



Northeastern Bouvé College of Health Sciences

March 3, 2021

To: Deniz Erdogmus, Chair Senate Agenda Committee
Debra Franko, Senior Vice Provost for Academic Affairs

From: Carmen Sceppa, Dean Bouvé College of Health Sciences

Re: Bouvé College of Health Sciences reorganization

In order to finalize the reorganization of Bouvé College started last year, we are bringing to your attention three proposals for review and approval. Provost Madigan is aware of this reorganization and these proposals have been approved by Bouvé college-wide faculty votes.

We hope this proposal can come to the Faculty Senate floor during the March 17th meeting. A representative from each of these proposals will attend the Senate meeting when scheduled to provide background information and answer questions.

- 1) **Rename the School of Pharmacy as the *School of Pharmacy and Pharmaceutical Sciences*.** The impetus for this change is to be more representative of all programs and inclusive of the breadth and depth of the school. Faculty believe this name change will solidify the school's mission to be the premier choice for pharmacy and pharmaceutical sciences education, research, and innovation.
- 2) **Rename the School of Health Professions as the *School of Community Health and Behavioral Sciences*.**
Following the initial reorganization of Bouvé College with the approvals of the School of Clinical and Rehabilitation Science and the possible future School of Public Health (both approved by the Senate and Provost in Spring 2020), we were informed by the Council on Education for Public Health (CEPH) that a School of Public Health could not be created within a college. Therefore, the school's task force worked closely with the administration and faculty to propose the School of Community Health and Behavioral Sciences. This name is inclusive of the school's vision including social and environmental determinants of health, public mental health, and public health technologies.
- 3) **Reorganize the Physician Assistant (PA) Program into the *Department of Medical Sciences*.**
The reorganization of the PA Program into a Department will support our current programs, foster excellence, facilitate further growth, and create equity of 'unit' structure and leadership roles between the constituent departments of the School of Clinical of Rehabilitation Sciences. The current PA Program faculty consists of Physician Assistants and Physicians who were trained in the medical model and are experts in medical sciences. Reorganizing the PA Program to the *Department of Medical Sciences* will provide the framework to seamlessly integrate the existing programs currently overseen by the Physician Assistant Program and support the growth of new interdisciplinary programs in alignment with Northeastern 2025 and beyond.

Please let me know if you need any additional information. Thank you in advance for your attention to this matter.

Carmen C. Sceppa, MD, PhD, FGSA
Dean, Bouvé College of Health Sciences
Professor of Health Sciences

215 Behrakis Health Sciences Center
360 Huntington Avenue
Boston, MA 02115

P: 617.373.2787
F: 617.373.3030
c.sceppa@northeastern.edu

Faculty Proposal for Senate

This Memo outlines in short vision and deliverables for the School of Pharmacy name change within Bouvé College to be renamed as the School of Pharmacy and Pharmaceutical Sciences. Please see appendix A (page 2) for information on vote records.

Name: School of Pharmacy and Pharmaceutical Sciences	
Why this matters?	<p>The goal of changing the name is to be more representative of all programs and to be inclusive and acknowledge all degree programs offered within the School. This name change will solidify the mission to be the premier choice for pharmacy and pharmaceutical sciences education and research. This revised name better reflects the contributions from its two departments (units) within Bouve College of Health Sciences: Pharmacy and Health Systems Sciences (PHSS) and Pharmaceutical Sciences (PS).</p> <p>The School will prepare graduates who value evidence-based, patient-centered care and innovative research. Our graduates will serve their communities using socially responsible behaviors to improve health and well-being from bench to bedside across the lifespan. By awakening their intellectual curiosity and challenging scientific boundaries, our graduates will become the next generation of leaders in the environments they serve.</p> <p>Bouve College is a leader in healthspan, where each discipline promotes practice, education, and research for transformative collaborative practice to improve the health and wellbeing of individuals, communities, and populations. Living in good health is the goal of all and collaborative advancements of pharmacy and pharmaceutical sciences.</p>
How will this define us as a Leader	Routed in experiential education, and coupled with the University's academic plan and talent, our current accredited and well-ranked programs in the doctorate of pharmacy and undergraduate and graduate pharmaceutical sciences degrees are well positioned to shape and drive the transformation of pharmacy and pharmaceutical sciences into the future.
What will this accomplish internal to Bouvé?	<ol style="list-style-type: none">1. The cohesive integration of experiential education models and faculty expertise to become a center of excellence in education and research2. Ambassadors of our mission with stakeholders (students, faculty, staff, donors, alumni, employers, partners, and collaborators)
What will this accomplish external to Bouvé within the global University system>	<ol style="list-style-type: none">1. Clinical models of translational pharmacy / health systems sciences and expanded collaboration within and across research partnerships2. Expand our collaborative PHSS and PS research partnerships including joint hires, joint labs and joint efforts with healthcare industries and startups.3. Partner with the global university system to advance use-inspired, solution-driven, impactful research and innovation in these areas.

Appendix A:

Documentation of Faculty Governance Vote at the School level:

In October 2020, the School of Pharmacy faculty and staff voted to approve the motion to change the present name of the school to the School of Pharmacy and Pharmaceutical Sciences to advance its excellence and distinction.

Total vote count YES= 33, NO= 7, Abstain= 0

In January 2021, the Bouvé College faculty voted to transition the name of the present School of Pharmacy to the School of Pharmacy and Pharmaceutical Sciences to advance its excellence and distinction.

Motion: Motion to change the present name of the school to the School of Pharmacy and Pharmaceutical Sciences to advance its excellence and distinction.

Total vote count YES = 111 NO = 5 Abstain = 4

Faculty Proposal for Senate:

This Memo outlines the vision, goals, and opportunities associated with the proposed name change of the School of Health Professions, within Bouvé College, to the School of Community Health and Behavioral Sciences. Please see appendix A (page 2) for information on faculty governance vote which concluded on 2-23-21.

Name: School of Community Health and Behavioral Sciences	
Why this matters?	<p>This name change provides a stronger and more representative structure for the diverse array of programs within the Departments of Health Sciences and Applied Psychology. The proposed name also aligns with other schools within the Bouvé College of Health Sciences while maintaining a unique focus on community health and behavioral sciences. Furthermore, the new name also better positions our programs to compete against peer institutions by underscoring the interdisciplinary approach that will be a hallmark of the new school.</p> <p>The vision for this new school is to address the health challenges of the 21st century by harnessing the power of health technologies and data to educate the next generation of change-makers in public health, community health, health equity, and behavioral sciences. The new school will consist of three pillars of interdisciplinary education, research, and practice: 1) Social and Environmental Determinants of Health; 2) Public Mental Health, and 3) Public Health Technologies. The proposed name is designed to capture this innovative approach while maintaining the traditional frameworks that remain relevant and important in a rapidly evolving healthcare landscape.</p> <p>This new school will also help advance Bouvé's leadership in enhancing Healthspan by concentrating on innovative approaches to leverage data and technology to improve the lifelong mental, emotional, and physical well-being of all individuals. This school will train researchers and practitioners from around the world who can serve as leaders in both the present and the future to engage with and empower communities to address upstream determinants of health, harness innovative technologies, and solve our most deeply rooted health issues to improve outcomes across the lifespan.</p>
How will this define us as a Leader?	<p>This school will house several rapidly growing and highly regarded doctoral, masters, and undergraduate programs, including several accredited programs. The integrated focus on social and environmental determinants of health, public mental health, and public health technologies is a novel approach that will immediately establish leadership in this space. This innovation, coupled with the focus on experiential learning and strong interdisciplinary partnerships, will provide a strong foundation for leadership in education, research and practice.</p>
What will this accomplish internal to Bouvé?	<ol style="list-style-type: none">1) This new school will provide a strong platform for collaboration between the departments of Health Sciences and Applied Psychology, as well as the other departments, schools, and institutes represented by our jointly-appointed faculty and collaborators.2) This new school offers a more defined and more representative framework which will be appealing to prospective students, future faculty, and donors.3) The new school will help to advance Bouvé and University priorities including the focus on Healthspan and technological innovation through experiential learning and innovative pedagogical methods.
What will this accomplish external to Bouvé within the global University system?	<ol style="list-style-type: none">1) The new school will offer a multitude of collaborative opportunities with community stakeholders and will provide opportunities to engage new stakeholders in the public health, health technology, and healthcare arenas.2) The new school will create opportunities to partner with global campuses including those in London, Silicon Valley, and Seattle, particularly through the focus on data and technology.3) This model will unlock new opportunities for innovative research and practice collaborations with colleagues across the global network.

Appendix A:

Documentation of Faculty Governance Vote at the School level:

The departments of Applied Psychology and Health Sciences held a joint electronic vote which was open from 2/12/21 – 2/16/21 to approve the name change from the School of Health Professions to the School of Community Health and Behavioral Science.

Total vote count YES= 24, NO= 14, Abstain= 8

A subsequent electronic vote was held on 2/18/21 – 2/19/21 to propose a revision to the approved name in which an 's' was added to the end of 'Science'. The new proposed name was: School of Community Health and Behavioral Sciences.

Total vote count YES= 22, NO= 2, Abstain= 4

Documentation of Faculty Governance Vote at the College level:

On 2/23/21, The Bouvé College faculty and staff voted to transition the name of the present School of Health Professions to the School of Community Health and Behavioral Sciences to advance the vision for innovative education, research, and practice.

Motion: Approve the name change from the School of Health Professions to the School of Community Health and Behavioral Sciences.

Total vote count: YES = 95 NO = 10 Abstain =7

PROPOSAL TO REORGANIZE THE
PHYSICIAN ASSISTANT PROGRAM INTO
THE DEPARTMENT OF MEDICAL SCIENCES
WITHIN
THE SCHOOL OF CLINICAL AND REHABILITATION SCIENCES
BOUVE' COLLEGE OF HEALTH SCIENCES
March 2021

The following is a proposed structure for reorganization of the Physician Assistant Program into the Department of Medical Sciences based upon deliberations and final report by the Department Proposal Committee consisting of all members of the PA Program Faculty.

Department Proposal Committee

Chair: Carey Barry

Members: Robert Baginski, Michael Bessette, Adam Broughton, Trenton Honda, Alexis Landry, W. Andrew Mackie, Jason Parente

**PROPOSAL TO REORGANIZE THE PA PROGRAM
INTO THE DEPARTMENT OF MEDICAL SCIENCES**

TABLE OF CONTENTS

I. PROPOSAL

A. Introduction

1. Charge to the Committee
2. Physician Assistant Background and Department Justification

B. Description of the Department

1. Mission Statement
2. Structure/Governance
3. Curriculum
 - a) *Existing Programs*
 - b) *Possible New Programs*
 - c) *Existing Minors*
 - d) *Possible New Minors*
 - e) *Co-ops, Dialogues, and Study Abroad*
4. *ARC-PA Accreditation*

C. Development/Implementation Plan

D. Specific Recommendations

II. SUMMARY

III. APPENDICIES

- A. Department Structure Proposal – Organizational Structure
- B. Documentation of Faculty Governance Vote

I. PROPOSAL

A. Introduction

1. Department Proposal Committee Charge

To explore the various models and associated implementation actions required for possible reorganization of the Physician Assistant Program into a Department.

2. Physician Assistant Program Background and Department Justification

Northeastern University's Physician Assistant (PA) Program has been at the forefront of educating highly trained and respected PAs since its creation in 1971. While initially Northeastern offered a certificate program, this was later converted to a post-baccalaureate certificate and, later, a Master of Health Professions degree. Then, in 1985, Northeastern University became the first generalist Physician Assistant program in the country to offer a Master of Science in Physician Assistant studies. As we approach the fiftieth anniversary of its inception, both the role of and the need for physician assistants both locally and nationally has increased. Northeastern has kept pace with the increasing demand for PAs over the years by continually updating our curriculum to incorporate the most current medical knowledge and practices, and by increasing the total number of individuals trained. This size of the PA Program has grown significantly since the initial graduating class of 15 students in 1973. In the past five years the program has had an accreditation approved incremental increase in class size from 40 students in 2016 to 52 students in August 2020.

In 2017, the PA program further grew its program offerings, establishing the Master of Science in Physician Assistant Studies/Master of Public Health dual degree program, and the Master of Science in Physician Assistant Studies/Master of Science in Health Informatics dual degree program. These two combined programs allow for students to obtain 2 graduate degrees in complimentary disciplines in 2.5 years instead of the 4 years it would ordinarily take, thereby resulting in significant time and cost savings for students. The first students in the combined MSPA/MPH program matriculated in Fall 2017, and the first student in the combined MSPA/MSHI program matriculated in Fall 2018, making Northeastern University the first institution in the United States to offer this unique and innovative educational option.

In 2017, the Bouvé College of Health Sciences partnered with the American Academy of Physician Assistants (AAPA) and their subsidiary, the Center for Healthcare Leadership (CHLM) to create the PA/NP Certificate in Healthcare Leadership and Management. This first-of-its-kind joint program offers specialized training for Physician Assistants, Nurse Practitioners, and other medical professionals currently or potentially interested in pursuing leadership and management positions in healthcare organizations. While the partnership was not sustained, we continue to have inquiries expressing interest in revival of a leadership program. Programs such as this are independent from the traditional PA Program and are not subject to the same accreditation body to which the traditional PA Program is accountable. The certificate has generated interest in further exploration of this type of program to potentially utilize a stackable certificate model to create a master's and/or doctorate program.

Proposal to Reorganize the PA Program into the Department of Medical Sciences

Under the COMET initiative and restructure within Bouve' College of Health Sciences, the Physician Assistant Program voted in December 2018 to become a part of the newly forming school inclusive of the Department of Physical Therapy, Movement and Rehabilitation Sciences and Department of Communication Sciences and Disorders. In 2020, the School of Clinical and Rehabilitation Sciences (SOCRS) was formed.

The Physician Assistant Program has been an independent program in the Bouvé College of Health Sciences and has been directed by a Program Director. The Program Director has, to date, assumed the roles and responsibilities in alignment with Department Chairs and School Deans within Bouve' College of Health Sciences.

The reorganization of the PA Program into a Department will support our current Programs, foster excellence, position us for further growth, and create equity of Unit structure and leadership roles between the constituent departments of the School of Clinical of Rehabilitation Sciences. The current PA Program faculty consists of Physician Assistants and Physicians who were trained in the medical model and are experts in medical sciences. Reorganizing the PA Program to the **Department of Medical Sciences** will provide the framework to seamlessly integrate the existing programs currently overseen by the Physician Assistant Program and support the growth of new interdisciplinary programs in alignment with Northeastern 2025.

B. Description of the Department

1. Mission Statement

To educate and inspire diverse and interdisciplinary professionals to be leaders and innovators in medical science.

2. Structure/Governance

The proposed structure of the **Department of Medical Sciences** consists of two Divisions, 1) Division of Physician Assistant Studies and 2) Division of Interdisciplinary Affairs. The Department will have a Department Chair, who will oversee all aspects of the Department and Divisions. As outlined in the Bouve' College of Health Sciences Roles and Responsibilities of Department Chairs and School Deans within Bouve' College, the Chair will collaborate with faculty and the Bouvé College of Health Sciences Dean and Associate Deans, to set academic and intellectual priorities; maintain standards of scholarly, academic, and pedagogical excellence in the Department; and contribute to the growth and innovation of the college. The Department Chair will oversee the Directors within each division. The proposed structure and reporting structure are outlined in appendix A.

The Division of Physician Assistant Studies will consist of the flagship program, the Master of Science Physician Assistant Program. The PA Program Director will oversee all aspects of the PA. The Faculty PA Program is accredited by Accreditation Review Commission on Education for the Physician Assistant, Inc. (ARC-PA) and the program must comply with the ARC-PA *Standards* for Accreditation. The program is required to have a Program Director, Medical Director, and principal faculty who are certified physician assistants. All faculty and staff in the PA Program will report directly to the PA Program Director.

Proposal to Reorganize the PA Program into the Department of Medical Sciences

The Division of Interdisciplinary Affairs will consist of the interdisciplinary dual degree program including the MSPA/MPH and MSPA/MSHI degree programs. The Faculty Director of Interdisciplinary Affairs (DIA) will lead the interdisciplinary and dual degree programs for all aspects of academic program management, including evaluation of the market for the program and continuous monitoring of competitor programs; evaluation of the financial viability of the program; provision of program-based student services; establishment and maintenance of external relationships for the program; supervision of accreditation and/or licensing matters; and representation of the program at all department, college, university, and external events that relate to the viability and success of the program in alignment with the Bouve' College of Health Sciences Faculty Program Directors. They will report to the Faculty PA Program Director for all aspects related to PA Program Curriculum and to the Department Chair for all other aspects of their role.

This structure will support growth of interdisciplinary medical science programs with a broader range of potential students within the medical field and potential growth independent of the accreditation requirements of the PA Program. Additionally, this will allow equivalency between the units that comprise the School of Clinical and Rehabilitation Sciences.

In addition to the Department Chair and Director of Interdisciplinary Affairs position, another feature of the new governance is the proposed creation of an Executive Committee that will report to the Department Chair. The Executive Committee will be composed of directors and faculty groups of the following programs:

- Master of Science Physician Assistant
- Dual Degree: Master of Science Physician Assistant/Master of Public Health
- Dual Degree: Master of Science Physician Assistant/Master of Science Health Informatics
- Other new programs

3. Curriculum

All existing programs and degrees in the current Physician Assistant Program will be reorganized into the Department of Medical Sciences. Once established, discussions with other units will continue to inform the tentative proposals for new programs and dual-degree programs.

a. Existing Programs

Three existing programs will be coming into the new department:

- Master of Science Physician Assistant
- Dual Degree: Master of Science Physician Assistant/Master of Public Health
- Dual Degree: Master of Science Physician Assistant/Master of Science Health Informatics

b. Possible New Programs

Additional dual-degree programs will be explored within Bouve' and across the University.

Additionally, programs that will be explored are stackable certificate programs toward a graduate degree, Professional Doctorate, and Traditional Doctorate Degrees. Development of these programs offer the opportunity for increased national recognition and growth of

quality academic offerings. Importantly, housing these programs within the proposed Department of Medical Sciences, rather than the PA program, will more accurately reflect the various training and expertise of our faculty, and potentially increase the types of health professionals to which these programs are attractive.

c. Existing Minors

Not currently applicable

d. Possible New Minors

Not currently applicable

e. Co-ops, Dialogues, and Study Abroad

The second year of the Physician Assistant Program is completely comprised of clinical experiences. It consists of nine 5-week rotations in the following areas: family medicine, emergency medicine, surgery, behavioral health, women's health, medicine, ambulatory medicine, pediatrics, and an elective. Each clinical rotation involves placement of each student at healthcare institutions in the metro-Boston area as well as in national and international locations.

In addition to local institutions, clinical rotation sites that have hosted our students across the United States and at international sites. Some international sites have included Guatemala, Canada, Belize, and the United Kingdom. As the new department begins to grow, both in enrollment and through the addition of additional degree programs, additional national and international experiential learning opportunities will be created for students in the department as well as a way to draw students to the programs in the new unit.

4. ARC-PA Accreditation

The PA Program is accredited by Accreditation Review Commission on Education for the Physician Assistant, Inc. (ARC-PA) and the program must comply with the ARC-PA *Standards for Accreditation* .

C. Development/Implementation Plan

The proposed Department of Medical Sciences will seek to formalize the roles of Department Chair and Director of Interdisciplinary Affairs from within the current Faculty. This represents a formalization and reorganization of work that is already being done within the PA Program.

The Department Chair role would initially be a shared role in which the Faculty PA Program Director would become the Department Chair for 20% FTE and the PA Program Director 80% FTE, as required by ARC-PA. This does not represent a change in the allocation of current roles and responsibilities, but a formalization of title to reflect current efforts. The newly created Director of Interdisciplinary Affairs role would be a 10% FTE role and would be filled from within the current PA Faculty. This would be a reorganization of work that is currently being done within the PA Program.

The initial implementation of the proposed Department of Medical Sciences does not require additional faculty hires, staff hires, personnel funds, or non-personnel funds.

As the Department of Medical Sciences succeeds in growth, the administrative impact and needs may increase. The Department Chair role may be expanded into a fulltime role and the Director of Interdisciplinary Affairs role may expand its FTE requirement to reflect and support growth within the Division of Interdisciplinary Affairs.

D. Specific Recommendations

The Proposal was presented and discussed at the Physician Assistant Program Faculty meeting. The faculty vote to ***“Approve the proposal to reorganize the PA Program into the Department of Medical Sciences”*** is as follows. Yes: 8; No: 0; Abstain: 0.

II. SUMMARY

Northeastern University’s Physician Assistant Program has been a leader in the education of physician assistants since its inception as one of the first PA programs in the country in 1971. Northeastern’s program was the first generalist PA program to offer a master’s degree and has consistently maintained a high ranking among the highly competitive and rapidly growing field of physician assistant programs nationally. As the physician assistant role continues to expand to include not only clinical medicine but also involvement in administration, healthcare leadership, research, and advocacy, Northeastern’s PA program continues to place itself at the forefront of these changes by offering innovative new programs.

The expansion of Northeastern University’s Physician Assistant Program from a program to an academic Department of Medical Sciences will allow for the increased ability to meet the demands of today’s more inclusive and diverse healthcare environment and expand our umbrella of offering. Our students will have the opportunity to explore new and innovative programs that will better prepare them to be leaders in the ever-more-complex and essential healthcare field. Our faculty will have greater opportunity to explore interests and to pursue research and educational initiatives that will translate into greater experiential opportunities for our students.

Our goal is to maintain our position as leaders and innovators in the area of physician assistant education and attract students from a wide variety of healthcare disciplines, attract a diverse and committed student body, and to initiate positive change in the healthcare community.

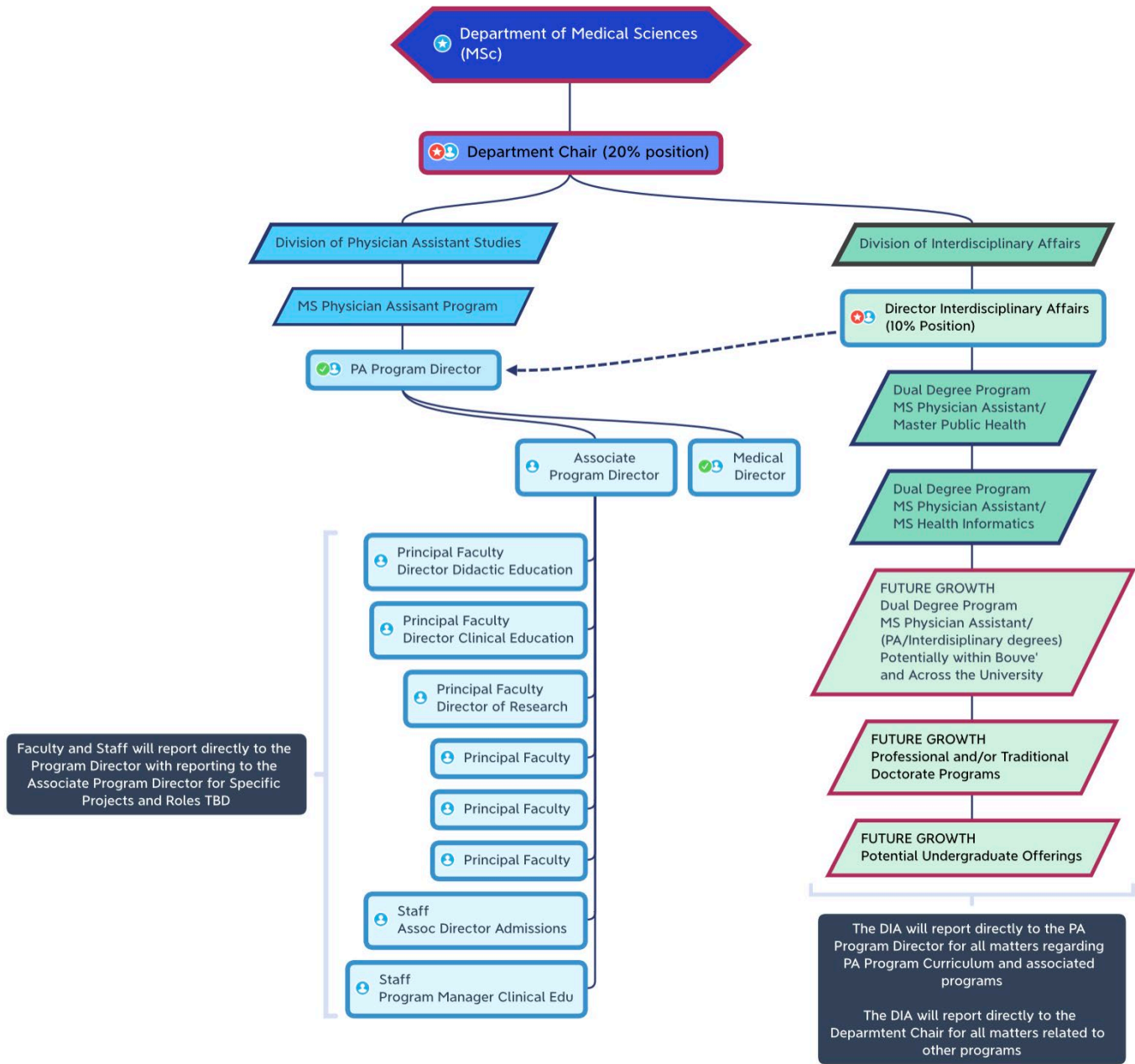
III. APPENDICIES

- A. Department Structure Proposal – Organizational Structure
- B. Documentation of Faculty Governance Vote

Proposal to Reorganize the PA Program into the Department of Medical Sciences

APPENDIX A

Department Structure Proposal - Organizational Structure



APPENDIX B

Documentation of Faculty Governance Vote

Documentation of Faculty Governance Vote at the Program Level

The Physician Assistant Program faculty voted to reorganize the PA Program into the Department of Medical Sciences. The electronic vote was open 1/13/2021 – 1/15/2021.

Motion: Approve the proposal to reorganize the PA Program into the Department of Medical Sciences

Total Vote Count: YES = 8, NO = 0, ABSTAIN = 0

Documentation of Faculty Governance Vote at the College Level

The Bouvé College faculty voted to reorganize the PA Program into the Department of Medical Sciences. The electronic vote was open 2/24/2021 – 3/3/2021.

Motion: Approve the proposal to reorganize the Physician Assistant Program into the Department of Medical Sciences

Total vote count: YES = 91 NO = 9 Abstain = 12