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Dean’s Message:

It is my pleasure to welcome you to the School of Medical Sciences at Lincoln Memorial University. Whether as a faculty, staff or student, you will find that we work hard to ensure you receive the best in academic resources, facilities, encouragement and support to reach your professional goals.

You will find a high expectation for professionalism and excellence from everyone who is part of the School of Medical Sciences, while a pioneering and forward thinking mind-set allows for creativity and innovation coupled with evidence proven methods.

I look forward to working with each of you and my office is ready to assist you with your educational endeavors.

Mark Moran, DMS, PA-C  
Vice-President and Dean  
Lincoln Memorial University - School of Medical Sciences
Lincoln Memorial University
School of Medical Sciences (SMS)

Mission Statement:

The School of Medical Sciences seeks to improve access to high quality medical and health care services to underserved communities within rural, underserved regions with its primary focus on Appalachia, thereby improving the quality of life and satisfaction required to sustain these communities.

Diversity Statement:

The School of Medical Sciences supports the LMU principles and practices on diversity. As a school of professional health programs, we strive for a community comprised of individuals with, and respect for varying ideas, strengths, abilities, opinions, experiences and backgrounds for the goal of promoting innovation and vitality while being unwaveringly committed to professionalism and quality.
Handbook Scope and Intent

The Lincoln Memorial University - School of Medical Science (LMU-SMS) Handbook is intended to provide information on the structure and policies that govern the SMS and the professional programs under its governance. As with all LMU schools and colleges, the leadership of SMS has given credence to national and state laws as well as University polices and precedents in the formation of this Handbook’s content.

Certain policies were not made part of this Handbook to allow each SMS Program to develop the most appropriate and specific guidance for students, faculty and staff due to curricular and post-graduation professional requirement differences. Because of this, SMS students, faculty and staff should consult their educational programs handbook for information not found in this publication before consulting University-wide publications and/or policies as program policies supersede.

Please address questions, concerns or clarifications regarding this handbook’s content to the office of the SMS Dean or to a member of the schools Leadership Committee.
Committee and Work Groups

General Policies:

1) Committee or Work Group membership assignments are made with consideration to past service, interest, workload and the needs of the SMS and its individual programs. Those assigned must be a full time faculty or staff member within the School of Medical Sciences (SMS) with exceptions considered by the Dean’s discretion.
2) Assignment to an SMS Committee or Work Group by a person outside of the SMS hierarchy can only be made by the SMS Dean and VP.
3) The Dean of the SMS makes committee and Work Group assignments in the spring of each year based on anticipated openings in the upcoming service year. A service year runs from July 1st to June 30th of each year with terms of service (1-3 years) determined by the parameters for each committee and work group.
4) Work Groups may be created at the discretion of the SMS Dean or a Committee Chair for a specific task or topic. The Dean and Associate Dean should be made aware when any group is formed. Work Groups should be comprised of no more than 2-3 SMS faculty or staff and may include those already assigned to other committee(s). Six months or less is the expected duration of any work group.
5) Those who are assigned to a committee or work group who are unable to serve the entirety of their term will be replaced by the Dean. Individuals who are assigned to replace a member will complete the remainder of the original member’s term.

SMS Committees:

- **Leadership Committee** (Position permanent)
  o **Chair:** SMS Dean and VP
  o **Membership:** Associate Dean, PA Program Director (Harrogate), PA Associate Program Director (Harrogate), PA Program Director (Knoxville), PA Associate Program Director (Knoxville) and DMS Program Director and any additional departmental heads as assigned.
  o **Charge:** At the direction of the SMS Dean, the Committee will propose, develop and review topics that are germane to the SMS and its place in the greater University. Program centric issues, needs and updates will also be discussed.
  o **Schedule:** Meetings are scheduled at the discretion of the SMS Dean, but generally occur once monthly. Minutes will be taken.

- **Faculty Advancement and Research Committee** (Two year term)
  o **Chair:** Associate Dean of Academic Affairs
  o **Membership:** Two faculty from each SMS academic program who will not be eligible for rank advancement or multi-year contract during the term of their assignment.
  o **Charge:** Committee membership will mentor and foster the development of research and collaborative projects within and external to the SMS. The Committee is also charged with mentoring/assisting SMS faculty with advancement projects and needs.
  o **Schedule:** Meetings will occur once every three months or as called by the SMS Associate Dean. Minutes will be taken.
- **Appeals Committee** (Two year term; as needed assignments)
  o **Chair**: Assigned by SMS Dean for a **three** year term
  o **Membership**: One full-time faculty member from each SMS academic program plus two additional SMS faculty members. Limited/one time reassignments may be made by the Associate Dean should a conflict of interest arise.
  o **Charge**: The Committee will review SMS student appeals regarding decisions made by program Progress Committees.
  o **Schedule**: Meetings will be called by the Associate Dean based on student request. Meetings may also be called by the Associate Dean to discuss concerns or recommendations for the Dean and/or the Leadership Committee. Minutes will be taken.

- **Facilities & Resource Committee** (Two year term)
  o **Chair**: Assigned by the SMS Dean for a **three** year term
  o **Membership**: Two faculty or staff from each SMS academic program
  o **Charge**: Committee membership will review and make recommendations to the Dean regarding issues of SMS space, supply and technology needs. Resource housing, allocation and scheduling will also be reviewed.
  o **Schedule**: Meetings will occur once every three months or as called by the committee chair. Minutes will be taken.

- **Graduation Committee** (Two year term)
  o **Chair**: Assigned by the SMS Dean for a **three** year term
  o **Membership**: Two faculty or staff from each SMS academic program.
  o **Charge**: Committee membership will review the scheduling, facility utilization, suppliers and event assistance needs related to SMS program graduations and other formal ceremonies. Recommendations are made to the Leadership Committee for final approval.
  o **Schedule**: Meetings will occur at least twice per year and as called by the committee chair. Minutes will be taken.
Policy Title: Student Appeals

PURPOSE: To provide and describe the process by which a student can appeal a decision made by an SMS program Student Progress Committee.

RESPONSIBLE PERSON(S): Appeals Committee; Associate Dean of Academic Affairs; Dean

BACKGROUND:
Any SMS student who called to a Student Progress Committee (SPC) meeting and had a summary action or judgement placed upon them for academic and/or professional reasons has the right to appeal that decision. The appeals process is to ensure that proper procedure has been followed, that appropriate precedents and policies have been applied and to ensure that the judgement is in line with the precipitating event.

POLICY OUTLINE:

A. Only judgements or disciplinary actions originating from an SPC decision will be considered in initiating the SMS appeals process. Any other actions should first be addressed with the appropriate director (Didactic or Clinical) and/or the Program Director (PD).

B. Perceived or actual violations of Title IX or similar should be first or simultaneously addressed with the LMU Counsel.

C. Appeals must fall into one of the following three categories and be specified by the student at the time the appeal is requested: 1) The SPC sanction imposed is disproportionate to the violation; 2) The processes utilized by the SPC were flawed; 3) New evidence exists that was not available at the SPC meeting AND the evidence would have likely altered the outcome.

D. The SMS Associate Dean of Academic Affairs (AD) will activate the Appeals Committee, if deemed appropriate, and facilitate a meeting time as quickly after the appeal activation as possible. The AD will also answer any questions the involved student may have about the process, but is not allowed to act as a counselor or give any advice regarding the specifics of the case.

E. Students will be made aware of the membership of the Appeals Committee. A student should never contact a member for any reason. Concerns should only be addressed to the AD including concerns of conflict of interest.

F. A student may request a single committee member replacement if a significant conflict of interest is justified. If allowed, the AD will arrange an alternate committee member who will sit for the assigned meeting only. Students will be made aware that committee member re-assignment may result in a delay in the meeting date/time.

G. The student requesting an appeal must provide a detailed letter to the AD outlining the category of their appeal (see ‘C’ in this section) and their rationale for an appeal. It should be focused on the facts of the case and/or procedural concerns. It should NOT be accusatory to any individual(s) or comparative to situations inside or outside of the institution. Letters and their content should be the students’ alone and not written by other family members or lawyers.
H. In very rare cases the student may be asked to meet with the Appeals Committee and will be made aware of this request as early as possible. This will be determined at the sole discretion of the committee chair. Only the student will be allowed to attend if requested. No family members, friends or legal entities are allowed.

I. In all cases, meeting minutes will be kept, but will otherwise not be recorded by any other means by the student or committee members.

J. Appeals Committee members should not discuss the student or the case details before or after the meeting with each other or with non-committee members. Only information presented in the scheduled meeting may be considered in the appeals decision.

PROCEDURE:

1. After a student has received official documentation of a SPC decision they may begin the appeals process by contacting the SMS Associate Dean of Academic Affairs (AD) by email. The student must specify what category of appeal they are requesting (see section ‘C’ in the Policy Outline).

2. The AD will contact the student and/or set up a meeting to further discuss the details of the appeals process and to answer any questions. The AD will determine if the appeal meets criteria and merit. If approved, the AD will contact the chair of the Appeals Committee so that a meeting time can be scheduled. The date and time of the meeting will be relayed to the student by the AD as soon as it is available.

3. The AD will inform the appropriate Program Director (PD) that the appeals process has been activated. The AD will also request that all information used by the SPC to reach its decision be sent along with complete meeting minutes to the AD. The AD will compile this information and then pass it on to the Appeals Committee chair.

4. The AD will advise the student to prepare a professional, succinct letter to the Appeals Committee outlining their reasons and rationale for the appeal request. This should be completed and submitted to the AD at least 24 hours prior to the scheduled Appeals Committee meeting to ensure that all members have access. Letters submitted less than 4 hours prior to the meeting time cannot be guaranteed for submission and consideration.

5. The Appeals Committee will review the case information as well as the concerns listed in the student letter to determine if any breaches of policy or procedure occurred and whether relevant precedent was considered in the SPC’s decision. Detailed minutes will be kept for every meeting. The Committee will either uphold the SPCs decision or will uphold the students appeal.

6. Once the Appeals Committee has met and made its decision the chair will have 24 hours to inform the AD of the decision who will then pass this information on to the student via email. Additionally, the student will be sent an official letter from the chair of the Appeals Committee sent through U.S. Mail.

7. If the decision if to uphold the student’s appeal, the AD will inform the PD and the chair of the appropriate SPC so that a follow up meeting can be scheduled to reconsider the student case. If the decision made is to uphold the SPCs decision the student will be instructed to complete instructions previously provided by the SPC.
Policy Title: Curricular Changes

Purpose: To ensure that major curricular changes within all SMS programs have been appropriately vetted through established processes and remain in compliance with accreditation and institutional requirements.

Responsible Person(s): Program Directors; Program Curriculum Committees; Associate Dean of Academic Affairs.

Background:

All SMS programs are required to conduct and respond to an ongoing self-assessment process that globally evaluates the educational integrity and quality of the program. This self-study scheme should be comprehensive and have well-established procedures for the review of compiled data, analysis methods and the generation of an action and follow plan. It is anticipated that most changes included within action plans will be not be “foundational” in nature and will be handled with Program leadership oversight only. However, changes that impact the foundational structure of the program, such as major additions or subtractions of curriculum, mission statement alterations, calendar changes and similar, will be discussed in the SMS Leadership Committee meeting to add an additional layer of discussion, to inform school administration and to ensure all potential institutional considerations are addressed.

Policy Outline:

A. Each SMS Program must have a published, comprehensive self-study process that fully evaluates the effectiveness, quality and integrity of its curriculum and its ability to deliver said curriculum and meet all SMS and LMU requirements. Program Directors are charged with the formation and application of these self-study schemes. Program Directors are also charged with requesting additional assistance from SMS administration if programmatic resources are not sufficient to fully enact established self-study processes.

B. Changes that arise out a Programs self-study process should have a follow up plan built into the change proposal and mechanisms to analyze the impact of the alterations.

C. Foundational changes generated by a Programs self-study process must additional be reported as an agenda item in the SMS Leadership Committee meeting prior to being put into effect and/or placed on the LMU Academic Council’s agenda. The appropriate Program Director is responsible for ensuring this is placed on the agenda and will be present to provide background and rationale for the change to the committee.

D. Foundational changes are defined as those changes that include significant addition or loss of curriculum, alterations in course descriptions, changes in the program’s academic calendar, a change in the order of established courses, the addition of new courses, amendments to the program’s mission statement and goals, significant changes in the program’s overall instructional or assessment methodologies, significant changes in the program’s admissions requirements or any change the Program Director feels is concerning or pivotal to the institution.
Procedure:

1. Program Directors, through mechanisms established by them, will evaluate all programmatic changes that occur to determine if a Foundational change has been proposed as part of the self-study process. If found, the Program Director should contact the SMS Dean’s office to have the change added as an agenda item with the Leadership Committee.
2. Program Directors placing an agenda item should be present to discuss the background of the change including the data collected, analysis methods used, final conclusions/challenges and the proposed change date and follow up plan.
3. Questions or concerns centered on self-study processes, changes or Foundational change questions should be addressed to the SMS Associate Dean of Academic Affairs.

Policy Title: Faculty Development and Advancement

**PURPOSE:** To facilitate faculty scholarship, research, practice, and service to the benefit of the Institution, School and its students.

**RESPONSIBLE PERSON(S):** Program Directors; Associate Dean of Academic Affairs

**BACKGROUND:**

Maintenance of a quality academic training program requires ongoing professional development of individual faculty. Professional development exists in many forms, including but not limited to service, research, scholarship and clinical practice. Professional development is a life-long commitment for faculty to the benefit of themselves, students and their respective programs. The School of Medical Sciences, with the support of the University, seeks to advance all faculty’s professional development as it relates to their faculty appointment duties. As such, the School of Medical Sciences (SMS) faculty development policy and procedures shall be as follows:

**POLICY OUTLINE:**

A. All School of Medical Sciences (SMS) Faculty will have the opportunity to and are encouraged to participate in scholarship activities, clinical practice, research and/or service (development activities/time) each semester.
B. All faculty are given eight hours each week as faculty development time during which they are permitted to work in external clinical duties, conduct research, participate in service related activities or serve in professional related services.

C. Development days should not conflict with University or Program needs, assignments, workload responsibilities, and other duties as assigned. The faculty members’ director may ask for alterations in development activities or the times utilized for said activities if programmatic needs or changes arise.

D. Directors are responsible for ensuring that faculty development times do not interfere with the normal operations of the program and the needs of the students.

E. Faculty participating in clinical practice must fill out the Request to Work Outside the Institution form and submit it to their Program Director and the SMS Dean for approval prior to agreeing to take a clinical position.

F. Faculty are expected to be readily available by phone and/or e-mail while participating in approved SPS activities including those performing clinical duties. Unless specifically inherent to the developmental activity, faculty should be present at their primary work area on campus.

G. Faculty development time shall not be used in lieu of earned personal time off (PTO).

H. Faculty development time is not accruable and should not be used in a bulk manner without a review of individual circumstances, programmatic needs, fairness to faculty/staff/students and the anticipated benefits to the Program and the SMS.

I. The SMS Associate Dean of Academic Affairs will conduct annual meetings with individual faculty members to assess their engagement in developmental activities, to provide counseling in an ongoing manner and to assist in the availability of resources needed to achieve individual goals and timelines.

J. Faculty engaged in developmental activities will submit a summary of their scholarship activities at the end of each semester to their Program Director and the Associate Dean.

PROCEDURE:

1. All faculty must take an active part in their individual development based on personal interest, the needs of the Program, evolving areas of medicine or instruction or as directed by SMS administration.

2. The Program Director as well as sub-directors should play an active role in ensuring that faculty workloads are such that appropriate release time is possible for all faculty not to exceed 20% of each faculty member’s time each week.

3. Release time for faculty development should be scheduled in two hour increments or larger and posted for other faculty, staff, students and administration in order to best facilitate programmatic and student needs. All attempts should be made to maintain posted hours for a given semester unless extreme circumstances arise. Changes to development dates and times should be made in consultation with the faculty member’s immediate supervisor to ensure adequate coverage.

4. Faculty participating in clinical employment must complete the Request to Work Outside the Institution form AND receive approval from their Program Director and the SMS Dean prior to completing a formal agreement with an outside entity. This form should also be completed and administration made aware if a change in clinical employment occurs.

5. Faculty Development time must occur during normal University business hours. Clinical hours worked on weekday evenings or weekends do not take the place of work attendance during normal business hours unless approved by the SMS Dean at the request of the faculty members Program Director.
6. Clinical time requirements, such as charting or similar activities, may not be completed during normal business hours outside of the scheduled clinic times.
7. Any development activities that interfere with program/student needs, assigned duties or place an undue burden on other faculty and staff are not permitted. Directors are expected to make regular evaluations to ensure that fair and equal time for faculty development is possible for all faculty members.
8. All faculty members are required to provide an annual assessment of their development activities for submission as part of their annual review.

Policy Title: **Faculty & Staff Grievance**

**Purpose:** To establish a clear mechanism by which a complaint or grievance against a fellow SMS faculty or staff can be addressed in an effective and professional manner.

**Responsible Person(s):** All SMS administrators, faculty and staff

**Background:**
Disagreements and conflict in the workplace may be resolved by the parties involved without an adverse impact on personal interactions and processes in the workplace and personal well-being. This policy is put forth to provide all SMS personal with a procedure to follow when the parties involved in a disagreement or conflict cannot reach a resolution or when such disagreements or conflict has adversely impacted the personal interactions and/or processes in the workplace and/or personal well-being.

**Policy Outline:**
1. All SMS Programs should make a clear program reporting structure readily available to all personnel so that administrative lines are clearly understood at every level.
2. All SMS position profiles should clearly designate the immediate supervisor for each position.
3. All SMS directors should be readily available for requested meetings with all personnel under their purview. Additionally, all directors should be observant of any alterations in the function of faculty or staff under their purview that may be due to interpersonal conflicts and be open to proactively addressing these.
4. All SMS personnel should be observant and self-reflective to negative alterations in their ability to function due to an ongoing or unresolved disagreement or conflict with other SMS personnel. Identified issues should be addressed in a timely and professional manner to limit the impact on workplace interactions and processes, program responsibilities to students and personal well-being.
5. No topic of conflict should be brought directly to the SMS VP & Dean without being addressed with the applicable Program Director unless the Program Director is the source of the conflict.
Procedure:

1. When the parties involved in a disagreement or conflict cannot reach a resolution, the most immediate supervisor(s), whose purview includes the topic of disagreement or conflict, for assistance with reaching a resolution. Ideally, both parties should be involved in this process; however, a single party may initiate the process if the other is unwilling. Both parties’ input should be obtained before a resolution is proposed.

2. If a resolution is not reached following the involvement of the most immediate supervisor(s), the next level of authority, as indicated on the program’s reporting structure, may be contacted for assistance with resolution of the disagreement/conflict.

3. It should be kept in mind by all parties that resolution of conflicts includes a willingness to be open minded, self-reflective, and flexible and having the ability to achieve closure.
Policy Title: Syllabus Policy

**PURPOSE:** To ensure a standard structure to all course syllabi inclusive of required content areas as dictated by accreditation and institutional requirements.

**RESPONSIBLE PERSON(s):** Course directors; directors of didactic and clinical education; program directors; associate dean of academic affairs.

**Background:**

All courses administered by a program administratively housed within the School of Medical Sciences (SMS) are required to prepare syllabi with a standardized structure that enables students to clearly and fully understand the course goals/competencies, learning objectives/outcomes, assessment methods, involved faculty and necessary resources. Course syllabi shall also contain standardized content that relates to institutional and professional accreditation requirements.

**Policy Outline:**

E. Each program is required to establish methods and assign personnel in order to be in compliance with the SMS Syllabus Policy. This should include new syllabi development as well as scheduled review of established syllabi on a frequency established by the individual program.

F. Each program should make the SMS Associate Dean of Academic Affairs (ADAA) aware of any changes in accreditation specific syllabi content changes so that an appropriate review and amendment of this policy can be made in a timely manner.

G. The ADAA will make program administration aware of any institutional specific syllabi content changes so that timely revisions can occur.

**Procedure:**

6. All syllabi should follow the template listed at the end of this document and include each specified section in the order listed.

7. Each document should be completed in either Cambria or Times New Roman font with a font size ranging from 11-14 only.

8. The course demographic information should be centered, but all other wording should be arranged using a left alignment.

9. All syllabi must be reviewed once annually for content, to ensure alignment with the program website and handbook and to amend or add changes in policy or procedure. Once complete, the primary reviewer must sign and date before being published (see template).
Course Name, Course Number
Semester, Year
Building Name, Room Number

Course Director(s):
Faculty Name and Credentials
Office number Faculty work email Faculty work phone number

Core Faculty:
Full-time, part-time and adjunct faculty teaching in the course (Name and Credentials)

Office Hours
Primary student contact information for course questions and clarifications. Any program policy for student contact with adjunct faculty.

Course Description
A detailed, but concise, description of the course content, purpose, clinical usage and alignment with the term and overall curriculum. Prerequisite courses should also be listed. NOTE: This MUST align with the course description found in the handbook and available on the website.

I. Course Goals
This section should provide broad goals that students should achieve by the end of the course that correlate with the program mission statement, course competencies, accreditation standards, lecture objectives and assessment methodologies.

II. Course Competencies/Graduate Competencies
This section should include a reflective listing of all competencies that will be addressed and/or assessed through the term of the course. These competencies should originate from the Competencies for the Physician Assistant Profession.

III. Accreditation Standards
Listing of applicable standards that will be specifically addressed in the process of the course. These can generally be referenced in the course goals, course competencies and/or the specific learning objectives.

IV. Specific Learning Objectives/Learning Outcomes:
By the end of this course, students will be able to:

Lecture/Lab objectives should be listed here.

V. Course Format & Requirements
This section should discuss how the instructional content will be delivered, specific requirements of the course (attendance, dress, etc.), assessment methods and issues related to missing or delayed assessments, etc.

VI. Required Texts and References
A listing of all required materials that will be used to create course instructional material AND that students should use as their primary study tools.
VII. **Grading Scheme**  
This section should provide a detailed description of all assessments that will be utilized in the course to determine the final numeric grade and that will determine whether competency goals have been met. Assessments should be assigned a “weight” or percentage of the final numeric grade.

Additional information regarding missed or delayed assessments, letter grade ranges and incomplete grade assignments should also be included.

IX. **Academic Integrity**  
Programmatic/School statement regarding academic integrity (definition, examples) and the consequences for violations.

X. **Accommodations for students with disabilities**  
Current Institutional policy and procedure (or where it can be found) on accommodations.

XI. **Remediation Policy**  
Program and School policy and procedure statement (or directions on where it can be found) regarding assessment/course remediation.

The contents of this syllabus are subject to change in ways that will improve the comprehension, retention and usage of the course objectives. Any changes will be announced as soon as possible after they are made.

*This syllabus reviewed for compliance and accuracy on (date) by (faculty name)*