaster.ca/site/>.

d. Teaching evaluations

It is the responsibility of each faculty member to ensure that their teaching efforts are adequately assessed by the students in his/her class. The CE&B educational programs will arrange to deliver and receive teaching evaluations, but faculty members must let them know when teaching sessions will wrap up and must take responsibility for collecting the aggregated assessments. These evaluations are particularly important during appointment renewal and promotion review.

e. Annual review

Part-time faculty members are not mandated to submit to an annual review in the same manner as full-time faculty, but you will be invited to participate in the review process each year. These reviews provide faculty members with an opportunity to formally review their academic goals and achievements and the opportunity to interact with the Department Chair and Associate Chair. Please contact Heather Carr (hcarr@mcmaster.ca) if you have any questions about the review process or would like to meet the Chair or Associate Chair to discuss any issues.

VII. Frequently Asked Questions

a. How do I figure out what teaching opportunities are available?

With over 175 faculty members, dozens of courses, and over 175 graduate students, it is impossible for the department's administration to play match-maker and ensure every individual is matched to specific courses/other teaching opportunities. As a result, all faculty, whether full- or part-time, maintain responsibility for determining how their interests and expertise can best mesh with the educational obligations of the department. Still, there are many strategies that can be implemented to maximize the likelihood of success: (1) Ensure that your teaching interests are up-to-date by completing educational interests survey requested for annual reviews and appointment renewals. (2) Contact the course coordinator for the courses you're interested in directly to determine how you might make a contribution. This should be done early as most coordinators try to set the course schedule 4-6 months in advance of the course. Offering to co-tutor a group of students is one way to become more familiar with the course and the coordinators. (3) Let colleagues (including the course coordinators whose courses are most related to your area of expertise) know that you are looking to become involved in student supervision opportunities, be they sitting on supervisory committees, supervising comprehensives projects, or offering research internships. Contact the HRM Acting Assistant Dean or Manager, and the MPH Director. (4) Tell the Chair of the HRM Comprehensive Examination Board that you are available to supervise independent studies – the student orientation takes place in April and the names of interested faculty can be provided to students at that time. Other efforts are on-going in attempts to make students better aware of the expertise available among part-time faculty.

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**b. What should I expect as a tutor in HRM 721, PUBHLTH 700, and
PUBHLTH 701?**

As an introductory survey course, HRM 721 (Fundamentals of Health Research Methods) is commonly the first course taught by new part-time faculty members. MPH courses PUBHLTH 700 (Foundations of Population and Public Health Practice) and PUBHLTH 701 (Population and Public Health Epidemiology) are others. Half of the sessions begin with a large group presentation (delivered by a faculty member) followed by the students splitting up into 4-6 groups and having a small group discussion with tutor facilitation. The other sessions are entirely run in the small group context (i.e., with no introductory lecture). One should usually expect to tutor in 3 or 4 of the 12-14 sessions as the courses aim to balance exposing students to multiple tutors, matching tutors with their area of expertise, and ensuring some consistency in the group process from week to week.

Materials for each teaching session are provided by the course coordinators well in advance of the class. They should be reviewed sufficiently to enable the tutor to guide discussion and re-direct the group if they appear to be getting off track. The course syllabus and reading list is available to enable tutors to look over what students should have covered prior to any specific session and the course coordinators are available should any other questions arise. Typically the tutors responsible for any particular session get together for 30 minutes prior to the start of the class to discuss the material and ensure that everyone is on the same page regarding the goals of the session.

c. What should I do if I'm not familiar with small group learning?

If you are at all uncomfortable with any aspect of the teaching responsibilities you are taking on as a result of becoming a part-time faculty member, you should (a) attend some of the workshops offered by the Program for Faculty Development, (b) arrange for a peer review through the McMaster Institute for Innovation & Excellence in Teaching and Learning, (c) serve as a co-tutor before taking on a group of your own – HRM 721 is a common course within which to get such an experience, and/or (d) speak with the coordinator of the courses you are interested in or the Associate Chair to determine additional strategies that might be effective.

VIII. Who's who?

A listing of the key management and central-administrative staff supporting CE&B can be found at http://www.fhs.mcmaster.ca/ceb/inside_admin-team.htm.

For you, as a Part-time faculty member, the following people are important contacts:

- Kristina Vukelic (kvukel@mcmaster.ca; x22218) is the Program Manager for the HRM program. You should contact Kristina if you have questions relating to the HRM program.

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- Anne Gaetan (gaetana@mcmaster.ca; x26442) is the Program Coordinator for the Master of Public Health program. You should contact Anne if you have questions relating to the MPH program.
- Hilary Nolan Haupt (nolanh@mcmaster.ca; x22356) is the Program Coordinator for the Public Health and Preventive Medicine program. You should contact Hilary if you have questions relating to the PHPM program.
- Heather Carr (hcarr@mcmaster.ca; x26004) is the coordinator for faculty recruitment, appointments, promotion, tenure, and annual reviews in CE&B. You should contact Heather if you have questions relating to your academic appointment or any academic concerns.
- Lehana Thabane (thabanel@mcmaster.ca; x34905) is Associate Chair of the department. Part of his mandate is the recruitment and support of Part-time faculty members in the department. Contact him should you have any questions or concerns.
- Rob Hopkins (hopkinr@mcmaster.ca; 905-523-7284 x4918) is the part-time faculty representative to the CE&B Steering Committee. He will keep you informed regarding issues up for discussion in the department and can also serve as a liaison between you and the department should you have any questions or concerns.

IX. Useful web-site addresses not included above

McMaster Daily News: <http://dailynews.mcmaster.ca/>

McMaster's Home Page: <http://www.mcmaster.ca/home.cfm>

Campus Index: <http://www.mcmaster.ca/welcome/atoz.cfm>

Faculty and Staff Directory: <http://telecom.mcmaster.ca/directory.cfm>

McMaster Libraries: <http://library.mcmaster.ca/>

McMaster Policies, Procedures, and Guidelines: <http://www.mcmaster.ca/policy/>

Acad. Integrity: <http://www.mcmaster.ca/academicintegrity/>

Human Rights and Equity Services: <http://www.mcmaster.ca/hres/homepage.html>

Teaching Support: <http://www.fhs.mcmaster.ca/facdev/links.html>

McMaster Athletics and Recreation: <http://www-athrec.mcmaster.ca/>

Titles Bookstore: <http://titles.mcmaster.ca/>

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Campus Health Centre: <http://www.mcmaster.ca/health/>

Security Services: <http://security.mcmaster.ca/>

Parking: <http://parking.mcmaster.ca/>

The University Club of McMaster: <http://www.mcmaster.ca/univclub/home.html>