

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO: AAC 16-14

COMMITTEE DATE: January 19, 2016

BOARD DATE: January 26, 2016

APPLICATION OF WESTFIELD STATE UNIVERSITY TO AWARD THE MASTER OF SCIENCE IN PHYSICIAN ASSISTANT STUDIES

MOVED: The Board of Higher Education hereby approves the application of **Westfield State University** to award **the Master of Science in Physician Assistant Studies**

Upon graduating the first class for this program, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)

Contact: Winifred M. Hagan, Ed.D., Associate Commissioner for Academic Affairs and Student Success

BOARD OF HIGHER EDUCATION

January 2016

Westfield State University Master of Science in Physician Assisted Studies

INTENT AND MISSION

The Westfield State University (WSU) mission includes a commitment to foster intellectual curiosity, encourage critical thinking, inspire civic engagement, and promote a global perspective with all of its students. Westfield State also strives to contribute to the economic, social, and cultural vitality of the region and to help students develop the knowledge, skills, and character essential to responsible leadership. The proposed Physician Assistant (PA) Studies program intends to educate a diverse student body of highly skilled and culturally aware healthcare providers who will utilize a patient-centered-care approach and be committed to serving the public. The proposed PA program has a strong emphasis on academic excellence and diversity, which is reflective of the mission of the institution.

It is also intended that students will practice as physician assistants within a health care team in such areas as family medicine, women's health, internal medicine, pediatrics, surgical subspecialties, primary care and emergency medicine. WSU intends that the participating PA graduate students will be required to demonstrate entry-level proficiency in the competencies expected of physician assistants. The curriculum is intentionally grounded in the Standards of Accreditation as published by the Accreditation Review Commission on the Education for the Physician Assistant (ARC-PA), the content blueprint of the Physician Assistant National Certifying Exam and the competencies of the practicing PA as adapted by the American Academy of Physician Assistants, Physician Assistant Education Association, and the ARC-PA.

The proposed program has obtained all necessary governance approvals on campus and was approved by the Westfield State University, Board of Trustees on December 10, 2015. The required letter of intent was circulated on November 4, 2015. No comments were received.

NEED AND DEMAND

National and State Labor Market Outlook

According to applicant data provided by Central Application Service for Physician Assistants from the 2014-2015 cycle there were 22,997 applications to PA programs nationally. This represents a 6% increase from 2013-2014. Out of these 22,997 applications, only 6,874 were reported as matriculated and 242 were from programs located in Massachusetts. From these data, WSU has determined that student interest outweighs available seats in programs. WSU's target market for the program is expected to differ from private competitors within the state and region. The proposed program has been designed to cost significantly less than at the those at private institutions and to provide access to academically qualified students.

Student Demand

WSU commissioned a study of the potential of a PA program with the Education Advisory Board, an educational research company in Washington, D.C., and the findings indicated that approximately 14,000 students with relevant education in subjects such as biology, biomedical science, and public health attained a bachelor's degree in 2013 in the New England and New York region. The University of Massachusetts Amherst was found to graduate the largest number of these students. WSU also found the program to attract the interest of internal applicants from WSU undergraduate programs through a 2014 health science survey of currently enrolled students. Westfield offers seven out of the top ten majors of undergraduates who apply to PA programs and these majors currently enroll an estimated 1,400 students. WSU found that 13 percent were interested in the PA field. Westfield State is also developing a health science undergraduate major and post-baccalaureate program that will allow students to take the required pre-requisite coursework for the PA program. WSU expects that the health science undergraduate program will provide an on-ramp to the PA program.

OVERVIEW OF PROPOSED PROGRAM

The proposed PA Program is expected to be housed in the Department of Health Sciences. This department will contain both the PA program as well as the existing EMT program. The PA Program Director will be expected to report to the Dean of the Division of Graduate and Continuing Education. It is anticipated that the proposed program may be completed in two years. During the first year of the program, students will complete coursework employing a systems approach and learning a variety of pedagogical techniques. Following successful completion of coursework, a competency-based course will be offered to assure the readiness of the student to enter clinical rotations.

Duplication

Independent institutions offering a similar program include Bay Path University, Boston University, MCPHS University (formerly the Mass College of Pharmacy and Health Science with sites in Boston, Worcester and Manchester NH), Mass General Hospital, Northeastern University, Springfield College and Tufts University. In addition, Bridgeport, Quinnipiac, and Yale Universities in Connecticut, Franklin Pierce University in NH and Johnson and Wales in RI offer similar programs. The proposed MS PA program is the only public one in Massachusetts and New England and is distinguished by its' value proposition as a low-cost, high-quality program, committed to intercultural competency, diversity and inclusion, with a strong emphasis on interprofessional communication.

ACADEMIC AND RELATED MATTERS

Admission

Minimum admissions requirements for the proposed PA Studies include: baccalaureate or graduate degree from an accredited institution with an overall GPA of 3.0., prerequisite course work (listed below) completed with a minimum grade of C, and an overall GPA of 3.0. Prerequisite course work includes 30 semester hours of biological, chemical and physical sciences including Human Anatomy and Physiology I & II with a lab and completed within the last 10 years, microbiology, genetics and biochemistry, and a statistics, ethics, and abnormal psychology course. One substitution may be permitted with approval from the PA Program

Director. Candidates will also be required to have a minimum of 500 hours of patient contact (e.g. EMT, Scribe, Paramedic, Lab Tech, Volunteer, Nurse's Aide) and a personal statement of interest and intent. Admission policy for the proposed PA precludes advanced standing for any professional courses or clinical experiences. International students will be required to submit minimum TOEFL scores of 90 internet, 233 computer, or 550 paper formats.

PROGRAM ENROLLMENT

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4*
New Full-Time	24	30	30	30
Continuing Full-Time	NA	24	30	30
Totals	24	54	60	60

Curriculum (Attachment A)

During the first year of the program, students will complete didactic coursework employing a systems approach with a myriad of pedagogical techniques and student assessments. Each course will include the anatomy, physiology, pathophysiology, the clinical diagnoses, patient assessments techniques, appropriate diagnostic studies and therapeutics interventions for each system. Each week the students will meet in a faculty-facilitated small group course called Transition. This course will educate the student in patient care critical thinking using simulation and real patient scenarios. There will also be courses for special populations such as pediatrics, geriatrics and surgery. Issues such as ethical conduct, cultural awareness, care for diverse patients, and professional practice topics will be taught in seminar format throughout the didactic year. Following successful completion of the didactic coursework, a competency-based course will be offered to assure the readiness of the student to enter clinical rotations. The assessments for readiness will be both written and practical with a threshold of competency. The student who is not competent in an area will be remediated until prepared for clerkships. Teaching research skills and professional practice issues of PA practice will also be presented throughout the didactic year to support the PA medical practice.

Internships or Field Studies

The clinical component of the proposed program will consist of eleven four-week rotations providing supervised clinical patient experiences across the lifespan. Westfield State University has gained strong support from the Massachusetts League of Community Health Centers and is actively planning for clerkships in the health centers across the state. It is planned that 44 weeks of training will be full time with a maximum of 60 hours in a seven day period. It is anticipated that the program will approve all clinical sites for educational effectiveness and safety and appoint a primary preceptor for each student at each site. The preceptor will be licensed and board certified in his/her field which may include physicians, physician assistants, psychologists, nurse practitioners and midwives. The proposed program submitted a preceptor handbook, which thoroughly defines the specific roles and responsibilities of all concerned, as well as complete evaluation criteria for all clinical aspects of the program

RESOURCES AND BUDGET

Fiscal (Attachment B)

The proposed program is expected to operate out of the Division of Graduate and Continuing Education (DGCE), a self-sustaining, non-state supported unit within the University. The DGCE anticipates being able to develop most of this program from a percentage of its annual profit in addition to a modest investment from University reserves, if needed. WSU expects that program costs will be marketed as a complete tuition package for each cohort. Each student cohort pays the same tuition and fees for each year of the program. Each subsequent cohort pays a higher rate of 3% more than the previous cohort. Tuition per course is projected to start at \$600 for Summer 2017 and \$618 for Summer 2018.

Faculty and Administration (Attachment C)

It is planned that the faculty will consist of a program director (hired 3/20/15), medical director, and three additional faculty members, two of whom must be certified physician assistants. The staff will consist of a full-time administrative assistant and a non-PA program manager/clinical coordinator who will assume overall administrative duties associated with the program, including admissions and clinical relationships.

The program director is an experienced PA educator with a clinical practice in the city of Springfield MA and is responsible for recruiting, retaining and supervising the faculty, leading curriculum development and approval, oversight of the admissions process, and oversight of the day-to-day operations of the program, including program accreditation. The medical director will serve as a liaison to the medical community and provide oversight on curriculum. The medical director will support recruitment, admissions, curriculum and clinical aspects of the program and provide teaching in areas of clinical expertise. It is expected that PA faculty will be board-certified physician assistants that practice in the community and have experience educating PA or health care students

WSU plans that the program's clinical coordinator will assist the faculty in the administrative functions of the admissions process and coordination of the supervised clinical patient experiences. The clinical coordinator will assist in site development and retention, coordination of site approval and credential verification, execution of affiliation agreements, student and preceptor data collection and monitoring, creating and maintaining the clinical schedule. The proposed PA program budget also includes a line item for hiring instructional faculty to teach in the areas of expertise that apply to their practice.

Facilities, Library and Information Technologies

WSU is currently in the construction phase of a 54,000 square foot, 39 million dollar Science and Innovation Center that will house the labs and classroom required for the proposed PA Program. The Interprofessional Patient Assessment labs will be equipped with multiple computer guided patient simulators including pediatric and obstetric areas. There will also be a 10- station lab with examination tables and a computer table for medical record recording. The labs are expected to be equipped with an instrument panel that includes an oto-ophthalmoscope, sphygmomanometer, and temperature gauge. The Ely Library will provide access to virtual resources that will provide on-line materials for all course work in the proposed program,

including all required textbooks for all courses, a virtual human anatomy dissecting tool and multiple supplemental resources for additional study materials. All reading and research assignments will be directly connected to these resources or provided to the student. This will assure a low-cost, immediate and up-to-date resource for each student.

Affiliations and Partnerships

WSU is collaborating with the Massachusetts League of Community Health Centers (MLCHC) for clinical education and training sites throughout the state of Massachusetts. This provides an opportunity for MLCHC regional constituents to attend an affordable PA program and return to their communities to practice. An integral part of the mission of the PA profession is to provide medical services to those segments of the population that are traditionally underserved and underrepresented. WSU identifies this as squarely fitting with the mission of public education. As well, WSU is developing clinical practice sites or “clerkship” opportunities through Baystate Health, and included a letter of intent regarding this collaboration from the Vice President of Academic Affairs of the Baystate Health System in the application. The UMass Memorial Medical Center in Springfield is also included as a partner of the Baystate Health System.

PROGRAM EFFECTIVENESS

Goal	Measurable Objectives	Outcome Data	Timeline
1. Admissions Matriculate a diverse student body with commitment to professional involvement and service to all members of the community.	Surpass the national average of PA programs that admit diverse and underrepresented students.	Matriculated student admission data and demographics	First year of enrollment and every year thereafter
2. Academics Provide physician assistant students with superior knowledge and skills for the evaluation, monitoring, diagnosis, treatment and counseling of patients across their lifespan.	a) Surpass the national average in PANCE first time pass rate; improve the PANCE scores rates annually	NCCPA PANCE scores	The beginning of the third year of enrollment after the graduation of the first cohort; every year there after
	b) Favorable preceptor evaluations	Preceptor evaluations of the student	Second year of the program; every year thereafter
	c) Surpass the national employment rates of PA graduates working as PAs at six months post graduation	Graduate survey of employment at six months post graduation	Six months after the first cohort graduates
3. Inter-professional Education Educate and prepare PA students to function as team members	All WSU PA students will complete inter-professional instruction and clinical experience	Curriculum review and clinical logging	Begin during the first year of the program; every year thereafter
4. Service	a) All WSU students	Curriculum review and	Begin during the first

i) Develop student skill and capacities to promote the overall well-being of the community	will complete a public health community project	student outcome project data	year of the program; every year thereafter
ii) Develop a pathway for a rewarding career through an affordable public education that encourage students to work with medically underserved population in Massachusetts	b) Thirty percent of WSU graduates will be employed in areas of the medically underserved	Graduate survey data	Six months after the first cohort graduates; every year thereafter

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The proposed program was reviewed by Sharon Luke, MSHS, PA-C, Director of the Physician Assistant Studies program at the University of Mount Union in Alliance, Ohio, and by Dr. Vivian Moynihan, MD, MPH, Assistant Professor in the Physician Assistant program at Eastern Michigan University in Ypsilanti, MI. Each of the reviewers emphasized the value of the founding director of the program and reiterated the importance of her contribution to the quality of the proposed program. The reviewers found the proposed program to be consistent with the mission of WSU, and designed to provide a high quality PA education in the public domain. They noted that the program was developed with an appropriate rationale that considers the regional complement of existing PA programs. The team underscored the significance of WSU's conducting an employer demand analysis at the outset to designing the program. In addition the review team found the curriculum to be cohesive and reflect a high level of scholarship, to require demonstrated proficiencies in clinical skills, and to provide for student remediation and deceleration within the program as appropriate. Reviewers commended the program for the case-based approach to learning as well as the capstone project. There were two concerns expressed. One was that the initial narrative describing the program was confusing and out of place in an otherwise organized and clear proposal. The second was that the initial faculty hiring plan was inadequate and did not take into account the curricular planning and individualized testing required for PA coursework, and that as PA programs develop in the US it may become increasingly difficult to attain qualified PA faculty.

In response to the review WSU expressed appreciation for the expert advice of the team. The narrative was changed to clarify any confusion. Adjustments were made to the faculty hiring process and schedule and were included in the reviewed proposal, by moving the time line back and by changing from a contracted stipend approach to a full-hire in the current proposal.

STAFF ANALYSIS AND RECOMMENDATION

Staff thoroughly reviewed all documentation submitted by the **Westfield State University** and external reviewers. Staff recommendation is for approval of the proposed **Master of Science in Physician Assistant Studies**.

ATTACHMENT A: CURRICULUM

Major Required (Core) Courses (Total # of courses required = 40)		
<i>Course Number</i>	Course Title	Credit Hours
PAS 0601	Professional Practice Issues I	1
PAS 0645	Evidence based medicine	2
PAS 0621	Dermatology	3
PAS 0631	Otolaryngology	3
PAS 0634	Pulmonology	5
PAS 0627	Infectious Disease	3
PAS 0641	Integration I	3
PAS 0620	Cardiology	5
PAS 0623	Gastroenterology	4
PAS 0626	Hematology/Oncology	3
PAS 0635	Nephrology	4
PAS 0624	Genitourinary	2
PAS 0630	Obstetrics and Gynecology	2
PAS 0622	Endocrinology	3
PAS 0633	Psychiatry	3
PAS 0602	Professional Practice Issues II	1
PAS 0642	Integration II	3
PAS 0629	Neurology	3
PAS 0628	Musculoskeletal Medicine	4
PAS 0632	Pediatrics	2
PAS 0625	Geriatrics	3
PAS 0636	Surgery	2
PAS 0603	Professional Issues III	1
PAS 0643	Integration III	3
PAS 0646	Transition to Clinical Practice	3
PAS 0667	Inpatient Medicine	4
PAS 0662	Ambulatory Clerkship	4
PAS 0671	Surgery Clerkship	4
PAS 0670	Pediatrics Clerkship	4
PAS 0672	Women's Health Clerkship	4

PAS 0668	Mental Health Clerkship	4
PAS 0664	Emergency Medicine Clerkship	4
PAS 0669	Musculoskeletal Clerkship	4
PAS 0661	Addiction Medicine	4
PAS 0665	Geriatric Clerkship	4
PAS 0651	Clinical Seminar I	1
PAS 0652	Clinical Seminar II	1
PAS 0653	Clinical Seminar III	1
PAS 0690	Capstone	2

Elective Course Choice (Total courses required = 1) (attach list of choices if needed)

PAS 0663	Elective Clerkship	4
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Curriculum Summary

Total number of courses required for the degree	40
Total credit hours required for degree	120

Prerequisite, Concentration or Other Requirements:

- A baccalaureate or graduate degree from an accredited institution with an overall GPA of 3.0.
- All prerequisite courses listed below must be completed with a grade of “C” or better and an overall and prerequisite GPA of 3.0.
- 30 semester hours of biological, chemical and physical sciences, which must include Human Anatomy and Physiology I & II with lab, Microbiology, Genetics, and Biochemistry. These courses must be completed within the past 10 years.
- One University-level statistics course.
- One University-level ethics course.
- One Abnormal Psychology Course
- A minimum of 500 hours of patient contact are required. Examples of patient contact hours can include but are not limited to EMT, Scribe, Paramedic, Lab Tech, Volunteer, and Nurse’s Aide as long as direct patient contact has occurred.

ATTACHMENT B: BUDGET

	Factors	FY 15 (Start Up)	FY 16 (Start Up)	FY17 (Year 1)	FY18 (Year 2)	FY19 (Year 3)	FY20 (Year 4)	FY21 (Year 5)	FY22 (Year 6)
PROJECTED REVENUE (\$)									
Tuition & Fees				288,000.00	1,234,800.00	2,070,324.00	2,280,753.72	2,349,176.33	2,419,651.62
One time Program Fee	1,000.00			24,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00
WSU ED fee (60 per semester per student)	60.00			(1,440.00)	(6,120.00)	(10,800.00)	(10,800.00)	(10,800.00)	(10,800.00)
Total Revenue				310,560.00	1,258,680.00	2,089,524.00	2,299,953.72	2,368,376.33	2,438,851.62
PROJECTED EXPENDITURES (\$)									
Benefited Faculty and Staff									
Faculty, includes program director	4.2 FTE	65,000.00	152,500	404,278.00	453,195.00	466,790.85	480,794.58	495,218.41	510,074.97
Staff	2 FTE		18,591.30	63990.56	83872.78	86388.96	88980.63	91650.05	94399.55
Total		65,000.00	171,091.30	468,268.56	537,067.78	553,179.81	569,775.20	586,868.46	604,474.51
Payroll Tax		1,033.50	2,823.01	8,007.39	9,506.10	10,123.19	10,768.75	11,443.93	12,149.94
Fringe Benefits		18,960.50	49,907.33	143,430.66	172,721.00	182,549.34	188,025.82	193,666.59	199,476.59
Non-benefited Staff									
Clinical Instructors				8,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00
Summer Faculty (DGCE contract)			31,480.00	48,636.60	50,095.71	51,598.56	53,146.53	54,740.91	56,383.14
Total Non-benefited Staff				56,636.60	130,095.70	131,598.57	133,146.53	134,740.92	136,383.15
Payroll Tax				934.50	2,302.69	2,408.25	2,516.47	2,627.45	2,741.30
Program Dev Stipends			30,000.00						
Total Staff Expenditures		84,994.00	285,301.64	733,914.32	981,788.96	1,011,457.73	1,037,379.29	1,064,088.28	1,091,608.64
Program Expenses (\$)									
Technological Resources				50,000.00	20,000.00	20,600.00	21,218.00	21,854.54	22,510.18
Office Expenses /Supplies			3,500.00	7,000.00	7,210.00	7,426.30	7,649.09	7,878.56	8,114.92
Travel & Supervision		3,000.00	4,500.00	15,750.00	22,500.00	23,175.00	23,870.25	24,586.36	25,323.95
Program Staff Development				3,700.00	3,811.00	3,925.33	4,043.09	4,164.38	4,289.31
Accreditation Fees					10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Provisional Application Fee (start up)				3,000.00					
Accreditation training (start up)		2,500.00							
External Review fees			3,000.00						
Accreditation site visit			10,000.00						
Faculty Search	1,000.00		4,000.00	2,000.00					
Library Holding				18,000.00	19,260.00	20,608.20			-
Lab Equipment				75,000.00	5,000.00	7,000.00	10,000.00	5,000.00	7,000.00
Life Cycle Computer Program (4 year cycle)	1,300.00		5,200.00	2,600.00		1,300.00	5,200.00	2,600.00	
Clinical Relationship					316,800.00	396,000.00	396,000.00	396,000.00	396,000.00

Fees									
Marketing & Publications			10,000.00	20,000.00	20,600.00	21,218.00	21,854.54	22,510.18	23,185.48
Student events					4,000.00	8,000.00	8,000.00	8,000.00	8,000.00
Total Program Expenditures (\$)		5,500.00	40,200.00	197,050.00	429,181.00	519,252.83	507,834.97	502,594.02	504,423.84
Grand Total Projected Expenditures(\$)		90,494.00	325,501.64	930,964.32	1,410,969.96	1,530,710.56	1,545,214.26	1,566,682.30	1,596,032.48
Total Revenue (\$)				310,560.00	1,258,680.00	2,089,524.00	2,299,953.72	2,368,376.33	2,438,851.62
GROSS PROFIT (\$)		(90,494.00)	(325,501.64)	(620,404.32)	(152,289.96)	558,813.44	754,739.46	801,694.03	842,819.14
Direct to WSU (\$)	.20%	-	-	62,112.00	251,736.00	417,904.80	459,990.74	473,675.27	487,770.32
Overhead to DGCE (\$)	.12%	-	-	37,267.20	151,041.60	250,742.88	275,994.45	284,205.16	292,662.19
NET PROFIT (\$)		(90,494.00)	(325,501.64)	(719,783.52)	(555,067.56)	(109,834.24)	18,754.27	43,813.61	62,386.62

ATTACHMENT C: FACULTY

Summary of Faculty Who Will Teach in Proposed Program							
Notation: The PA Faculty will share many teaching duties in most courses.							
Name of faculty member (Name, Degree and Field, Title)	Check if Tenured	Courses Taught Put (C) to indicate core course. Put (OL) next to any course currently taught online.	Number of sections	Division of College of Employment	Full- or Part-time in Program	Full- or part-time in other department or program (Please specify)	Sites where individual will teach program courses
Medical Director (To be hired)	<input type="checkbox"/>	<ul style="list-style-type: none"> • Professional Practice Issues I, II, III • Musculoskeletal Medicine • Dermatology • Otolaryngology • Pulmonology • Infectious Disease • Integration I • Cardiology • Gastroenterology • Hematology/Oncology • Nephrology • Endocrinology • Psychiatry • Professional Practice Issues II • Integration II • Neurology • Musculoskeletal • Pediatrics • Geriatrics • Surgery • Professional Issues III • Integration III • Transition to Clinical Practice 		DGCE	Part-time (20%)	No	<ul style="list-style-type: none"> • Main Campu s
Hixon, Jennifer Physician Assistant,	<input type="checkbox"/>	<ul style="list-style-type: none"> • Professional Practice Issues I, II, III • Musculoskeletal Medicine 	1	DGCE	Full-time	NO	<ul style="list-style-type: none"> • Main Campus

Doctorate of Health Sciences Professor		<ul style="list-style-type: none"> • Transition to Clinical Practice • Integration I, II, III • Clinical Seminar I, II, III • Capstone 					
Professor I (to be hired)	<input type="checkbox"/>	<ul style="list-style-type: none"> • Professional Practice Issues I, II, III • Musculoskeletal Medicine • Dermatology • Otolaryngology • Pulmonology • Infectious Disease • Integration I • Cardiology • Gastroenterology • Hematology/Oncology • Nephrology • Endocrinology • Psychiatry • Professional Practice Issues II • Integration II • Neurology • Musculoskeletal • Pediatrics • Geriatrics • Surgery • Professional Issues III • Integration III • Transition to Clinical Practice 	1	DGCE	Full-time	No	• Main Campus
Professor II (to be hired)	<input type="checkbox"/>	<ul style="list-style-type: none"> • Professional Practice Issues I, II, III • Musculoskeletal Medicine • Dermatology • Otolaryngology • Pulmonology • Infectious Disease • Integration I • Cardiology • Gastroenterology • Hematology/Oncology • Nephrology • Endocrinology • Psychiatry 	1	DGCE	Full-time	No	Main campus

		<ul style="list-style-type: none"> • Professional Practice Issues II • Integration II • Neurology • Musculoskeletal • Pediatrics • Geriatrics • Surgery • Professional Issues III • Integration III • Transition to Clinical Practice 					
Professor III: Director of Clinical Education (to be hired)	<input type="checkbox"/>	<ul style="list-style-type: none"> • Inpatient Medicine • Ambulatory Medicine • Surgery • Pediatrics • Women's health • Psychiatry • Emergency Medicine • Addiction Medicine • Musculoskeletal Medicine • Geriatrics • Elective • Clinical Seminar I • Clinical Seminar II • Clinical Seminar III • Capstone 	1	DGCE	Full-time	No	Main campus