



MICHIGAN STATE UNIVERSITY
BOARD OF TRUSTEES
Executive Action Summary

Academic Affairs-Attachment 1

Committee Name Academic Affairs

Date December 15, 2023

Agenda Item: Establishment of the Department of PA (Physician Assistant) Medicine

Information

Review

Action

Resolution:

BE IT RESOLVED, that the Board of Trustees of Michigan State University hereby approves the establishment of the Department of PA Medicine in the Michigan State University College of Osteopathic Medicine (COM).

Recommendation:

The Trustee Committee on Academic Affairs recommends that the Board of Trustees authorize the establishment of the Department of PA Medicine in the College of Osteopathic Medicine.

Prior Action by BOT:

N/A

Responsible Officers:

Norman J. Beauchamp, Jr., M.D., M.H.S., Executive Vice President for Health Sciences

Thomas D. Jeitschko, Ph.D., Interim Provost and Executive Vice President for Academic Affairs

Summary: Through this resolution, Michigan State University is formalizing the existing PA Medicine program into an academic department. This allows the program to function equally to other existing departments within the college. The PA Medicine program has brought significant value to both the college and university in just a few short years. The program has brought an interprofessional collaborative approach since it first started and is already well integrated into the strategic goals of the College of Osteopathic Medicine. The program has worked collaboratively with students not only from

COM but also from the College of Natural Sciences (Biomedical Laboratory Diagnostics), College of Education (Department of Kinesiology), and College of Nursing.

Further detail is noted in Attachment A – Request for a new Department of PA Medicine at the Michigan State University College of Osteopathic Medicine.

Background Information:

The PA profession has been one of the fastest growing professions in healthcare for the last decade. The State of Michigan is in great need of additional MDs, DOs, PAs and NPs to provide the needed care to its citizens. Michigan State University is unique nationally by offering both allopathic and osteopathic medical programs in addition to nursing. The addition of the PA profession to the university continues MSU’s ability to lead the state in providing medical professionals that improve access to care for Michigan citizens.

Source of Funds:

The College of Osteopathic Medicine has supported the PA Medicine program during initial program development. This fiscal year the program will hit the peak of the needed startup funds for program development at \$3.2 million. The program has been generating tuition revenue since May 2022. The PA Medicine program was started on an revenue-based initiative (RBI) model and the university agreed to waive the first 4 years of allocations to allow the program to make greater repayment to MSUCOM during that time. The program projections show the initial startup costs funded by COM should be repaid by the end of fiscal year 2028. The college and the department expect additional philanthropy as well.

Resource Impact:

The PA program has been in existence since 2018. Given the business plan articulated above, the program is meeting all expectations and the creation of a department will not require significant reallocation of existing or future resources.

Request for a New Department of PA Medicine at Michigan State University College of Osteopathic Medicine

Submitted: May 19, 2023

Note: Process for requesting establishment of a new department at MSU:

- Dean first seeks endorsement of the request from the CAC, then Dean takes proposal to the EVP/Provost.
- EVP/Provost will send the request through academic governance for consideration and a recommendation (i.e., University Council on Faculty Affairs; University Committee on Faculty Tenure; Executive Committee of Academic Council).
- EVP/Provost makes decision to support the request or not and confers with President.
- EVP/Provost takes request and recommendation for approval to Board of Trustees.
- Board of Trustees is required to approve the creation of any new department of the University.

Rationale for a New Department of PA Medicine Within MSUCOM

The state of Michigan has a well-known physician shortage that educators, legislators, and health advocates are working to address. A recent report from the Milbank Memorial Fund shows as many as 20% of Michigan adults and 8% of children do not have a primary care physician. The Robert Graham center reports Michigan has a shortage of 862 primary care physicians just to maintain current state of providers which is currently below market demands.

These statistics become even more concerning when the Center for Healthcare Research and Transformation data showed that the uninsured in Michigan has decreased from 10% of the population in 2009 to 5% in 2015. This means fewer healthcare providers are caring for an increasing insured population.

A federal report "Reforming America's Healthcare System through choice and competition" by The U.S. Department of Health and Human Services called for the utilization of physician assistants (PA) and other providers to address physician shortages. The report also recommends expanding scope of practice in states to allow PAs to practice to the full extent of their license and training.

To help address the healthcare needs of Michigan, Michigan State University COM has developed a PA Medicine program to expand access to care. The mission of the Michigan State University PA Medicine program is to provide a team-based educational program that produces "Day 1" ready to begin practice as a PA and enhances access to medical care for Michigan citizens. This innovative model integrates PA medicine students into a primary-care focused,

holistic, evidence-based, and student-centered curriculum while also nurturing osteopathic principals and collaborative experiences with medical students.

MSU COM has a long history of training physicians where the majority of graduates remain practicing in Michigan. COM has used this experience to innovate a PA program that addresses the shortages of healthcare providers in the State of Michigan and to have the first program in the state to train PAs with medical students in portions of the curriculum. Interprofessional Education has long been a goal for many medical educators, however few programs have been able to successfully integrate other health professionals into training programs.

The PA Medicine program has successfully integrated into the COM community with a collaborative approach since joining in 2018. The program has been operationalized by receiving ARC-PA provisional accreditation in 2021 and enrolling 32 graduate students in May 2022 and 36 students in May 2024. The college requests to have PA medicine become an additional department within the College of Osteopathic Medicine.

Goals of the PA Medicine Program

1. Recruit qualified applicants from a variety of backgrounds and experiences who successfully complete medical education as a physician assistant.
2. Prepare students for team-based care through collaborating on interprofessional teams.
3. Attain and maintain an accredited program that ensures graduates will have the requisite knowledge and skills to be a “Day 1” ready to begin practice as a PA.
4. Support a professional culture of leadership and advocacy within the PA profession.
5. Develop students to advocate as ambassadors for health promotion and disease prevention.

Educational Mission

The College of Osteopathic Medicine at Michigan State University PA Medicine program offers a 27-month curriculum leading to a Master of Science Degree in PA Medicine. PAs are medical professionals who diagnose illness, develop and manage treatment plans, prescribe medication, and often serve as a patient’s principal healthcare provider in primary care. PAs practice in every medical specialty and collaborate in a team-based environment to provide medical care to a diverse patient population. PA Medicine is a Master of Science Degree-Plan B

The curriculum leading to the Master of Science in PA Medicine degree includes four semesters of classroom and laboratory courses and three semesters of community-based clinical courses. The curriculum is divided into two components: the preclinical curriculum, presented in the first four semesters; and the clinical curriculum for the final three semesters of the 27-month PA Medicine program.

Pre-Clinical Curriculum

Courses focus on the basic medical sciences and detailed coverage of clinical medicine within the human body systems. The curriculum also focuses on the development of clinical skills required to practice Medicine.

Clinical Curriculum

The clinical curriculum includes clinical training rotations in community hospitals, clinics, and private practice offices where signed affiliation agreements have been executed with the PA Medicine program from across the State of Michigan. Students will rotate in Internal Medicine, Family Medicine, Emergency Medicine, Behavioral Health, Surgery, Pediatrics, Women's Health, Surgical subspecialty elective, Internal Medicine subspecialty, Ambulatory Medicine elective and general elective during the clinical training period.

Service and Outreach Mission

The PA Medicine program is dedicated to providing service and outreach to our surrounding community. While service is not required, it is a fundamental value both desired and instilled in the faculty and students of the PA medicine program. We seek candidates who have a passion for service and look to foster that value within our program. One main goal of the PA medicine program is to develop students to advocate as ambassadors for health promotion and disease prevention, which comes with service to the community. With a dedicated outreach coordinator on faculty and an outreach chair on the student executive board, the program is able to cultivate service and outreach opportunities locally, nationally, and internationally. The MSU PA medicine program is dedicated to working towards the elimination of healthcare disparities and inequities in medicine. This is reflected in our instruction to students, our service, and our outreach efforts in the community to foster care to the underserved and mentorship to those underrepresented in medicine.

DEI Alignment With MSU DEI Strategic Plan

The Michigan State University College of Osteopathic Medicine is committed to a safe environment to support, promote and enhance inclusion and diversity in every aspect of its mission. The PA Medicine program has integrated into many of the MSUCOM DEI initiatives as an interprofessional partner including many pre-college and undergraduate recruitment programs to improve diversity in medical training programs.

The PA Medicine program has also worked with Lansing Community college to improve exposure of the PA profession to its students. The PA program is currently exploring a pathway program with a HBCU partner to develop a 3-year mentoring program for students as they progress through their undergraduate programs. This program would help these students

better prepare for graduate school applications and provide mentorship to improve academic performance during undergraduate coursework.

The program will continue to look for innovative approaches to increase the diversity of the applicant pool and ensure sufficient support once students matriculate until they graduate.

Benefits to Michigan State University

The PA Medicine Program has brought significant value to both the college and university in just a few short years. The program has brought an interprofessional collaborative approach since it first started and is already well integrated into the strategic goals of the college of osteopathic medicine. The program has worked collaboratively with students not only from COM but also College of Natural Sciences - BLD, College of Education – Kinesiology, and College of Nursing.

The PA profession has been one of the fastest growing professions in healthcare for the last decade. Michigan State University is unique nationally by offering both allopathic and osteopathic medical programs in addition to nursing. The addition of the PA profession to the university continues MSU's ability to lead the state in providing medical professionals that improve access to care for Michigan citizens.

The MSU PA Medicine program has immediately drawn significant interest in its program. In the first two application cycles, the program has attracted over 1300 applications for the 38 student slots the program is approved for by the ARC-PA accreditation body. This is well above the average of well-established PA program in the State of Michigan. The addition of the PA profession to MSU adds another profession that can help the university continue to lead the state in providing health care providers to improve health outcomes for Michigan citizens.

Programmatic, Operational, and Financial Considerations

Alignment with Existing Departments/Units of the College and the University

MSU COM plans to include having the PA program function equally to other existing departments within the college. Since joining the college in 2018, the program has developed the needed policy and procedures to function as an independent graduate curriculum from the DO professional program and has developed the needed leadership/departmental structures consistent with other departments within the college. The MSUCOM Bylaws committee has reviewed and passed updated college bylaws to ensure that the documents will fully incorporate the PA Medicine program into the college without causing any issues for either program accreditation standards. The program therefore has been incorporated into the college governance structure and its faculty are currently serving on several college committees.

Department Structure

The PA Medicine department would be structured just like existing COM departments. The proposed PA Medicine department would be led by a department chair appointed by the dean following existing MSU processes. The program is currently led by a Director & Professor, John G. McGinnity, who has over 25 years in PA education and has held many leadership positions in the PA profession. The program has developed draft departmental bylaws that have been reviewed by the college bylaws committee to ensure consistencies with other existing departments governance structures.

How Faculty will be Appointed

The PA program has existing faculty that are all appointed on fixed-term appointments to date. The program has a 1.0 FTE Program Director, 1.0 FTE Medical Director, and 6.2 FTE faculty. PA Medicine faculty have been selected utilizing COMs current human resource procedures for all faculty hires.

Department Operations, Governance, Bylaws, and RPT Criteria

The PA Medicine department will operate in a manner consistent with other departments in the College of Osteopathic Medicine and will adopt a shared governance model. Shared governance with the existing faculty, staff, and students will follow MSU Academic Governance policies. The draft of the PA Medicine department bylaws is attachment #4. The PA Medicine faculty will follow the college's current RPT process for all faculty members and the program currently has representation on the COM RPT committee (J. McGinnity).

Current Funding Status, Allocation, and Reserve Funds

The College of Osteopathic Medicine has supported the PA Medicine Program during initial program development. This fiscal year the program will hit the peak of the needed startup funds for program development at \$3.2 million. The program has been generating tuition revenue since May 2022. The PA Medicine program was started on an RBI model and the university agreed to waive the first 4 years of allocations to allow the program to make greater repayment to MSUCOM during that time. The program projections show the initial startup costs funded by COM should be repaid by FY ended 2028.

Oversight of the Curriculum

The PA program chair and faculty have developed and have oversight of the PA Medicine curriculum. The program will collaborate with the COM curricular committee and university curriculum committee when needed. The program will follow all university polices and governance structure.

One of the strategic goals of the college is to lead in medical education innovation and to increase interprofessional collaboration. With that in mind, students in the DO and PA curriculum attend lectures together in a portion of their curriculum, but have separate program defined objectives, assessments, and outcome measures in their curricula. This will allow both groups to focus on a holistic osteopathic approach to the patient but remain focused on their individual professional goals. This innovative model is a first in Michigan and one of only a few in the nation where physicians and PAs have this level of interprofessional interaction.

Program Accreditation

The MSU PA Medicine Program Accreditation statement as provided by the Accreditation Review Commission on Education for the Physician Assistant:

*The ARC-PA has granted **Accreditation-Provisional** status to the **Michigan State University Physician Assistant Program** sponsored by **Michigan State University**.*

Accreditation-Provisional is an accreditation status granted when the plans and resource allocation, if fully implemented as planned, of a proposed program that has not yet enrolled students appear to demonstrate the program's ability to meet the ARC-PA Standards or when a program holding Accreditation-Provisional status appears to demonstrate continued progress in complying with the Standards as it prepares for the graduation of the first class (cohort) of students.

Accreditation-Provisional does not ensure any subsequent accreditation status. It is limited to no more than five years from matriculation of the first class.

The program's accreditation history can be viewed on the ARC-PA website at <http://www.arc-pa.org/accreditation-history-michigan-state-university/>.

MSUCOM, PA Medicine will only admit less than or equal to the number of students that are approved by the ARC-PA. At no time will the program exceed the approved number of students by the ARC-PA.

The program will next undergo a Provisional Monitoring Site visit on April 15-16, 2024, with a commission review in September 2024. The final Provisional Site visit will be in April 2026 and subsequent commission review in September 2026. The program would then be eligible for full accreditation status after the 2026 commission review if successful. After receiving full accreditation PA programs are then reviewed every 10 years.

Evaluation of Department Effectiveness

The new department will enter the standardized process for assessing departmental effectiveness consistent with all departments at the college of Osteopathic Medicine. The COM Dean has evaluated the PA Medicine program effectiveness and that of the director annually.

There will be the usual five-year departmental and Chair reviews of the new department and chair.

Overall department effectiveness will include measures of programs, faculty, students, and staff. Minimum measures will include:

- Faculty success – time in rank, promotion, scholarly activity, awards, program survey feedback.
- Student success – board exam scores, student evaluations, clinical preceptor feedback, program survey feedback.
- Staff success – retention, performance evaluations, program survey feedback.
- Financial performance based on RBI formula goals, and reserve analysis.
- Outreach/engagement/service success –annual feedback from community outreach programs, DEI initiatives success, faculty, and staff engagement in service work.

Assurances


Michigan State University and the College of Osteopathic Medicine have seen the benefit of adding the PA program to its health sciences programs. The State of Michigan is in great need of additional MDs, DOs, PAs and NPs to provide the needed care to its citizens. The PA Medicine program has embraced the COM history of providing the most health care providers of any medical school in the state. By having a team-based curriculum for PAs, COM will utilize its 50 years of history producing top ranked osteopathic physicians to improve collaboration in medicine. The PA Medicine programs interprofessional nature also assists the college with its accreditation requirements to enhance interprofessional activities within the DO program.

The PA profession is one of the fastest growing professions in the healthcare industry and will allow the university to impact access of care for Michigan citizens. Currently the program attracts over 1300 applicants for the 38 available spots the program is accredited to provide. The RBI nature of the program will ensure the program will provide the university and college with appropriate overhead revenue but also incentivize the program to manage costs while innovating the curriculum. Additionally, should the market continue to grow for PAs, the program could look to expand 5 years after receiving full accreditation. The RBI model would provide assurances to the university and the program that the revenue sharing would remain consistent.

One initial major concern was adding additional need for clinical experiences for PA students may impact both MSU medical student programs. However, the PA program has found and generated its own affiliation agreements with statewide health systems and independent clinical sites. Therefore, the college does not anticipate the PA program impacting MSU medical student experiences. Current COM departments have been supportive of the PA program within the college structure, and many participate in the PA curriculum.

Distribution of Proposal for Endorsement, Assurances, or Concerns College Advisory Council Summary

17 July 2023: The MSU College of Osteopathic Medicine Advisory Council (CAC) met June 6, 2023 and unanimously voted to endorse the proposal for the Department of PA Medicine.

 Terrie E. Taylor, D.O.
X

Terrie E. Taylor, D.O.

Chair

Signed by: 6d1c26fa-4363-4bce-99dd-e6bbfcca3af9

Attachment #1

Description of Faculty

*MSU Appointment year in parenthesis

John G. McGinnity M.S., P.A.-C., DFAAPA, (2018) Director and Professor

- 1988 – Ferris State University, Bachelor of Science
- 1994 - University of Detroit Mercy, Master of Science in PA Studies

Scott Carlson D.O., MPH, (2020) Medical Director and Associate Professor

- 1976 University of Michigan Bachelor of Science
- 1978 University of Michigan Master of Public Health
- 1982 Michigan State University, COM Medical School

Heather Trudeau MPAS, PA-C, DFAAPA, (2020) Pre-Clinical Coordinator and Assistant Professor

- 2000 University of North Carolina Bachelor of Science
- 2006 University of Utah Master of PA Studies

Bruce Dobe PA-C, MHS, (2022) Assessment & Evaluation Coordinator and Assistant Professor

- 2003 Oklahoma State University Bachelor of Science
- 2012 University of Oklahoma Master of Health Science Physician Associate

Ashley Malliett DMSc, MPAS, PA-C, (2023) Clinical Coordinator and Assistant Professor

- 2009 Central Michigan University Bachelor of Science
- 2011 Wayne State University Master of Science PA Studies
- 2020 University of Lynchburg Doctorate of Medical Sciences

Daniel Richardson DO, FACEP, (2021) Co-Clinical Coordinator and Associate Professor

- 1983 Michigan State University Bachelor of Science
- 1988 Chicago College of Osteopathic Medicine Medical School

Stephanie Jalaba MMS, PA-C, (2020) Community outreach & DEI Coordinator and Assistant Professor

- 2012 Michigan State University Bachelor of Science
- 2015 Midwestern University Master of Medical Science PA Studies

Adam Storts M.S., PA-C (2022) Assistant Professor

- 2016 Michigan State University Bachelor of Biochemistry and Molecular Biology
- 2018 Wayne State University Master of Science PA Studies

Samantha Danek M.S., PA-C, (2023) Assistant Professor

- 2005 Eastern Michigan University Bachelor of Cytogenetics and Laboratory Science
- 2009 Wayne State University Master of Science PA Studies
- 2022 University of Michigan Executive Master of Health Administration and Policy

Allen Greenway M.S., PA-C, (2021) Assistant Professor

- 1989 University of Michigan Bachelor of Science
- 2016 Wayne State University Master of Science PA Studies

Demographics of PA Medicine Faculty

White - 8

Black - 0

Asian - 0

Middle Eastern - 1

Hispanic - 1

Male - 6

Female - 4

Distribution of Rank PA Medicine Faculty

Full Professor - 1

Associate Professor - 2

Assistant Professor - 7

Description of Staff

Kate Braden, Fiscal Officer and Administrator

- 2022 Bachelor of Science

Stephanie Calloway, Admissions Counselor

- 2003 Western /Michigan University Bachelor of Science
- 2006 Western Michigan University Master of Arts Counselor Education

Patty Galvin, Secretary III

- 1997 Central Michigan University Bachelor of Science

Attachment #2

Faculty Awards/Honors

John G. McGinnity M.S., P.A.-C., DFAAPA, (2018) Director and Professor

- 2022- Chair, Michigan Academy of Physician Assistants, Continuing Medical Education committee
- 2019-22 Governor appointed Board Member, State of Michigan Board of Medicine
- 2014-15 President, American Academy of Physician Assistants Board of Directors
- 2011-13 Director-at Large, American Academy of Physician Assistants Board of Directors
- 2010 Recipient of the Eugene Applebaum College of Pharmacy and Health Sciences Excellence in Teaching Award
- 2008-11 Chairman, American Academy of Physician Assistants Conference Education and Planning Committee
- 2010-14 Governor appointed Board Member, Joint Task Force for Health Professions in Medicine and Osteopathic Medicine and Surgery, PA Task-Force Licensing Board
- Distinguished Fellow of the American Academy of Physician Assistants
- 2008-09 President, Michigan Academy of Physician Assistants
- 2008 Surgeon General Appointee, Michigan Department of Community Health, Community Advisory Regional Experts (CARE) Statewide Committee for the Generation with Promise project
- 2005 Recipient of the Eugene Applebaum College of Pharmacy and Health Sciences Excellence in Teaching Award
- 2001-06 National Institutes of Health, National Heart Attack Alert Program Coordinating Committee, Clinical Liaison for the American Academy of Physician Assistants

Scott Carlson D.O., MPH Medical Director and Associate Professor

- 2006 Blue Ribbon Physician Winner of the West Region, awarded by Blue Care Network of Michigan
- Exceptional Patient Care Award for 2007 - 2015, awarded by Priority Health

Heather Trudeau MPAS, PA-C, DFAAPA Pre-Clinical Coordinator and Assistant Professor

- 2022- Michigan Academy of PAs CME committee
- 2019 & 2020 Faculty Instructor of the year, University of Arkansas, PA Program
- 2021 Immediate Past-President Arkansas Academy of PAs
- 2020 President, Arkansas Academy of PAs
- 2020-21 Chair, Arkansas Academy of PAs CME committee
- 2006 Commitment to Excellence Award, University of Utah PA Program
- 2005 Classmate of the year, University of Utah PA Program

- 2000 Joseph Edozian Outstanding Undergraduate in Nutrition Award, Dietetic Program, University of North Carolina at Chapel Hill

Bruce Dobey PA-C, MHS, (2022) Assessment & Evaluation Coordinator and Assistant Professor

- 2022 Technology and Education Feature Editor Journal of PA Education
- 2021 Member, PA Subcommittee, Oklahoma State Board of Medical Licensure and Supervision, OK

Ashley Malliett DMSc, MPAS, PA-C, (2023) Clinical Coordinator and Assistant Professor

- 2022 President-Elect Michigan Academy of PAs
- 2021 Secretary Michigan Academy of PAs
- 2021 Vice Chairperson, Henry Ford Health system, Advanced Practice Provider Council
- 2018-21 Chair Michigan Academy of PAs CME Committee

Daniel Richardson DO, FACEP, (2021) Co-Clinical Coordinator and Associate Professor

- 2017 Founding board member & Director of Mission Programs World Health Partnerships, nonprofit
- 2013-16 Member Michigan American College of Emergency Physicians Education Committee
- 2011-2016 Assistant Program Director, MSUCOM Emergency Medicine Residency
- 2010-16 Director of Emergency Ultrasound, MSUCOM Emergency Medicine Residency

Stephanie Jalaba MMS, PA-C, (2020) Community outreach & DEI Coordinator and Assistant Professor

- 2023 Board of Directors, Alumni Association, Mayo Clinic School of Health Sciences
- 2022 Member, Physician Assistant Workforce, National Coordinating Center for Genetics
- 2020-22 Chair Commission on Continuing Professional Development and Education, American Academy of PAs
- 2017-20 Member, Commission on Continuing Professional Development and Education, American Academy of PAs

Adam Storts M.S., PA-C (2022) Assistant Professor

- 2020-22 Member Beaumont Health, Opioid Use Disorder Patient Care Coordination committee
- 2020 Member Beaumont Health: COVID-19 Emergency Response Committee

Samantha Danek M.S., PA-C, (2023) Assistant Professor

- 2019-23 Governor appointed Board Member, State of Michigan Board of Osteopathic Medicine and Surgery

- 2018 Committee Chair, Washtenaw Health Initiative, Mental Health & Substance Use Disorders
- 2018-23 Legislative chair, Michigan Academy of PAs

Allen Greenway M.S., PA-C, (2021) Assistant Professor

- 2020 Member, Michigan Academy of PAs

Attachment #3

Publications

- **Dobey, Bruce.** Educating Medical Providers in the Era of Artificial Intelligence. *J Physician Assist Educ.* 34(2):p 168-170, June 2023. DOI10.1097/JPA.0000000000000501
- **Jalaba S, Trudeau H, Carlson S.** Obesity Prevention. *Physician Assistant Clinics: Preventative Medicine.* 2022; 7(1): 43-58.
- Ketcham SW, Adie SK, **Malliett A**, et al. Coronavirus Disease-2019 in Heart Transplant Recipients in South-eastern Michigan: A Case Series. *J Card Fail.* 2020;26(6):457-461.
- **Malliett A.** Mitigation of Risk in the Development of Cardiac Allograft Vasculopathy. *Lynchburg Journal of Medical Science.* 2020; 2(3):54-57.
- Anderson A, **Jalaba S**, and Palermo J. Managing the hospitalized adult with pneumonia. *Journal of the American Academy of Physician Assistants.* 2018; 31(7): Supplement 15-21.
- **Jalaba S**, Palermo J, Budavari A. Which dosing of furosemide is better in acute decompensated heart failure? *Journal of the American Academy of Physician Assistants.* 2017; 30(3):11-12.
- **Jalaba S**, Benson H, Zhang N, Adamski J, Kinard T. Safety and Efficacy of 4-Factor Prothrombin Complex Concentrate: A Retrospective Review of Outcomes at an Academic Hospital. *Transfusion: Abstract Presentations from the AABB Annual Meeting San Diego, CA October 7-10, 2017.* 2017; 73(S3): 52A.
- **Jalaba S**, Williams J, Brooks-Gumbert A, Geyer H. A Rare Presentation of *Vibrio parahaemolyticus*. *Journal of the American Academy of Physician Assistants.* 2016; 29(10):1-2.
- Jennings J, Nielsen P, Buck M, Collins C, Corry M Cutler C, Faucher M, Kendig S, Kraft C, **McGinnity JG**, Miller K, Ralston F, Rathfon E, Webb E, Wright W The Task Force on Collaborative Practice: Collaboration in Practice: Implementing Team-Based Care. *Obstetrics and Gynecology* 2016 127(3) 612-617.
- Herman L, **McGinnity JG**, Doll M; Peterson ED, Russell A, Largay J: A framework for physician assistant intervention for overweight and obesity. *Journal American Academy of Physician Assistants* 2015; 28(7) 29-33.
- **McGinnity JG:** Physician Assistants are the answer to growing U.S. Health needs. *The Clinical Advisor* 2015; 5:100.
- **McGinnity JG:** Physician Assistants in VA Medical Centers LTE. *JAMA* 2014;312(21):2289.
- Leone, M and **McGinnity JG:** Ethical behavior and the Physician Assistant Profession: How likely are Physician Assistants to use non-sanctioned material for exams? *Journal American Academy of Physician Assistants* 2014; 27(10):45-49.
- Foody JM, Cleary JK, Davis LL, **McGinnity JG**, Zuber K: Chronic Kidney Disease and Cardiovascular Risk: A Perfect Storm. *Journal of the American Academy of Physician Assistants* 2011 Nov S1-S16.

- **McGinnity JG**, Boeve WD, Rankin FM: Hypertension control and combination Therapy. *Advance for Physician Assistants* 2010 18(4): Suppl 7-15.
- **McGinnity JG**. Epidemiology and Disease Burden of the Metabolic Syndrome: Identifying At-Risk Patients. *Journal of the American Academy of Physician Assistants* 2008 Nov: Suppl 3-6. Review
- **McGinnity JG**. Establishing Sound Goals for Hypertension Management. *Journal American Academy of Physician Assistants* 2007 Nov; Suppl 9-13. Review
- M. Moscucci, E. Kline-Rogers, C Montoye, D Smith, D. Share, M. O'Donnell, A. Maxwell-Eward, W.L. Meengs, A.C. DeFranco, K. Patel, R McNamara, **J.G. McGinnity**, S Jani, S Khanal, K.A. Eagle: Association of a Continuous Quality Improvement Initiative with Practice and Outcome Variations of Contemporary Percutaneous Coronary Intervention. *Circulation* 2006; 113:814-822.
- **McGinnity JG**, Ettari MP: Non-ST-Segment Elevation Acute Coronary Syndromes: Management guidelines for the Physician Assistant. *Advance for Physician Assistants* 2005; 13(5-6):33-39.
- McKechnie RS, Smith D, Montoye C, Kline-Rogers E, O'Donnell MJ, DeFranco AC, Meengs WL, McNamara R, **McGinnity JG**, Patel K, Share D, Riba A, Khanal S Moscucci M: Prognostic implications of anemia on in-hospital outcomes after percutaneous coronary intervention. *Circulation* 2004; 110(3):271-277.
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- M. Moscucci, M. O'Donnell, D. Share, A. Maxwell-Eward, E. Kline-Rogers, A.C. DeFranco, W.L. Meengs, V.L. Clark, **J.G. McGinnity**, Michele De Gregorio, K. Patel, K.A. Eagle: Frequency and Prognosis of Emergency Coronary Artery Bypass Graft Surgery After Percutaneous Coronary Intervention for Acute Myocardial Infarction. *Am J Cardiol* 2003; 92(8): 967-969.
- R.V. Freeman, M. O'Donnell, D. Share, W.L. Meengs, E. Kline-Rogers, V.L. Clark, A.C. DeFranco, K.A. Eagle, **J.G. McGinnity**, K. Patel, A. Maxwell-Eward, D. Bondie, M. Moscucci: Nephropathy requiring dialysis after percutaneous coronary intervention and the critical role of an adjusted contrast dose. *Am J Cardiol* 2002; 90(10): 1068-1073.
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Attachment #4

Draft - Department Bylaws

BYLAWS OF THE DEPARTMENT OF

PHYSICIAN ASSISTANT (PA) MEDICINE

COLLEGE OF OSTEOPATHIC MEDICINE MICHIGAN STATE UNIVERSITY

Approved by Department Faculty – 06/28/22

Submitted to COM Bylaws Committee – 06/28/22

Approved by COM Bylaws Committee – 08/22/22

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PREAMBLE

The Bylaws of the Department of PA Medicine have been developed to serve as guidelines for the governance of the Department and to define the roles of the faculty and students in policy formulation within the Department.

COLLEGE OF OSTEOPATHIC MEDICINE DEPARTMENT OF PA MEDICINE BYLAWS

1. NAME

The name of this Department shall be the Department of PA Medicine

2. PURPOSE/GOALS/OBJECTIVES

2.1 Purpose

2.1.1 The purpose of this Department shall be to provide educational and service programs in PA Medicine for the training of competent PA students and to engage in scholarly activity / community service activities which will contribute to the advancement of knowledge and the development of the PA and Osteopathic professions.

2.2 Goals

2.2.1 To provide graduate PA medicine students with an educational program, which will assist in their development into competent medical providers.

2.2.2 To contribute to the college, university and external communities by teaching and providing service that improves health outcomes for patients.

2.2.3 To model for the college, university, and nationally a team-based interprofessional program that produces graduates ready to practice medicine in a collaborative environment that enhances access to medical care.

2.3 Objectives

2.3.1 To develop regular, fixed-term, and jointly appointed PA Medicine faculty.

2.3.2 To develop competent clinical faculty for both academic and clinical settings.

2.3.3 To provide faculty with the necessary professional development for leadership and instructional skills.

2.3.4 To initiate or participate in scholarly activities that advance medical knowledge within both the PA and medical professions.

2.3.5 To develop and maintain an accredited PA program that will effectively integrate an interprofessional, evidenced-based, student centered and primary care focused curriculum while nurturing basic Osteopathic principals.

2.3.6 To develop continuing medical education programs for the PA profession.

3. FACULTY

3.1 Membership: Department shall consist of those faculty appointed to PA Medicine who hold regular, fixed-term, or joint academic and/or clinical appointments by action of the University's Board of Trustees, upon recommendation of the Provost and the Dean, upon nomination of the Chairperson/Director.

3.1.1 Regular Faculty: Those salaried persons in the Department of PA Medicine appointed under rules of tenure and holding the rank of Professor, Associate Professor, Assistant Professor or Instructor who are regularly engaged in the academic activities of the Department on a full-time or part-time basis.

3.1.2 Fixed-Term Faculty: Those salaried persons in the Department of PA Medicine not appointed under rules of tenure and holding the rank of Professor, Associate Professor, Assistant Professor or Instructor who are regularly engaged in the academic activities of the Department on a full-time basis or part-time basis.

3.1.3 Health Programs Faculty: Those salaried persons in the Department of PA Medicine holding the rank of Professor, Associate Professor, Assistant Professor appointed in the Health Programs Faculty System but not under the rules of tenure who are regularly engaged in the academic activities of the Department on a full-time or part-time basis.

3.1.4 Clinical Faculty: Those persons appointed in the Department of PA Medicine because of their involvement in the clinical teaching program of the Department on a selected basis, but who are not regular, fixed-term, health programs or joint faculty.

3.1.5 Joint Faculty: Those salaried persons who hold appointments in the Department of PA Medicine and have appointments in other units of Michigan State University.

3.2 Voting Faculty: The voting faculty of the Department of PA Medicine shall consist of those members who hold at least 50 percent appointment in the department who hold regular, fixed-term, health programs or joint faculty appointments. Adjunct and clinical faculty voting privileges are described in Section 3.1.6.

3.2.1 The voting faculty of the Department may extend voting privileges to individuals other than those specified in section 3.2, if not in conflict with College or University Bylaws.

3.2.2 Voting members of the Department may counsel the Chairperson /Director individually and privately, or when assembled with other voting members, as interests of the Department require. The function of these lines of communication remains the same in either case, namely, to assist the Chairperson in the discharge of his or her responsibility.

3.3 Faculty Appointment: Faculty appointments are recommended to the Chairperson / Director of the Department. The review of the application will include a curriculum vitae and personal interviews with selected faculty, which should include one member of the Executive Committee, and the Chairperson/Director of the Department. Guidelines for faculty appointments are available in the Academic Hiring Manual. This document is available at the MSU Human Resources website.

3.3.1 Faculty Recommendation: At the completion of the interview process, the faculty will make recommendations to the Chairperson / Director of the Department.

3.3.2 Final Recommendation: Recommendation to the Dean regarding a prospective faculty member is the sole responsibility of the Chairperson/Director of the Department.

3.3.3 Terms and Conditions of Employment: The Chairperson / Director of the Department will communicate, in writing, to the candidate the terms and conditions of employment. This will include, but not necessarily be limited to:

3.3.3.1 The time period covered by the appointment

3.3.3.2 The salary offer

3.3.3.3 General expectations in regard to professional responsibilities and conduct including MSU Health Care Inc. policies and the Department of PA Medicine policies.

3.3.3.4 The candidate's performance of responsibilities that may make a further appointment inadvisable. The Department Chairperson/Director will provide the candidate with access to the current Bylaws of the Department, University Bylaws for Academic Governance and the Faculty handbook at the time an offer of employment is made. The web addresses for these documents are included in appendix A.

3.4 Review of Faculty

3.4.1 The Chairperson/Director of the Department is responsible for the review of all faculty members.

3.4.2 All clinical and academic faculty shall be reappointed consistent with University and College policy.

3.4.3 Department HR file: A personnel file will be maintained in the office of the Department Chairperson/Director. This file will contain records relating to the employment of the faculty member, written reviews of performance of departmental duties, and any confidential material related to the faculty member. The maintenance of this file is the responsibility of the Chairperson/Director of the Department, whereas the maintenance of the academic file is the responsibility of the individual faculty member.

3.4.3.1 The Department HR file may not be used by other than normally authorized intra-University persons (Department Chairperson/Director, College Dean, University Provost and/or President) without the written permission of the individual concerned.

3.4.3.2 The individual faculty member shall have access to his/her own Department HR file.

3.4.4 The Chairperson/Director of the Department will annually review and evaluate the status of all regular, fixed term, and joint faculty members in the Department. The evaluation will include a review of the academic and Department HR files, and a personal interview with the faculty member to include a discussion of performance and the future of the individual with respect to duties, opportunities and priorities.

3.4.4.1 The Chairperson/Director of the Department will inform each faculty member in writing the result of the evaluation. The faculty member may review and comment in writing and acknowledge by signature before the review is placed in the Department HR file.

3.4.4.2 The Department Chairperson/Director will present a summary of the annual review of each faculty member to the Executive Committee. The summary shall be in sufficient detail to permit the reviewers to make a sound value judgment. If two members of the Executive Committee request it, any faculty member may be re-reviewed. Additionally, if the Chairperson

/Director of the Department deems it desirable, the Executive Committee may be requested to aid in the review. In any event, the Department Chairperson /Director has the sole responsibility for the annual review.

3.5 Faculty Reappointment: Faculty with tenure are appointed for an indefinite period with no terminal date. Tenure system faculty on probationary appointments shall be reappointed according to the guidelines in the MSU Faculty Handbook. Fixed term faculty shall be reappointed according to the rules governing the respective appointment system.

Academic File: Each faculty member will maintain a personal file in the office of the Chairperson/Director of the Department. The academic file will be made available to the individual faculty member, the Chairperson/Director of the Department, the Executive Committee and the Dean of the College if requested. The academic file may also be used for consideration of reappointment, promotion, tenure, awards, and letters of recommendation.

3.5.1 This file should include, but need not be limited to:

- a) Evidence of teaching achievement and/or curriculum development
- b) Evaluation course reports by students, evaluation committee, awards, etc.
- c) Evidence of professional or community service, such as committee assignments, clinical services, administrative roles, etc.
- d) Evidence of scholarly achievement, such as abstracts, publications, presentations given, grant proposals written and submitted, etc.
- e) Other data, which is appropriate to performance evaluation

3.5.2 Faculty shall be informed by the Chairperson/Director of the Department, at least thirty (30) days prior to review that the faculty member is to be reviewed. Any faculty member may request in writing an appearance before the Executive Committee, and this request shall be acknowledged in writing and honored within thirty (30) days.

3.5.3 The Department Chairperson/Director will recommend reappointment or non-reappointment of a faculty member after review. A review and consultation with the Executive Committee may be requested.

3.5.4 Notification: Notification of any action affecting a faculty member shall be in writing and shall follow the guidelines and time lines established by the Bylaws of the University as stated in the current MSU Faculty Handbook.

3.6 Faculty Promotion and Tenure: All eligible faculty choosing to be considered for promotion or tenure shall be reviewed according to the Operating Principles of the Tenure System or University documents pertaining to health programs appointment system faculty as stated in the current Faculty Handbook of Michigan State University, faculty promotion and tenure procedures of the College, and the Guidelines for Faculty Appointment and Promotion of the Department. Faculty requesting promotion must submit their completed packet to the Chairperson / Director's office no less than 8 weeks prior to the due date established by the College Office for Academic Governance to allow sufficient time to complete department required sections and actions.

3.6.1 The Executive Committee of the Department of PA Medicine shall act as the Promotion and Tenure Committee of the Department and shall counsel the Chairperson / Director of the Department regarding promotion and tenure of faculty members. The Executive Committee may seek council from other faculty to assist with this review. The Chairperson/Director of the Department has the sole responsibility for final recommendation to the College Promotion and Tenure Committee on matters of promotion and tenure of faculty in the Department.

3.6.2 The Promotion and Tenure Committee (Executive Committee) and the Chairperson/Director of the Department shall review all pertinent information, including the academic file and activities form, and shall conduct a personal interview with the faculty member and utilize such other sources of information that may be helpful in arriving at recommendations for promotion or tenure.

3.6.3 Following completion of the promotion and tenure review process, the Chairperson/Director of the Department will review the evaluation with the faculty member and make his or her recommendation to the College Promotion and Tenure Committee.

4. ADMINISTRATION

4.1 Chairperson / Director: the chief executive officer of the Department shall be designated the Chairperson/Director

4.1.1 The Chairperson/Director shall be a PA & meet the accreditation standard of a program director in a PA program.

4.1.2 The Chairperson/Director shall be appointed by the Board of Trustees of the University upon recommendation of the Provost and upon nomination by the Dean of the College of Osteopathic Medicine.

4.1.2.1 The search committee for Chairperson/Director shall be selected by the Dean of the College of Osteopathic Medicine and shall include at least one member of The Department of PA Medicine. Members of the Department shall be afforded the opportunity to review all candidates.

4.1.2.2 It is solely the responsibility of the Dean of the College of Osteopathic Medicine to recommend to the Provost the appointment or continuance of a Chairperson/Director of the Department. When the Dean's nomination is not in conformity with the Department members' judgment, it is expected that the Dean will explain to the Department members the reason for his/her nomination.

4.1.2.3 In the absence of five (5) or more consecutive workdays, the Chairperson/Director shall designate a Chairperson Pro Tempore.

4.1.2.4 The Chairperson/Director shall be subject to regular review at intervals not to exceed five years.

4.1.3 The Chairperson/Director shall be responsible for the educational, service and research programs of the Department and shall have the authority, responsibility and accountability for the administration of the Department in accordance with the University, College and Department Bylaws, taking into account the advisory procedures of the Department.

4.1.4 The Chairperson/Director shall seek the counsel of the Executive Committee, other committees in the Department, and members of the voting faculty of the Department in making major policy decisions affecting the personnel or educational, service and research programs of the Department including appointments, reappointments, promotion, tenure and grievances. The Chairperson/Director of the Department, however, has the sole responsibility for the final recommendations in these matters.

4.1.5 The Chairperson/Director shall appoint the standing committee Chairpersons and members with the exception of the Executive Committee and the Academic Advisory Committee, whose membership is designated in Section 6.2 and 6.3 respectively. The Chairperson/Director shall appoint such ad hoc committees as required to carry out the business of the Department. The Chairperson/Director shall issue assignments to committees and shall be an ex-officio member without affecting the quorum count.

5. MEETINGS

5.1 Structure

5.1.1 The Chairperson/Director of the Department, or his or her designee, will convene meetings of the faculty quarterly and or as necessary, for the orderly operation of the Department.

5.1.2 Written notification of faculty meetings, accompanied by a tentative agenda, shall be given five (5) days prior to scheduled meetings. Items for inclusion on the agenda shall be solicited from the voting members. Written notification of meetings may be waived if an emergency meeting is necessary. An emergency is defined as any item requiring departmental discussion and action before the next regularly scheduled Department meeting.

5.1.3 A faculty meeting may be called by any voting member of the Department faculty supported by a quorum of other voting members, with a five (5) day notice to the Chairperson/Director and all other qualified members of the Department. An agenda shall be included in the notice.

5.1.4 Faculty meeting minutes and attendance roster shall be prepared and maintained by the Department Chairperson/Director designee and shall be available to all voting members of the Department.

5.1.5 Standing committees and ad hoc committees shall meet as often as necessary to carry out their assigned duties.

5.2 Quorum

5.2.1 A majority of voting members of the Department constitutes a quorum for the transaction of business at any faculty meeting.

5.2.2 A majority of voting members of a department committee constitutes a quorum for the transaction of business at any committee meeting.

5.2.3 A majority vote of voting members present will constitute faculty approval or action on any proposal at a Department meeting or committee meeting.

6. COMMITTEES

6.1 Committee of the Whole: In the absence of standing and/or ad hoc committees, the voting faculty of the Department shall act as a committee of the whole.

6.2 Executive Committee: The Executive Committee shall be composed of three voting members of the Department with one member elected each year by the voting members of the Department. Each member shall serve a term of three years on the Committee and shall be eligible for re-election, not to exceed 6 consecutive years (2 terms). Once a faculty member has been off the committee for a full term, they would be eligible for re-election to the committee.

6.2.1 The Executive Committee serves in an advisory capacity to the Chairperson/Director of the Department and functions for, and on behalf of, the faculty of the Department of PA Medicine. All actions of the Executive Committee shall be reported to the faculty at the next scheduled meeting of the Department.

6.2.2 The Executive Committee shall meet a minimum of once a year or as requested by the Chairperson of the Department, or of a Committee member. Invited observers may be asked to speak. Any faculty member may request in writing an appearance before the Executive Committee, and this request shall be acknowledged in writing and honored within 30 days.

6.2.3 The Executive Committee shall advise the Chairperson of the Department on matters of departmental policy, activities, appointments, and reappointments.

6.2.4 The Executive Committee will hear any grievance of any member of the faculty or staff and make recommendations by majority vote to the Department Chairperson/Director regarding the grievance. See also Section 7 for alternative procedures.

6.3 Standing Committees: The Chairperson/Director of the Department shall appoint Standing committees in the Department. Standing committee chairpersons and members shall be reviewed and appointed annually. The standing committees are created based on the needs of the Department and are revised as needed. The current list of committees includes PA Medicine Admissions Committee, (Student) Promotion Committee, and Curriculum Committee. Committees meet on an as needed basis. Orientation of new committee members is conducted by the appointed standing committee Chairperson.

6.4 Ad Hoc Committees: May be appointed by the Chairperson/Director, as necessary. Whenever possible, items should be referred to standing committees. However, ad hoc committees may be appointed by the Chairperson/Director as necessary. The number of ad hoc committees should be kept to a minimum, and they must be reappointed annually.

7. GRIEVANCE PROCEDURES

7.1 Faculty Grievance

7.1.1 Any Department of PA Medicine faculty member may initiate a grievance procedure alleging violation of existing policies or established practices by an administrator by following the procedures outlined in the Faculty Grievance Policy document as written in the Faculty Handbook.

7.1.2 The Executive Committee of the Department shall act as an advisory council and shall be responsible for the execution of these procedures.

7.1.2.1 It shall assure that all hearings in the Department are conducted with appropriate due process.

7.1.2.2 It may seek advice on all matters related to grievance matters from the University Faculty Grievance Official.

7.2 Student Grievances

7.2.1 Any student may initiate a grievance procedure in accordance with the guidelines as established in the Medical Students Rights and Responsibilities.

8. PARLIAMENTARY PROCEDURE

Parliamentary Authority: The rules contained in the current edition of Roberts Rules of Order Newly Revised shall govern Departmental and all Committee meetings in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules or order the Department adopt.

9. INTERPRETATIONS AND AMENDMENT OF BYLAWS

9.1 These Bylaws take effect immediately, upon their approval at any regular or special meeting of the Department of PA Medicine and by the Bylaws Committee of the College of Osteopathic Medicine.

9.2 The Bylaws Committee of the College of Osteopathic Medicine shall serve as the appeal body for interpretation of these Bylaws.

9.3 No portion of these Bylaws may supersede provisions of the Michigan State University Bylaws for Academic Governance, Bylaws of the College of Osteopathic Medicine, or the Medical Students Rights and Responsibilities.

9.4 These Bylaws, and amendments thereto, will be published.

9.5 Review of the Department Bylaws shall be in accordance with the Bylaws of the College of Osteopathic Medicine.

9.6 These Bylaws may be amended at any regular or special faculty meeting by a two-thirds majority of the voting members of the Department. Copies of all proposed amendments shall be distributed to the voting faculty of the Department not less than thirty (30) days prior to the meeting at which they will be acted upon.

APPENDIX A – REFERENCE DOCUMENTS

Michigan State University documents utilized:

1. Michigan State University Academic Hiring Manual
2. Michigan State University Bylaws for Academic Governance
3. Bylaws of the College of Osteopathic Medicine
4. PA Medicine Program Policies
5. Michigan State University Faculty Handbook

6. Michigan State University Health Programs Faculty Appointment System Handbook
7. Michigan State University Health Care Policies
8. Michigan State University Medical Students Rights and Responsibilities