

Chapter 2

Governance of TJU and JMC

Constituent Parts of TJU

The constituent parts of Thomas Jefferson University include **Jefferson Medical College**, **Jefferson College of Graduate Studies** and **Jefferson College of Health Professions**.

On March 1, 1996, **Thomas Jefferson University Hospital** ceased being a division of Thomas Jefferson University and became its own corporation. The move enabled the Hospital to become a full member of the new **Jefferson Health System** (JHS).

JHS operates a nonprofit, integrated healthcare delivery system that includes Thomas Jefferson University Hospital and other healthcare facilities.

The mission of the Jefferson Health System is to improve the quality of life by providing comprehensive, cost effective, state-of-the-art health services for defined populations; to support education in clinical practice; and to encourage research to the advancement of health care delivery.

Jefferson Medical College

Jefferson Medical College (JMC) is the college of medicine of Thomas Jefferson University. It is dedicated to the advancement of the health sciences through the education and training of personnel, the discovery of new knowledge, and the rendering of service to all persons without regard to race, sex, creed, or national origin.

The programs of education and training in this College are broadly structured in order to relate to the diversity of preparation of students in the various pre-health programs undertaken in college, as well as to provide a source of continuing education after they leave.

The discovery of new knowledge to promote the health of mankind is a fundamental obligation of a medical college. It is the policy of the College to encourage research by all persons on the faculty and to provide facilities to further scientific investigation.

The ultimate objective of an institution of higher learning concerns humanity's need for progress and growth. The instructional and investigative programs of any college relate to mankind's future welfare more than to current needs. Jefferson Medical College, therefore, exerts a particular effort in making its resources available to help solve the pressing issues of the time so that the teaching of its faculty will remain pertinent to the needs of the society which the College serves.

Jefferson University Physicians (JUP) is a not-for-profit, multi-specialty physician group practice of the full-time faculty of the Medical College. Between June

1968 and the incorporation of JUP on July 1, 1995, the clinical faculty of Thomas Jefferson University had been organized as a clinical practice plan. JUP was organized to allow the full-time faculty to use their professional expertise in the provision of patient care as well as in pursuit of the educational and research missions of Thomas Jefferson University. JUP's clinical practice revenues provide support for academic programs in the Medical College and its departments. JUP members are subject to all the policies of the University and Medical College. The President of the University is the Chairperson of JUP's governing board.

Jefferson College of Graduate Studies

The Jefferson College of Graduate Studies (JCGS) offers the degree of Doctor of Philosophy in several fields of biomedical sciences, including Biochemistry and Molecular Biology, Cell and Developmental Biology, Genetics, Immunology and Microbial Pathogenesis, Molecular Pharmacology and Structural Biology, Molecular Physiology and Biophysics, and Tissue Engineering and Regenerative Medicine. In addition the Jefferson College of Graduate Studies offers Master of Science basic science programs in Biomedical Sciences, Developmental Biology and Teratology, Microbiology, Pharmacology and Public Health, as well as Certificate programs in Clinical Research/Trials and Public Health/Health Systems Research.

Jefferson Medical College and the Jefferson College of Graduate Studies jointly sponsor a program for the training of medical scientists that requires approximately seven years of study and leads to both the MD and PhD degrees. The purpose of the combined degree program is to provide a small number of highly qualified individuals not only the broad biomedical background and the clinical insights of a physician, but also the rigorous research training that is characteristic of a basic science PhD.

The faculty of the College of Graduate Studies is drawn principally from the faculty of Jefferson Medical College, with additional faculty from the Jefferson College of Health Professions.

Jefferson College of Health Professions

The Jefferson College of Health Professions (JCHP) offers education at the undergraduate and graduate levels. In July 2006, the University Board of Trustees approved changes to the College Bylaws that reorganized the existing JCHP programs into the Jefferson School of Health Professions and the Jefferson School of Nursing, and established a new school, the Jefferson School of Pharmacy. The School of Pharmacy, which will offer a clinical doctorate program (PharmD), is scheduled to open in the 2008 Fall Semester.

The baccalaureate degree programs in the Jefferson School of Health Professions (JSHP) are primarily upper-division level (i.e., 3rd and 4th year, or 4th year only). Entry-level master's programs are for students who hold a bachelor's degree in a different discipline; advanced master's programs are for students with a bachelor's degree in the health professions discipline.

The academic departments in JSHP include:

- Bioscience Technologies (bachelor and master of science degree programs master's programs in biotechnology/applied molecular technologies (BT), cyto-technology/cell sciences (CT) or medical technology/clinical laboratory sciences (MT). Three options are available to students seeking the master's degree: combined BS/MS entry level, advanced and accelerated master's programs. Post-baccalaureate categorical or specialty track certificate programs are also offered in: blood banking, chemistry, microbiology and hematology and specialty certificate program in molecular biology
- Occupational Therapy (a combined bachelor's/master's degree program, an entry level master's program and an advanced master's program)
- Physical Therapy (an entry-level clinical doctoral—DPT—program and a transitional clinical doctoral program (tDPT) for PTs with an earned master's degree)
- Radiologic Sciences (bachelor's degree multicompetency and advanced placement programs that offer specialty modalities in radiography, general sonography, cardiac sonography, computed tomography, in-vasive cardiovascular technology, magnetic resonance imaging, nuclear medicine, vascular sonography, radiation therapy, and medical dosimetry; and an executive master's program in radiologic and imaging sciences). A part-time PET/CT certificate program is also available for technologists credentialed in nuclear medicine by either the ARRT (N) or NMTCB (CNMT).

Through the Department of General Studies, JSHP also offers:

- A bachelor of science degree program, with majors in health services management and health services management information systems,
- Associate degree programs in arts and science, with majors in business, information systems, medical practice management, and emergency medical services (EMS).
- Pre-baccalaureate certificate programs with concentrations in medical coding, medical practice management, human resources management, addictions counseling program module, and professional communication.

The programs in the Jefferson School of Nursing (JSN) include:

- An associate degree in nursing (ASN to BSN) offered on campus and at the Geisinger Medical Center in Danville, Pennsylvania. Successful completion of the ASN curriculum is a pre-requisite for continuation in the BSN program.
- The bachelor of science in nursing programs (BSN), including pre-licensure, RN-BSN, and accelerated program options that can lead to BSN/MSN degrees for RNs and non-nurses who have an earned bachelor's degree in another discipline.
- The master's program (MSN) includes specialty tracks in community systems administration, nursing informatics, family nurse practitioner, neonatal nurse practitioner, certified registered nurse anesthetist (CRNA), advanced practice

options-- nurse practitioner (NP) and/or (certified nurse specialist CNS), including acute care, adult, oncology and pediatrics . A minor in nursing education is also available.

- Post-master's certificate nurse practitioner programs (family, acute care, adult, oncology, neonatal nurse practitioner and pediatrics).

Board of Trustees

The Board of Trustees of Thomas Jefferson University is the governing body of Jefferson Medical College and Thomas Jefferson University. The Charter of the Corporation provides that all powers, authority, responsibility and obligations of the Corporation shall be exercised by and under the authority of the Board. The Board has the sole authority to amend the University Bylaws and to approve any fundamental corporate organizational changes such as merger, consolidation, dissolution and the like. The membership of the Board consists of trustees emeriti, term trustees, alumni trustees, Commonwealth trustees, and the President of the University.

Standing Committees of the Board

- a) The Executive Committee consists of the Chairman of the Board, the immediate past Chairman, the Chairmen of the Standing Committees, and the Chair of the TJUH, Inc. Board. In addition, the Chair of the Board may appoint up to two (2) members of the Board who have had at least five (5) years of service, for membership on the Committee. The Executive Committee shall meet at least three (3) times per year and shall exercise the powers of the Board between Board meetings. The Chairman of the Board shall serve as Chairman of the Executive Committee unless (s)he designates another member of the Committee to serve in that capacity and such designation is approved by the Board.
- b) The Compensation Committee shall fix the compensation of the President and approve compensation policy for other Senior Officers. Trustees appointed to this Committee may not have any conflict of interest issues with the University.
- c) The Finance Committee shall exercise the powers and discharge the duties of the Board with respect to the financial affairs of the University including the evaluation of budgets, financial statements, and financial projections for submission to the Board, and the management of the University's investment of funds. With respect to the investment of funds, the Finance Committee shall receive and report on action taken by the Investment sub-Committee including recommendations regarding appropriate investment vehicles and managers as deemed prudent to protect the assets of the University.
- d) The Joint Development Committee shall consist of Trustees of the Boards of Thomas Jefferson University and Thomas Jefferson University Hospitals, Inc. and shall be responsible for formulating policies, strategies, and priorities for all fund-raising activities of the University in keeping with its long-range programmatic and capital plans.

- e) The Scientific and Academic Affairs Committee shall exercise the powers and discharge the supervisory duties of the Board with respect to matters pertaining particularly to educational and research programs and shall cooperate with Thomas Jefferson University Hospitals (TJUH) and Jefferson Health System (JHS) with respect to the relationship between those programs and health service programs for which TJUH and JHS are responsible.
- f) The Biotechnology Committee shall exercise the powers and discharge the supervisory duties of the Board with respect to matters concerning the biotechnology research and technology transfer activities of the University.
- g) The Audit/Compliance Committee shall recommend to the Board selection of outside auditors, provide liaison with these auditors, and evaluate compliance and internal auditing procedures.
- h) The Governance Committee shall oversee the composition, structure, operation, and evaluation of the Board and its Committees.
- i) The Facilities Advisory Committee shall be responsible for reviewing and making recommendations to the appropriate committees of the Board regarding tangible assets, including the physical plant and real estate holdings, and other matters referred to it by the Board.
- j) The TJU/TJUH Joint Management Committee shall consider items of joint interest to the University and Hospital and will report its activities to their respective Boards.

TJU Senior Officers

The Senior Officers of the University, whose duties are defined by the Board, consist of: the President; Senior Vice President and Dean, Jefferson Medical College; Dean, College of Graduate Studies; Dean, College of Health Professions; Vice Presidents for Finance, Administration and Development; University Counsel; and Chief Information Officer. The President is the chief executive officer and the chief academic officer of the University and represents the University in all official matters.

The *Senior Vice President for Academic Affairs and Dean, Jefferson Medical College* is the chief executive and academic officer of the Medical College. He/she is responsible for the development and management of the administrative affairs of the College and of its research, clinical and academic programs of education and research.

The *Dean, Jefferson College of Graduate Studies* is the chief executive and academic officer of this College and is responsible for the development and management of the administrative affairs of this College and of its academic programs of education and research. He/she also serves as University Vice President for International Affairs.

The *Dean, Jefferson College of Health Professions* is the chief executive and academic officer of this College and is responsible for the development and management of the administrative affairs of this College and of its academic programs of education and research.

The *Vice President for Finance* is the chief financial officer of Thomas Jefferson University.

The *Vice President for Administration* is responsible for the planning and evaluation of the administrative aspects of University operations.

The *Senior Vice President for the Jefferson Foundation* leads the University's efforts in fund-raising.

The *University Counsel* is the chief legal officer of the University and is responsible for the management and coordination of all legal services for the University, including referral of matters to outside counsel as necessary.

The *Chief Information Officer* is charged with the strategic development of Information Technology at the University and has operational responsibility for the following six groups: Consulting Services and Training, Applications and Web Development, Enterprise Systems, Core Technologies, Physician Support Systems and Physician Application Support.

The *Senior Vice President for Strategic Initiatives* is responsible for the growth and business development of campus missions.

The *Vice President for Research* directs all institutional research activities (Offices of: Animal Resources, Technology Transfer, Research Administration, Human Research [which includes Clinical Trials Support and Biosafety]) and acts as the Institutional Officer for the IACUC committee.

Governance JMC

The Dean

The Dean of Jefferson Medical College is the Chief Executive Officer of the College and a member of the faculty by virtue of his/her office. Subject to the supervision of the President, the Dean is responsible for the management and development of the administrative affairs and the academic programs of the College. He/she supervises the execution of the Bylaws, rules and regulations of the College, and all policies of the Board of Trustees applicable to the College.

The Dean's supervision of the conduct of the academic programs of the College extends to all areas of Thomas Jefferson University. He/she supervises the conduct of such programs in the other hospitals and institutions with which the College has official academic affiliation. He/she is the only representative of the College authorized to establish such affiliations on behalf of the University. The Dean is responsible for maintaining proper relationships with accrediting agencies and with professional organizations and associations, which are related to medicine and medical education.

The Dean may make interim appointments to the faculty on recommendation of the department chairperson and may appoint a member of the Professorial Faculty to serve as Acting Dean in his/her absence. After consultation with the President, the Dean may appoint an acting chairperson of an academic department, and he/she engages other employees to serve the College under his/her supervision.

The Dean reports annually to the President on the state of the College. Copies of the report are made available to the Trustees and the General Faculty.

The Dean attends meetings of the Board of Trustees. He/she reports all acts and decisions of the Professorial Faculty and the Executive Council.

The Dean is a Senior Officer and a member both of the President's Council and of the Senior Officers' Planning Committee. Through the President he/she recommends to the Board of Trustees such policies or actions as he/she may deem desirable for the proper conduct and development of the College and its programs. The Dean also assists in maintaining effective college relations with the alumni.

When a vacancy occurs in the office of the Dean, the President in consultation with the Chairperson of the Board designates an Acting Dean. An ad hoc Search Committee appointed by the Chairperson of the Board makes recommendations for appointment of a new Dean to the Board of Trustees. The search committee is defined by the College Bylaws and typically consists of three members of the Board of Trustees, one of whom is designated chairperson, one member of the Executive Council, three members of the Professorial Faculty, and ex officio, the Chairperson of the Board and the President.

The Faculty

The Faculty is organized as a General Faculty, a Professorial Faculty, and an Executive Council. (Functions are described in the [Bylaws](#) of the College). The General Faculty consists of all persons who hold academic appointments to the Faculty of the College. The Professorial Faculty includes the President of the University, the Dean, and Officers of the Medical College, and all members of the faculty who hold academic rank of professor and associate professor. A traditional strength of the College in the past and an essential component of its continuing success has been the contribution of its volunteer faculty. The volunteer faculty are primarily in clinical departments and make valued contributions to the clinical instruction of medical students and residents at the University Hospital and at affiliated hospitals. The contributions of volunteer faculty to the education programs are evaluated, annually, in the same way as for other faculty members.

The Executive Council

The Executive Council consists of the Dean of the Medical College and the President, ex officio, the chairs of the departments and two elected representatives from the Professorial Faculty, one from the basic science departments and one from the clinical departments.

The Executive Council has primary academic authority and responsibility for the Bylaws and Rules of the College, faculty affairs such as appointments, promotions and welfare, College related tenure issues and all other academic matters not specifically delegated to the Professorial Faculty.

The Executive Council is delegated by the Professorial Faculty to act on its behalf as to any matter in which the Professorial Faculty has academic authority and responsibility.

The Executive Council shall receive reports from the committees of the College and from the Professorial Faculty and take appropriate action. Committee chairpersons and appropriate associate and assistant deans and other guests may be invited to present the reports of their respective committees in person.

The Executive Council may consider any other matters brought to its attention by the Officers of the College or its own members.

The Executive Council shall establish college policies and prescribe changes in policy in all matters not specifically delegated to the Officers or to the Professorial Faculty.

The Executive Council shall report to the Professorial Faculty by prompt distribution of its minutes, which shall include summaries of committee reports. If the Board of Trustees has not yet acted upon the matter, action of the Executive Council on matters within the jurisdiction of the Professorial Faculty may be considered and recalled at the next regular meeting of the Professorial Faculty or at a special meeting.

Departments and Divisions of JMC

Each academic department has a chairperson, who is appointed by the Board of Trustees and is the chief executive officer of the department. Each division of an academic department has a head, who is the administrative officer of that division and is responsible to the department chairperson.

Department Chairs

Responsibilities are defined in the Bylaws. Each academic department has a chairperson appointed by the Board of Trustees. The chair shall be the chief executive officer of that department, and he/she is eligible for membership on the Executive Council. Department chairs are subject to the supervision of the Dean and are responsible to him/her for the management and development of the administrative affairs and academic programs of their departments. The chair's authority as to his/her department includes assignment of space, expenditure of funds, and appointment of academic and nonacademic personnel. His/her authority as to academic affairs extends to the conduct of educational and research programs and the promotion of the best interests of the faculty in the department.

Jefferson Medical College Bylaws state:

"When the Chair expects to be absent from the College more than two days he/she shall inform the Dean and designate a senior member of the department to act while absent."

Notification of an absence and the name of the acting chairperson may be in the form of an interoffice memo addressed to the Dean.

Educational Affiliations

In order to provide its medical students and resident physicians with the requisite clinical training and experience, the University has established **affiliations**

with various hospitals in the surrounding area. Pursuant to these affiliations, medical students and resident physicians serve clinical rotations in various departments within the affiliated hospitals. A Committee on Affiliations (which includes student representatives together with department chairs) is responsible for monitoring all aspects of the educational programs of both students and residents at affiliated hospitals.

Standing Committees

The Committee on Committees appoints members of the Standing Committees of the Medical College. The Standing Committees are: Academic Protocol, Admissions, Affiliations, Alumni and Public Affairs, Bylaws and Rules, Professionalism, Continuing Medical Education, Curriculum, Departmental Review, Faculty Affairs, Faculty Appointments and Promotions, Judicial Board, Nominating Committee, Research, Student Affairs, and Student Promotion. Requirements for membership and responsibility of each Standing Committee are described in the Bylaws of the College.

Faculty interest in serving on the standing committees of the Medical College is solicited in January of each calendar year by the Office of Faculty Affairs. The Committee on Committees considers requirements for membership, faculty interest, and recommendations from Department Chairs and Committee Chairs when appointing committee members. The composition of the Committee on Committees is described in the Bylaws of Jefferson Medical College.