

Dear Colleagues,

I am pleased to present this latest online edition of the Jefferson Medical College (JMC) Faculty Handbook. Traditionally, the handbook is distributed to new faculty members for the purposes of providing an overview of the administration of the college and introducing policies and procedures relevant to JMC faculty.

We have designed this online edition to be more useful in your daily lives. It continues to incorporate an overview of the administration of the college, the education and research programs of the college, the Thomas Jefferson University (TJU) policies and procedures most relevant to faculty and policies specific to JMC faculty. The handbook also contains a link to the Bylaws of Jefferson Medical College of Thomas Jefferson University. In addition, this online version of the JMC Faculty Handbook will provide you with up-to-date links to useful resources for medical educators and researchers.

We welcome your suggestions on how to improve the handbook so that it is an indispensable tool for faculty. Meanwhile, please add the JMC Faculty Handbook to your list of "Favorites." Questions regarding specific policies or information or suggestions for the handbook should be directed to the Office of Faculty Affairs (JMC.Faculty-Affairs@jefferson.edu).

With Best Wishes,

Thomas J. Nasca, MD, FACP
Senior Vice President and Dean
Jefferson Medical College

Chapter 1

JMC Mission and Background

Thomas Jefferson University is a network of institutions with a mission to:

- Educate professionals in a variety of disciplines who will form and lead the integrated healthcare delivery and research teams of tomorrow.
 - ✕ Discover new knowledge that will define the future of clinical care through investigation from the laboratory to the bedside, and into the community.
 - ✕ Set the standards for quality, compassionate and efficient patient care for our community and for the nation.

As we define the future of clinical care, we accomplish our mission in partnership with Thomas Jefferson University Hospital, our education and clinical care affiliate.

Jefferson's teaching mission centers on the education of outstanding individuals in the art and science of medicine. Through programs at the undergraduate, graduate and continuing medical education levels, Jefferson guides the development of medical knowledge, clinical and research skills, and professional values, attitudes and behaviors, which provide outstanding physicians for the United States and, indeed, the world.

Jefferson's clinical mission centers on the provision of sophisticated, innovative clinical services to the citizens of the tri-state area and beyond through partnership with Thomas Jefferson University Hospitals. Jefferson University Physicians, the clinical practice arm of Jefferson Medical College, provides superior clinical care, outstanding clinical education, conducts clinical research, and develops depth of clinical and translational research in designated areas of concentration.

Jefferson's research mission centers on a broad, investigator-initiated effort, but has areas of significant institutionally targeted concentration. Jefferson's research programs have depth and breadth, are marked by excellence, and span the continuum from basic science department-based bench research through cutting edge translational research programs to office-based clinical trials. In all dimensions of our research programs, professional development of outstanding young scientists and clinician scientists will be nurtured.

Core Values of JMC

At Jefferson, we are committed to the highest principles of professionalism. We aspire to be a community that is not only academically and fiscally successful, but also a community of discovery, learning, caring, and sharing. The core values of professionalism guide our actions. At Jefferson:

- Our word is our bond (Integrity).
- We respect each other and all with whom we come into contact (Respect).

- We care about and attempt to ameliorate the suffering and pain of illness; we care about and attempt to ameliorate the trials and tribulations of the Jefferson community (Compassion).
- We are committed to excellence and the lifelong pursuit of new knowledge and personal and professional growth (Excellence).
- We aspire to do the right thing, for the right reason, even if it involves pain or sacrifice (Altruism).
- We are committed to each other and to those we serve. We work together to achieve our mission and goals (Collaboration).
- We are committed to the prudent use of the resources made available to us by the hard work of the faculty, the tuition of our learners, the support of the public, and the philanthropic giving that sustains us and helps us grow (Stewardship).

Commitment to Diversity and Gender Equity

Thomas Jefferson University is committed to maintaining a culture of understanding and respect among community members. This includes ongoing efforts to promote diversity and gender equity in the composition of the University's leadership, faculty, students and staff and educational efforts to enhance the understanding of gender and cultural influences in the health and healthcare of patients. Towards this end, Jefferson Medical College has established an **Office of Diversity and Minority Affairs** and supports a program for **Women in Medicine and Science**. The Office of Diversity and Minority Affairs is involved in the active recruitment of underrepresented minorities to the medical school in order to achieve its mission of establishing a multicultural presence at Jefferson while maintaining traditional standards of excellence in education, scholarship and patient care. More information about the Office of Diversity and Minority Affairs can be found at their Web site. The Women in Medicine and Science program is led by Jefferson faculty appointed as Women's Liaison Officers for the Association of American Medical Colleges. This program supports active mentoring and leadership development for women faculty and serves as a resource for the needs of women students, faculty and alumni. More information about the Women in Medicine and Science program can be found at their Web site.

History of JMC

Dr. George McClellan and his colleagues founded "the Jefferson Medical College of Philadelphia" in 1824 with the firm but then outrageous belief that medical students should participate, under proper supervision, in the diagnosis and care of patients. However scandalous and unorthodox his views must have been, they proved so popular that it soon became necessary to move classes from Dr. McClellan's own office to the former Tivoli Theater at 518-20 Prune Street (now Locust Walk). On May 9, 1825, Dr. McClellan performed the first operation in the new infirmary and Jefferson was well on its way to becoming the largest private medical school in the country. After two years, this space proved insufficient and plans were made to build facilities at 10th and Sansom Streets. These were opened in August of 1828.

The name derived from the Jefferson College of Canonsburg, Pennsylvania, whose Board of Trustees met in special session in June, 1824, to formally act upon a letter requesting that a medical school be established under their aegis, but located in Philadelphia. The letter was signed by George McClellan, M.D., John Eberle, M.D., Joseph Klapp, M.D., and Jacob Green, A.M. Articles of union were signed and the first class was graduated from Jefferson Medical College on April 19, 1826. Since that time, the number of graduates totals more than 28,000, of whom more than 10,000 are living. A class has graduated every year since 1826 except 1944 when, due to wartime needs, two classes were graduated.

In 1838, the Pennsylvania Legislature granted an independent charter with full university rights and privileges to "the Jefferson Medical College." On July 1, 1969, Thomas Jefferson University was established. The College of Graduate Studies and the College of Health Professions were established as constituent bodies of Thomas Jefferson University.

Jefferson's early faculties and alumni were as well known for their contributions to medical science as are today's. Washington L. Attlee (Class of 1829) was a popular authority on abdominal surgery. James Marion Sims (Class of 1835) is known as the "Father" of modern gynecology. Silas Weir Mitchell (Class of 1850) and William W. Keen (Class of 1862) combined their interests to form the modern study of neurology. Jefferson graduates were instrumental in the founding of ten other medical schools in the United States. Carlos Finlay (Class of 1855) discovered the carrier of yellow fever. Samuel David Gross (Class of 1828) is recognized as the outstanding surgeon of the 19th century. He is immortalized in the famous portrait, "The Gross Clinic" painted by Thomas Eakins, who studied anatomy at Jefferson. The painting is a permanent exhibit in Jefferson Alumni Hall.

A new faculty was established in 1841 and contributed significantly to medical progress in the 19th century. One of these, Dr. Robley Dunglison, had been the personal physician to Thomas Jefferson and became known as the "Father" of American physiology.

Jonathan Letterman (Class of 1849), a Pennsylvanian, conceived of and implemented America's first effective ambulance corps system for the removal of wounded from the battlefield and their hospitalization during the Civil War. The Letterman System remained the basic concept in use in Vietnam. Major Letterman, U.S.A., is memorialized in the Letterman General Hospital in San Francisco, one of at least two dozen major hospitals named for Jefferson alumni.

Jonathan Messersmith Foltz (Class of 1830), also a Pennsylvanian, was not only the first White House physician, but also the first Surgeon General of the U. S. Navy.

J. Chalmers Da Costa (Class of 1885), editor of Gray's Anatomy and an English edition of Zuckerkandl's Operative surgery, and author of A Manual of Operative Surgery, was selected to attend to President Wilson at the Paris Peace Conference in 1919.

Chevalier Jackson (Class of 1886) improved the design of the bronchoscope and innovative bronchoscopic techniques, introducing the world to the new medical specialty of bronchoscopy. He occupied chairs in five Philadelphia medical schools simultaneously all of which had been created especially for him.

Jefferson's leadership was recognized in 1910 when Dr. Abraham Flexner published his influential report that stressed science as a proper base for medical education in the United States. Flexner wrote that "a good library, excellently administered, is to be found at Jefferson, at Buffalo, and at Galveston." Flexner cited these libraries as exceptions to the general picture at that time.

In 1953, John H. Gibbon, Jr. (Class of 1927) opened a new era in cardiac surgery when he corrected a defect in the interior of the heart using his heart-lung machine.

In all, 19 of the 42 US Presidents have been treated by Jefferson alumni or faculty before, during or after their terms of office. In 1870, the Jefferson Alumni Association was organized with Samuel D. Gross as its first president. The Alumni Association quickly demonstrated its loyalty by immediately responding to an appeal for a separate hospital building, which was opened in 1877. Although the College had always provided hospital facilities in the interests of its students and the public, this was Jefferson's first structure specifically for this purpose.

Organized research was initiated in 1941, in recognition of the importance of basic research to medical education. In the early 1960s, responding to the interest of the National Institutes of Health and the federal government in supporting medical research, the College constructed Jefferson Alumni Hall to accommodate expanding research programs.

Since 1982, when the University adopted a strategy of strengthening basic research, the number of faculty members actively engaged in research has tripled. The opening of the new Bluemle Life Sciences Building in 1991 allowed research activities to grow further, especially in the area of basic cancer research. Current research is focused on the broad areas of:

- Hematological, cardiovascular, and pulmonary diseases
- Neurosciences, neurological diseases, and rehabilitation medicine
- Skin, bone, and extracellular matrix biology
- Alcohol, liver diseases, and metabolism
- Cancer
- Immunology
- Genetics, developmental biology, and birth defects
- Medical education and health policy

Approximately 300 scientists, both basic and clinical, are involved in funded research. The discoverer of the hormone, which is the main regulator of the

production of red blood cells, performed their research at the Medical College. One of the largest federal grants ever awarded for the study of skin disease is under the direction of a Jefferson faculty member, as is one of the largest grants ever provided by the Alcohol, Drug Abuse and Mental Health Administration, for the study of cellular injury caused by alcoholism. Another investigator has pioneered in the treatment of recurring melanoma and is currently involved in clinical trials on the prevention of recurrence of melanoma. Research at Jefferson has also led to a new early diagnosis of colon cancer. Other basic research has led to the discovery and characterization of the enzymes in the programmed cell death cascade. New oncogenes have been discovered here that may advance the diagnosis of lung and other cancers, and potentially the treatment of these cancers. Other faculty members have participated in studies on the genetic origin of osteoarthritis and on the efficiency of drugs on patients with Alzheimer's diseases.

Jefferson Medical College responsibilities recently extended to the oversight of Graduate Medical Education. The total number of alumni of the Graduate Medical Education Program amounts to more than 3,000.

Jefferson Medical College's primary purpose remains the education of students and residents. To do this well, it must depend upon the fruits of research and the effectiveness of patient care. Expansion and growth are the keys to the future of medicine.

Academic Calendar

The academic calendar for Jefferson Medical College is published annually and is included in the [College Catalog](#) and [Student Handbook](#).

Academic Protocol

The school colors for Jefferson Medical College of Thomas Jefferson University are blue and black. Academic costume is required for Commencement for faculty participating in the academic procession.

In order for faculty members to have access to student records, they must fill out a form and review the record(s) in the University Office of the Registrar. Student notification regarding the [Family Educational Rights and Privacy Act](#) is contained in the Student Handbook, available from the University Office of the Registrar.

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.

Chapter 3

Educational Programs

Our goal at Jefferson Medical College is to train...“ superior physicians who are outstanding clinicians.”

Thomas Nasca, MD
Dean, Jefferson Medical College

Undergraduate Medical Education

Academic Environment

Shared Code of Professional Values

In entering the profession of medicine, and in the process of crafting future physicians, as students and educators, we recognize the implicit trust that patients and society have granted us. As such, we must commit to embodying the highest standards of civility, honesty, and integrity in all aspects of our personal and professional lives. This must include our interpersonal relationships, our academic pursuits, and our medical practices. We must treat everyone compassionately, and respect and protect his or her privacy, dignity, and individuality.

As part of the trust that society has placed in us, we must advocate for outstanding patient care for all people. Accordingly, we must always recognize those attitudes and values of ours that may limit our ability to do so.

As medical professionals, we must also recognize limitations in our knowledge and skills, and accordingly, we must accept our duty to provide and receive constructive feedback with the goal of improving our ability to care for our patients. This eagerness to improve is central to our commitment to excellence, and will be the foundation upon which we build our practice of lifelong learning.

The Curriculum

JMC has a listing of specific **Learning Objectives** contained in the Student Handbook.

The College offers a four-year educational program leading to an MD degree. Its faculty conduct biomedical, health services, and educational research. Clinical faculty provide patient care within the Jefferson Health System and at other clinical teaching affiliates. Faculty are also involved in teaching activities for residents (graduate medical education), colleagues (continuing education and faculty development) and other health professionals. Teaching and mentoring our undergraduate medical students is a role all of our faculty share.

The curriculum at Jefferson Medical College has been developed to provide learning opportunities enabling medical students to acquire fundamental knowledge, develop basic skills, and appreciate principles relevant to healthcare in the context of the community. We strive to foster in each student the lifelong desire and expertise of seeking and evaluating new information in the pursuit of

the solutions to medical problems, and educating those in need of medical care. Our aim is to enable each student, as part of a larger healthcare team, to practice with clinical competence and effectively utilize healthcare resources. We welcome our students into the profession of medicine, and our goal throughout the four years of education and training is to facilitate their own professional growth and development. We commit to embodying the highest standards of civility, honesty, and integrity in all aspects of our personal and professional lives.

Recently our students created and adopted a Shared Code of Professional Values, which appears at the beginning of this chapter, and a new [JMC Student Honor Code](#). These documents can be found in the JMC Student Handbook. The Student Honor code is on page 8.

In recent years, curricular changes have been introduced to keep pace with the rapid expansion in scientific knowledge and dramatic changes in our healthcare delivery system. These changes seek to achieve a balance between acquisition of a 'core' of scientific and factual information and development of demonstrable skills in interacting with patients and colleagues.

The primary goals of the curriculum at Jefferson Medical College are: (1) provide each student with a core curriculum that contains the sine qua non that should pertain to all physicians; (2) provide each student with advanced curriculum opportunities in order to explore in greater depth areas of basic and clinical medical sciences; and (3) enable the future physician to develop a humanistic as well as a scientific approach toward prevention and the care of people with medical problems.

Additional goals are: (1) to have students understand the tentative nature of scientific conclusions; (2) to encourage students to assume responsibility for their own education and to diminish their dependence on the teacher as a sole source of information; (3) to encourage students to think critically and independently within the framework of social responsibility; and (4) to encourage students to develop a logical approach to the analysis and management of clinical problems. Recognizing that entering students have multiple backgrounds and goals and will pursue varied careers, the curriculum at Jefferson incorporates sufficient breadth and flexibility to address individual educational needs.

A timeline and description of our curriculum can be found in the most recent [JMC Course Catalog](#).

Faculty at Jefferson are teachers, mentors and role models for our undergraduate medical students and our counterparts in the College of Graduate Studies and the College of Health Professions.

We strive to demonstrate professionalism and professional values as we contribute to the overall teaching, research and clinical care missions of the institution. Teaching and evaluation skills are integral to the success of our work with students, researchers and trainees. Medical school is the first formal step in the lifelong process of medical education.

Student Promotion

Jefferson Medical College recognizes that it has obligations not only to its students, but also to the faculty of the institution, to the medical profession, and to society in general. The function of the Committee on Student Promotion is to help ensure that each graduate of Jefferson Medical College meets essential requirements of medical knowledge, skills, and attitudes.

The Committee on Student Promotion also ensures that each student demonstrates the appropriate professional and ethical conduct and personal attributes that are crucial to the practice of medicine. As students progress through the College, the Committee on Student Promotion ensures that students meet those overall requirements to move from one level of instruction to another. Through the Committee on Student Promotion, Jefferson seeks to ensure that each student fulfills all requirements for every course included within their program of medical education as well as all non-cognitive requisites for pursuing a medical career.

Student Evaluation

Student evaluation is described in the [Student Handbook](#), including the grading system, general statement of policies concerning promotion and graduation, class attendance, approved absences, and failure to meet requirements for graduation by the scheduled time of commencement. The Jefferson Longitudinal Study of Medical Education records each student's premedical background; admission test scores; test scores and clinical ratings during medical school; and scores on licensing examinations. Career tracking for the students begins with their plans and aspirations as freshmen, continuing through the senior year of medical school.

Access to Student Records

Students may review and obtain "student copies" of their clinical evaluations and may obtain "student copies" of their transcripts from the [University Office of the Registrar](#). If an official copy is requested by an external agency, written permission must be obtained from the student in order for the information to be sent to the authorized institution. While copies of transcripts can be obtained, the original transcript is the sole property of the University.

The [Family Educational Rights and Privacy Act](#) of 1974 (Buckley-Pell Amendment) is a federal law which provides each student with the right to inspect educational records maintained on him/her by the University, the right to a hearing to challenge their contents and to make explanation for challenged information. The law also provides that the University will maintain confidentiality of student records except with respect to special cases noted in the legislation.

Graduate Medical Education

[Graduate Medical Education](#) is that phase of the continuum of education which follows medical school. The purpose of these programs is the transmission of the knowledge, skills, attitudes, behaviors, research skills, and professional and ethical deportment required to practice a specialty or subspecialty of medi-

Each Clinical Department of Jefferson Medical College sponsors residency programs in their respective discipline, and many Departments or Divisions of Departments sponsor fellowship programs. The traditional nomenclature of internship and residency has been replaced by the term resident, with the year of training described as Post Graduate Year (PGY) 1 or beyond. Residency training in a specialty is of three to eight years in duration. Fellowship training follows residency for those wishing to develop further depth in diagnosis, therapy, procedures, research and education in a narrow area of a primary discipline. For instance, a physician wishing to become a Cardiologist will spend three years in Internal Medicine residency, followed by three to five years of further training in Cardiology and its areas of special competence prior to entering independent practice.

Supervision by the faculty requires scrupulous attention to detail while permitting the resident or fellow to assume an increasing role in patient care decisions and treatment. Further, the faculty must comply with all external requirements for documentation of supervision and services rendered. For more information, visit the Office of Graduate Medical Education online.

Information about Graduate Medical Education standards, accreditation requirements and other areas of interest may be found on the Web site of the Accreditation Council for Graduation Medical Education. (www.acgme.org)

Residency Programs (Postgraduate Year 1 through Initial Board Eligibility)

Residency is that phase of the continuum when the physician learns, in depth, the application of principles of patient care, teaching and research in his or her chosen specialty. The core concept in all residency training is graded responsibility under close supervision of the supervising faculty. The resident, through a series of structured educational clinical experiences (curriculum), is given progressively more responsibility for clinical diagnosis and therapy under the careful eye of the faculty. Through structured and informal formative evaluation and feedback, as well as demonstration by the faculty, the resident learns implementation of the principles of diagnosis, therapeutics, procedural skills, humanism, ethics, communications and professionalism in their chosen discipline. Residents are also given progressive responsibility for teaching junior residents and medical students. This facilitates the organization and development of sophistication of thought which is so important to the specialist physician. The faculty are required to complete summative feedback evaluation of each trainee, documenting their impression of their fitness for practice. Residents, in turn, evaluate the faculty and effectiveness of the curriculum. This feedback loop is important in the achievement of excellence in education at all phases of the continuum.

Similar degrees of graded responsibility are delegated in the conduct of research, although most research conducted by residents is often limited by the demands of the patient care dimensions of their residency curriculum.

Subspecialty Residency Programs

Subspecialty residency programs permit the physician to concentrate on a sub-

specialty area, facilitating the development of sophisticated medical knowledge, clinical skills, procedural techniques and research expertise which prepare the trainee for independent practice or the pursuit of an academic career in that discipline. Typically, subspecialty residency programs are highly selective, attracting highly motivated individuals upon completion of their initial residency who wish to focus their efforts and who enhance the educational environment of the division, department and institution. Research is an integral component of the curriculum with at least six months of a two-year program and often up to 50% of the time of the trainee spent in developing skills which will be utilized to develop new knowledge in basic pathophysiology, diagnosis or therapeutics. Evaluation is both formal and informal; formative feedback is essential to the development of sophistication of thought and action while summative feedback is required to establish the faculty's opinion of the trainee's ability to function as a consultant in that discipline.

Evaluation

The Division of Graduate Medical Education within the office of the Dean of the Medical College monitors the clinical programs. Evaluation of senior residents, and junior residents are tabulated, analyzed, and then shared with departmental chairmen and program directors in order to improve the educational programs. The information is shared with the University and affiliated hospitals at special sessions attended by departmental chairmen and educational coordinators. The Jefferson Longitudinal Study of Medical Education is used to record and analyze evaluations of residents' performance and how residents' training has aided them in the practice of their particular specialties.

All residency programs and fellowships are regularly evaluated by site visits by a fact finding group composed of a representative from the Dean's office (Associate Dean for Graduate Medical Education), the Head of the House Staff Affairs Office of Thomas Jefferson University Hospital, and a representative from the house staff. The data gathered is presented to the Graduate Medical Education Committee for review and recommendations. All recommendations require timely responses targeting action taken.

Continuing Medical Education

The JMC [Office of Continuing Medical Education](#) (CME), which is accredited by the ACCME, is dedicated to developing, delivering and evaluating quality educational experiences/opportunities that stimulate, educate and empower physicians to provide the highest standard of care throughout a lifetime of professional practice. Drawing upon its combined educational, research and clinical expertise and strength, the JMC Office of CME endeavors to equip physicians with the knowledge, skills and attitudes necessary to remediate, maintain and/or enhance their ability to deliver world class medical service across the continuum of care to patients.

Helpful Links

[Faculty Development](#)

[Criteria for Academic Promotion](#)

[JMC Student Handbook](#)

Chapter 4

Faculty Affairs, Promotion and Tenure

Faculty Ranks and Categories

The faculty and staff of Jefferson Medical College are composed of scientists and physicians holding appointments in a department of the College. The officers of the College are members of the faculty by virtue of their offices.

There are four academic ranks of the faculty in all departments of the College:

1. Professor
2. Associate Professor
3. Assistant Professor
4. Instructor

A faculty member's title refers to his/her faculty rank and to the department(s) to which the faculty member is appointed. Special titles, prefixed titles, and staff titles are described in the Bylaws of the College.

There are three categories of faculty: Tenured, Tenure Track, and Non-Tenure Track. Only JMC full-time employed faculty are eligible for tenure and the designation "tenure track". Faculty designated "Non-Tenure Track" may be fully salaried, partly salaried, or volunteer. At the time of appointment, the track will be agreed upon in writing and ensuing contracts will specify the track. In the event contracts or agreements do not specify a category it is understood that the designation is Non-Tenure Track.

Tenure may be awarded at the Associate Professor or Professor level after rigorous external review. The recommendation for the award of tenure is made by the University Tenure Committee to the President who makes his/her recommendation to the Board of Trustees for final decision regarding the award of tenure. The process to award tenure is separate and distinct from the appointment and promotions process. Tenure is defined in the Bylaws of the College (Article IV, Section 8) as assurance of continuous faculty employment subject to the provisions of Sections: 10A, Termination of Appointment; 10B, Retirement; 10D, Dismissal for Cause; 11 Corporate Compliance and the Tenure Policy.

Faculty with prefixed titles (except "Distinguished") shall be in a non-tenure track.

Those faculty without tenure shall be awarded contracts according to the Bylaws.

The term emeritus may be added to follow the academic title of those Faculty Members who have retired after completing a period of distinguished service and who are recommended for this title by the Committee on Faculty Appointments and approved by the Executive Council and the Board of Trustees.

Guidelines for Faculty Appointment and Promotion

There are four tracks for academic appointment and promotion in the Medical College: Research (non-tenure eligible) Track; Academic Investigator (tenure eligible) Track; Clinical and Educational Scholarship Track (non-tenure eligible) and Clinician Educator Track (non-tenure eligible). Tracks designated as tenure eligible are tenure eligible only for full-time, employed faculty of Jefferson Medical College. For faculty who are not full-time employees of the Medical College, all tracks shall be designated as non-tenure eligible. Guidelines for appointment and promotion at the ranks of instructor, assistant professor, associate professor and professor in these tracks can be found at the faculty Web site: www.jefferson.edu/jmc/faculty.

Faculty Orientation

The [Office of Faculty Affairs](#) conducts an individual orientation session for each new faculty member. New faculty receive information about the organization and administration of the Medical College, the terms and conditions of faculty appointments, an overview of promotion tracks and guidelines for promotion within the tracks, and an overview of resources available for the professional development of faculty. In addition, the Dean's Office provides a semiannual full-day orientation to new faculty detailing the programs, policies and resources of the Medical College.

Faculty Development

The Dean's Office sponsors a multifaceted program in [faculty development](#) through the Office of Faculty Affairs. Faculty Development sessions are concentrated in five areas of need including instructional technology, information management, effective teaching, building research skills, and leadership and management development. Workshops and classes are typically held at times most convenient for faculty--early morning, lunch or end of the day. Self-directed web-based learning modules are also available to faculty interested in pedagogical skill development. Faculty may earn CME credits for participating in faculty development sessions.

Faculty Evaluation

JMC Department Chairs are required to conduct annual performance evaluations of faculty members. In large departments, this activity may be delegated to Division Chiefs or Vice Chairs. Annual performance evaluations should include a discussion of the chair's expectations of faculty performance including expectations for the coming year and an assessment of the degree to which expectations were met for the preceding year. The annual performance evaluation should also include advice about career development and an assessment of the faculty member's progress towards promotion.

Faculty Advocacy

Several resources are available to assist faculty with disputes or concerns related to their employment. Faculty members may contact the Associate Dean

of Faculty Affairs or the University Ombudsperson. If the issue involves alleged discrimination, the faculty member may contact the University Affirmative Action Officer. If an issue or dispute cannot be resolved informally, faculty may avail themselves of the Grievance Policy for a formal hearing of the grievance by a committee of their faculty peers. The Professorial Faculty Advisory Committee is an elected committee of JMC faculty that can receive issues of broad concern to faculty. Faculty should contact the Chairperson of the Professorial Faculty Advisory Committee with issues or concerns.

Faculty Recognition

Faculty achievements in education are recognized through 10 main awards:

- Dean's Awards for Distinguished Teaching in Basic Science
- Dean's Awards for Distinguished Teaching in Clinical Science
- Lindback Award for Distinguished Teaching in Basic Science
- Lindback Award for Distinguished Teaching in Clinical Science
- Blockley-Osler/Dean's Teaching Award
- Leon A. Peris Memorial Award
- The NBI Healthcare Foundation Humanism in Medicine Award
- Annual election by senior class to be honored with a portrait
- Dean's Citation for Significant Contribution to the Advancement of Education
- Dean's Citation for Faculty Mentoring

Faculty Portraits

The senior class annually selects a faculty member to be painted by a well-known artist. The portrait is presented to the Medical College at appropriate ceremonies in the spring of the year.

Chapter 5

Academic Services

Academic Information Services and Research (AISR)

Jefferson Information Technologies (Jeff-IT)

Jefferson Information Technologies consists of four groups, each with a primary focus:

- Application and Web services - Oversees the University web presence including the Pulse Campus Portal, offers web development services and coordinates various web-based education and research initiatives
- Core Technologies – Includes workstation and server support, network domain management, security, and computer lab support
- Enterprise Systems – Oversees developing, maintaining and modifying administrative systems including SCT Banner, Peoplesoft, and Millenium
- Physician Systems and Application Support – Supports IDX and other physician support systems

Medical Media Services

The mission of Medical Media Services is to improve the quality of education and research at the University by providing communication resources and support services for professional presentations, publications and teaching. Its primary functions are to:

- Provide production services in the areas of scientific photography, graphics and medical illustration, electronic presentations, and audio and video production.
- Provide audiovisual equipment services and support for the University.
- Serve as the University's primary planning agent for audiovisual and electronic resources in classrooms and auditoria.
- Plan and provide new resources and services in support of alternative teaching methods and technologies, such as digital and satellite-based video conferencing.

Center for Research in Medical Education and Health Care

Faculty and staff of the Center for Research perform research on a broad range of issues in medical education, health services and related policy. In addition to externally funded research, the Center supports the College's education and patient care missions through ongoing projects such as longitudinal studies of students and house staff, testing and evaluative services of students and programs, student clerkship and clinical experiences data bases, and studies of patient satisfaction and patterns of care in collaboration with clinical departments. Faculty and staff of the Center have expertise in educational evaluation, psychometrics, epidemiology, health services and outcomes research, and analysis of large scale health care data bases.

Department of Health Policy

The **Department of Health Policy** was established in 2003 as part of a long-term strategy for insuring that future physicians can adapt to the challenges of health care delivery in the coming decades. The aim is to integrate health policy training into medical education, and to provide the knowledge, skills, and training necessary to improve health care quality. The department conducts pharmaco-economic and health services research, as well as providing education and training programs. It also supports quality initiatives within the Jefferson Health System and is the home for the MSPH program on campus.

Academic & Instructional Support & Resources (AISR)

Academic & Instructional Support & Resources (AISR) includes the Scott Memorial Library, AISR Education Services, AISR Learning Resources, and Medical Media Services.

The **Scott Memorial Library** is open and staffed 100 hours per week, and the first and fourth floors provide 24-hour access to workstations and the Internet. The Library's collection is considered one of the finest in the region and reflects the University's interest in the life sciences, clinical care, patient education, and the history of the health sciences. The collection includes approximately 205,000 books and bound print journals; over 1,300 electronic journal subscriptions; leisure reading materials; the University Archives; and significant holdings of rare books dating to the 15th century.

JEFFLINE, the University's academic information system, allows 24-hour access to the world's medical literature, information and announcements about TJU, and selected information from universities and research centers throughout the U.S. and around the world. **MEDLINE**, the premier database for medical literature and **Micromedex CCIS**, an extensive drug and chemical resource, are among the dozens of databases available on JEFFLINE. Electronic access to full-text is available for more than 1,100 journals, electronic textbooks, and other critical knowledge-based resources.

AISR Learning Resources Centers are located in the Scott Library Building, Jefferson Alumni Hall, and the Edison Building. The Centers provide access to videos, slides, anatomical models, human skeletons, and a wide variety of education technologies. AISR manages the University's computing labs and electronic classrooms within the Scott and Edison buildings and in Jefferson Alumni Hall. These facilities include digital scanning equipment, PDA synchronizing workstations, laptop computers with wireless capabilities, and over 200 computers. Support staff is available to assist students and faculty in the use of all technologies.

AISR Contact Information

Web site:	http://jeffline.jefferson.edu
AISR Administration:	215-503-8848
Scott Library Reference Desk:	215-503-8150
Scott Library LRC:	215-503-8407
Edison LRC:	215-503-7563