

NEW YORK STATE EDUCATION DEPARTMENT

Report of a visit to

St. George's University School of Medicine

Grenada and St. Vincent, West Indies

February 5-11, 2007

And

Maimonides Medical Center
4802 Tenth Avenue, Brooklyn, NY

Lutheran Medical Center
150 55th Street, Brooklyn, NY

Long Island College Hospital
339 Hicks St., Brooklyn, NY

Jamaica Hospital Medical Center
8900 Van Wyck Expressway, Jamaica, NY

Flushing Hospital Medical Center
4500 Parsons Blvd., Flushing, NY

Kingsbrook Jewish Medical Center
585 Schenectady Avenue, Brooklyn, NY

The Brooklyn Hospital Center
121 DeKalb Avenue, Brooklyn, NY

Brookdale University Hospital and Medical Center
One Brookdale Plaza, Brooklyn, NY

January 22-24, 2007

INTRODUCTION

The objective of the site visit team was to evaluate the preclinical component of the program of medical education of St. George's University School of Medicine that takes place in Grenada and St. Vincent, West Indies and the clinical component of the St. George's program that takes place in New York State. The primary purpose of the visit to the campus in Grenada and the campus in St. Vincent was to reevaluate that part of the University's program of medical education, especially the basic medical science component that prepares students for their clinical education in New York State. The purpose of the visit to the affiliated hospitals in New York State was to:

- review administrative and support facilities;
- review faculty and course objectives; and
- reevaluate the clinical training undertaken by the University's students.

When visiting the affiliated hospitals, the team reviewed the integration of the clinical training within the University's total program of medical education and the respective roles of the academic and administrative officers and the affiliated hospitals in student selection, supervision, coursework, and academic evaluation.

THE TEAM

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Albany, NY

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Albany, NY

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Assistant Executive Secretary
New York State Board for Medicine
Albany, NY

The four consultant members of the visiting team have substantial experience in medical education. All hold or held professorial or administrative rank in United States medical schools.

Activities of the Team During the Visit

The team members reviewed individually all of the materials provided by St. George's University prior to the visit. They included the Database Document, the school catalog, and documentation and appendices in support of the Database Document. Student and faculty records, financial aid folders, and curricular materials were examined in Grenada. The team members interviewed administrative officers, faculty members, and students in Grenada, St. Vincent, and selected affiliated hospitals in New York State. The observations and determinations in this report are presented on the basis of these activities.

FOREWORD

St. George's University submitted an application to operate the clinical component of its program of medical education in New York State in the fall of 1982. In February 1983 and December 1984, different teams of medical educators and Department Staff visited St. George's operations in Grenada; St. Vincent; Barbados; Miami Shores, Florida; Bayshore, New York; and hospitals in New York State. In June 1985 the Deputy Commissioner for Higher and Professional Education determined that deficiencies and problems regarding the administration, resources, curriculum, faculty, and the adequacy of student records precluded approval of St. George's application. The University subsequently appealed the determination of the Deputy Commissioner to the Commissioner of Education. On December 23, 1985, the Commissioner dismissed the appeal.

In February 1986, St. George's University submitted a revised Data Base Document and supporting materials. In April 1986 a team of medical educators and Department staff visited St. George's operations in Grenada, St. Vincent, Bayshore, New York, and hospitals in New York State. In December 1986, a team of medical educators and Department staff met with representatives of St. George's in New York City. On January 29, 1987, the Deputy Commissioner of Higher and Professional Education informed St. George's that he was prepared to approve the program of St. George's School of Medicine for the purpose of placing students in specific hospitals in New York State provided that the University complies with twelve conditions. On January 30, 1987, St. George's accepted the conditions. On February 3, 1987, the Deputy Commissioner approved St. George's program "effective through June 30, 1989 so long as the State Education Department is satisfied that all conditions are being met. Approval beyond June 30, 1989 will be dependant upon the results of the Department's next formal review, to occur prior to April 1989."

On November 29, 1988, a Department team visited St. Vincent and a team from the Department visited Grenada from January 29, 1989 to February 2, 1990, Bayshore NY on March 13, 1990, and the University's affiliated hospitals in New York on March 20-21, 1990. In a letter dated September 28, 1989, the Deputy Commissioner for the Professions informed St. George's that he was prepared to extend the University's approval provided that the University agreed to five conditions. In a letter dated October 4, 1989, the University accepted those conditions and in a letter dated October 17, 1989, the Deputy Commissioner for the Professions extended the approval until October 1, 1993, "subject to a positive outcome of an interim visit to be conducted in the fall of 1990 and provided that the State education Department remains satisfied that all conditions are being met. Approval beyond October 1, 1993 will be dependant upon the results of the Department's next formal review, to occur on or about April 1993."

In October 1991, a Department team conducted an interim visit to Grenada and St. Vincent. In a letter dated March 24, 1992, the Deputy Commissioner for the Professions notified St. George's that he had determined that the University had met the conditions specified in the 1989 report and extended the University's approval until June

1, 1994. The approval was extended because the site visit team had recommended the extension due to anticipated significant programmatic and curricular changes. The Deputy Commissioner also noted that approval beyond June 1, 1994 "would depend on the results of the Department's next formal review which should occur in the fall of 1993."

In October 1993 a team of medical educators and Department staff visited Grenada, St. Vincent, and affiliated hospitals in New York State for the purpose of reapproving the program for the placement of students in clinical clerkships in affiliated hospitals in New York State. As a result of the visit, the Deputy Commissioner for the Professions informed the University on April 1, 1994 that the approval was extended through December 31, 1998. Approval beyond December 31, 1998 was dependent upon the results of the University's next formal review that would occur in spring 1998.

In March 1998 NY State Education Department staff and a team of medical educators again visited Grenada, St. Vincent, and selected affiliated hospitals in New York State for the purpose of reapproving the medical education program for the placement of students in clinical clerkships in affiliated hospitals in New York State. As a result of that visit, the Deputy Commissioner for the Professions informed the University on August 19, 1998 that the approval was extended through December 31, 2003.

In March/May 2002 NY State Education Department staff and a team of medical educators again visited Grenada, St. Vincent, and selected affiliated hospitals in New York State for the purpose of reapproving the medical education program for the placement of students in clinical clerkships in affiliated hospitals in New York State. As a result of that visit, the Deputy Commissioner for the Professions informed the University that the approval was extended through December 31, 2007. Approval beyond that date is dependent upon a formal review that would occur in 2007. This report presents the findings of the required formal review.

ADMINISTRATION

St. George's University School of Medicine was chartered in 1976 by an act of the Grenada House of Parliament, following a two-year feasibility study that highlighted the advantages of such an institution to Grenada. The first class began studies on January 17, 1977. In August 1978 the campus of Kingstown Medical College was established on the island of St. Vincent and the Grenadines. The School of Medicine conducts its basic science program at the True Blue Campus in Grenada and the Ratho Mill Campus of Kingstown Medical College in St. Vincent. In 1994 the Windward Island Research Foundation (WINDREF) was incorporated. The research facilities and offices of the Foundation serve as significant resources for research programs to the staff and students of St. George's University and its Faculty of Graduate Studies. In 1996, the government of Grenada enacted new legislation which empowered the University to grant additional degrees. Under this legislation, the University instituted a School of Arts and Sciences and School of Graduate Studies that award baccalaureate, master's, and doctoral degrees respectively. In 1997 the University was renamed "St George's University" to reflect the fact that it was now a multi-school or multi-faculty educational entity.

The 2006-2007 catalog continues to state that the primary functions of the School of Medicine are:

1. To provide a medical curriculum designed to prepare highly competent students with intellectual and technical expertise necessary for the practice of medicine in the public and private sectors, and with the skills essential for expanding and improving existing health-care delivery systems; to instill in each graduate a desire to pursue a lifetime of growth within the medical profession to better serve both the public and the profession; and to promote the highest ideals of the medical profession;
2. To improve the health standards and health-care delivery system in Grenada, St. Vincent, and other Caribbean nations, and in other developing nations through its combined educational and service programs, including the Grenadian and Vincentian Scholarship Program, this has provided an education for many physicians.

The catalog also states that the goals of the medical curriculum are:

1. To provide each student with an information core essential to all practicing physicians;
2. To provide each student with the knowledge and experiences necessary to advance both scientifically and humanistically in the care and treatment of sick persons;

3. To encourage students to assume responsibility for their own continuing education, thus diminishing dependency on the teacher as the sole source of information and forming the basis for the self-motivated study necessary for the practicing physician's lifelong expansion of knowledge;
4. To encourage the students to develop a logical approach to the analysis and management of clinical problems;
5. To expose students to medicine as practiced throughout the world and to provide them with the experiences necessary for the practice of medicine in developing countries.
6. To create awareness of the preventive aspects of medicine, of the importance of health education in the community, and of the role of the physician as a health educator; and
7. To emphasize the mastery of basic competencies necessary for post-graduate training.

According to the Data Base Document prepared for this site visit, the overall control and policy decision rights are vested in the following owners/trustees:

- Charles R. Modica, BS, JD; Chairman
- Patrick F. Adams, BA, LLB, JD; Secretary
- Louis J. Modica, BBA;
- Edward J. McGowan;
- John J. Cush, BA, MD;
- Reverend Mons. John T. Heinlein, MDiv;
- Sr. Jeanne O'Laughlin, OP; and
- Arthur Massolo, MA.

According to the most recent edition of the *Faculty Handbook*, governance of the University takes place through:

Board of Trustees. The Board of Trustees ultimately directs and manages all affairs of the St. George's University and its Schools including: location and construction of physical facilities, monitoring the adherence of the curriculum to the goals of the University, determining the size of the faculties and student body, appointing of all business and academic administrators, and managing of all University assets. It also

exercises or delegates final authority for all contracts and agreements made between the University and outside bodies or institutions, and it authorizes the conferring of academic degrees.

Academic Board. The Academic Board does not play an executive or operational role, but rather it reviews the quality and appropriateness of all academic matters brought to its attention by the Faculty Senate and then acts in an advisory capacity to the Board of Trustees.

University Council of Deans. The University Council of Deans (UCD) is composed of Deans of the University and other units that have an impact on the University in Grenada and St. Vincent and serves in an advisory capacity to the Board of Trustees. The Council provides a forum to discuss University wide issues. The membership of the UCD comprises full Deans appointed by the Chancellor.

Board of Admissions. The Board of Admissions determines all policies and procedures regarding the admission of students into all programs in the University. The Board reports to the Board of Trustees via the Chancellor. The Board has the following composition: Standing Members: Dean of Enrollment Planning (Chair), Chair of the University Council of Deans, Dean of Students, Chair of the Department of Educational Services, Dean of Kingstown Medical College, Associate Dean of Enrollment Planning for Admissions, Dean of the School of Medicine, Dean of Clinical Studies, UK, Dean of the School of Veterinary Medicine, Dean of the School of Arts and Sciences and Graduate Studies, and three members appointed by the Chancellor. While the Board ultimately reports to the Board of Trustees, it is autonomous in all its decisions. Approved policies and procedures are directed to the Dean of Enrollment Planning via the Chancellor of the University for Implementation.

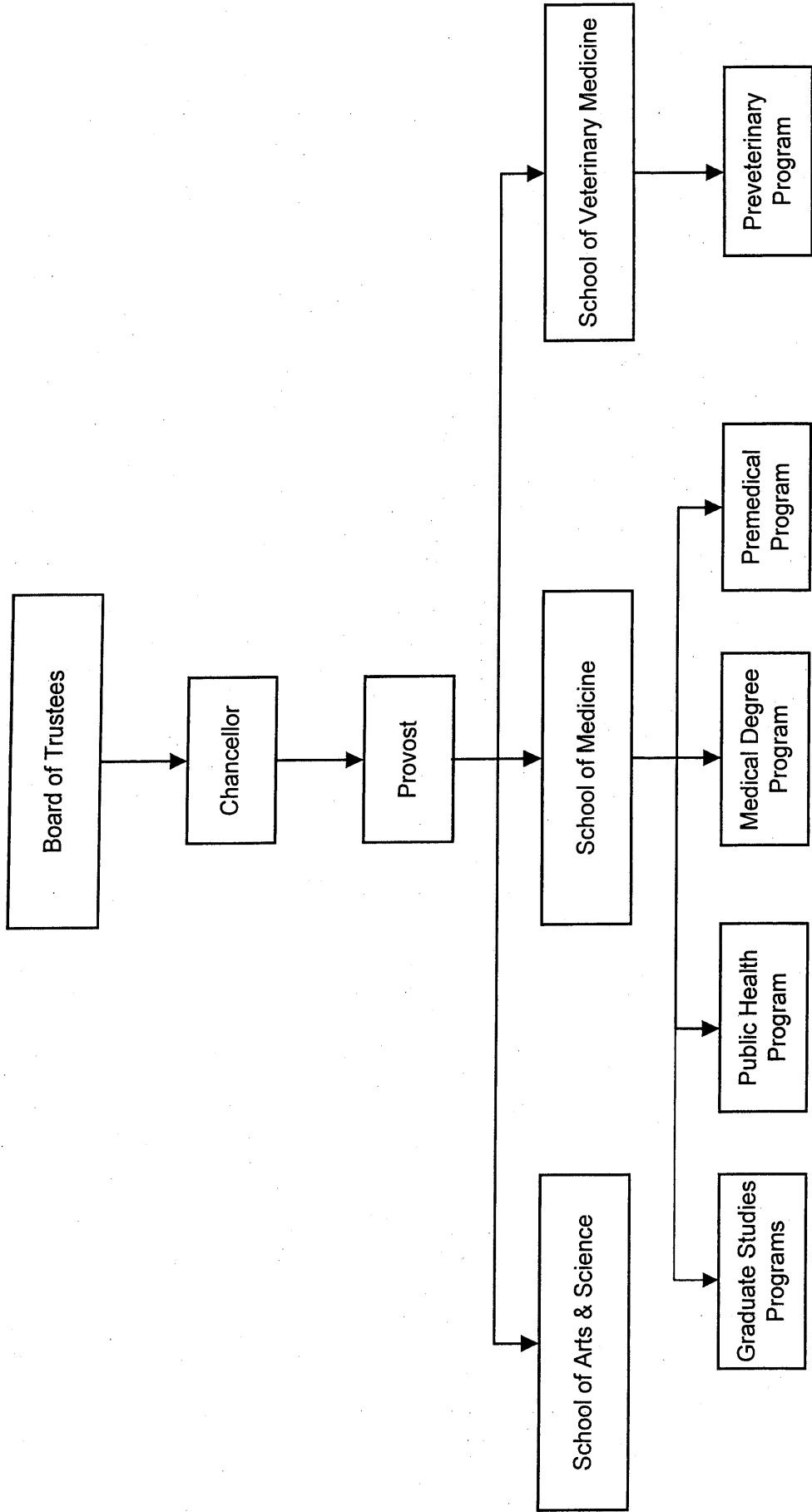
UNIVERSITY OFFICERS (See attached organizational charts)

Chancellor - The Chancellor is the Chief Executive Officer of the Corporation for performing the duties associated with the general and active management of the affairs of the Corporation and as may be more particularly prescribed or assigned by the Trustees. The Chancellor is ultimately responsible for all of the University's activities and appoints all other executive officers.

Provost - The Provost reports directly to the Chancellor and serves as campus representative in the Chancellor's absence. The Provost is the Chair of the University Council of Deans and is principally responsible for ensuring the quality of the faculty by administering and monitoring procedures and criteria for faculty appointments and promotions, working conditions and tenure.

As the Chief Academic Officer for the University, the Provost provides leadership for matters that affect academic programs, research, and outreach involving faculty, students, and staff. The Provost oversees the quality of programs of instruction, research assessment and multicultural affairs through collaborative work with the Vice Provost,

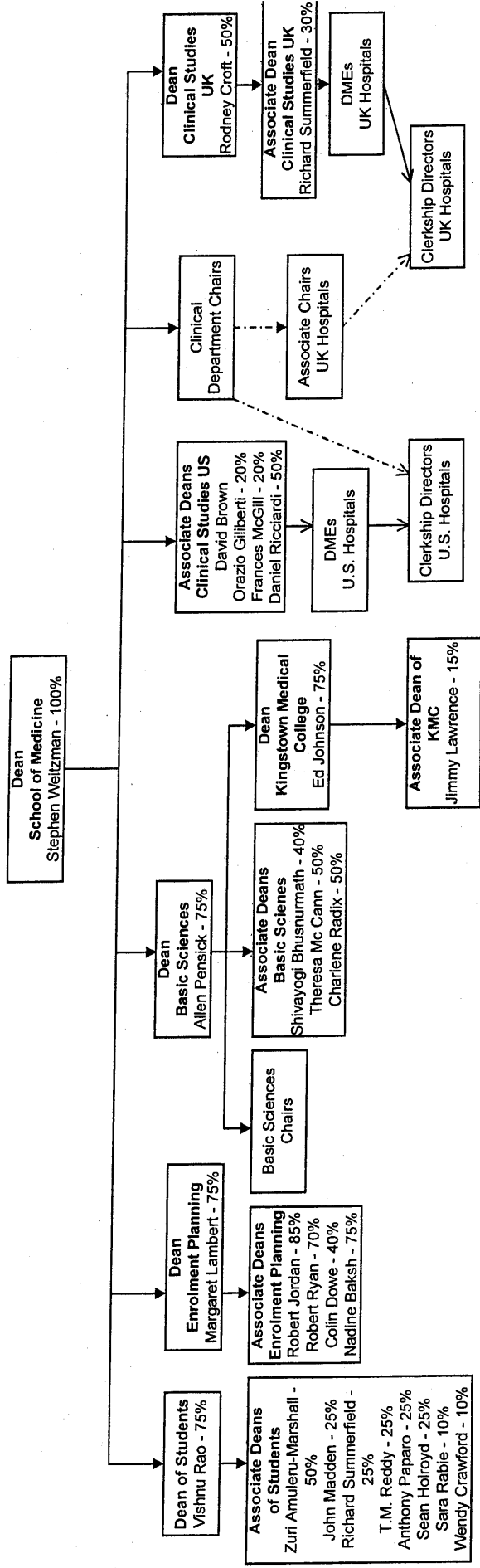
St. George's University





St. George's University

Medical Degree Program



Academic \dashrightarrow

Administrative \longrightarrow

deans, departmental chairs, and other directors, addressing issues such as effective planning, good management, and program reviews. Additionally, the Provost is responsible for overseeing academic and budgetary planning and priorities and advising the Chancellor on matters relating to overall planning and allocation of resources. The Deans of the Schools report to the Provost as does the Director Library Services; Director Office of Institutional Advancement to include Office of Education Assessment, Alumni Coordinating Board, University Faculty Recruitment and University Scheduling Office of Agency Reporting; Director, Office of Communications and Events and Director, Department of Educational Services. In addition the Provost will work closely with the Dean of Students, Dean of Enrolment Planning, Director of Financial Aid, Executive Director of Information Technology, Office of Education, Research and Development, University Senate, Board of Admissions, Office of the Comptroller, Director of Operations, Director of Publications Office, the Office of Business Administrator and Human Resource Department on academic, non academic and other administrative matters.

The major focus of the Office of the Provost is on the broad objectives related to academic affairs, but is also charged with helping each unit meet its goals and working with the various governance bodies. Shared governance through the University Council of Deans provides the framework from which the Office of the Provost can support and serve the University.

Other areas of collaboration are through the Computer SIG Group now the Committee for Technology-based Teaching and Learning, General Studies not assigned to a school, e.g. summer programs, athletics Facilities and the Faculty and Student Computer Labs.

The Office of the Provost is located in Chancellery Building, True Blue Campus

Allen H. Pensick, Ph.D.
Office of the Provost
St. George's University
Chancellery Building
True Blue Campus

Faculty and University Re-organization – Since the last review, there have been several substantial changes in the organization of the University and the Table of Organization of the School of Medicine. These changes were introduced in response to the growth and expansion of the Medical School and other academic programs within the University. The goals are to expedite and speed the transmission of resolutions through proper channels to executive levels; to decrease the “vertical” nature of the University’s bureaucracy; and to streamline the administration and make it more responsive to the needs of faculty and students.

It must be understood that the University contains, not only a School of Medicine, but also a School of Veterinary Medicine, both of which offer graduate programs. There is also a School of Arts and Sciences. Accordingly, the Table of Organization for the University is comprehensive and is meant to demonstrate how all the schools are governed and inter-related.

The major changes, which were instituted from May to August of 2004, include:

- Elimination of the Clinical Advisory Committee;
- Elimination of the position of Executive Dean (his duties and responsibilities have been assumed by the Dean of the School of Medicine.)
- Formation of two new Advisory Councils:
 1. Basic Sciences Council
 2. Clinical Council

The two new councils referenced above are advisory councils to their respective Deans. As pointed out above, the position of Dean of Clinical Studies has been eliminated. Dr. Weitzman continues to operate the clinical portion of the program, delegating most functions to five associate deans, while maintaining executive power. The Basic Sciences and Clinical Studies Councils are listed on the School of Medicine Table. The Student Services Council is found on the University Tables, as it services students from all of the Schools within the University.

The Faculty Senate structure charts list the names and current membership of the various standing committees within the School of Medicine for 2004. It must be noted that the two major subdivisions of the School, Basic Sciences and Clinical Studies, have four standing committees:

- Executive
- Curriculum
- Student Academic Affairs
- Faculty Affairs

In addition, there are four committees of the same names for the entire School of Medicine, each with representation from both Basic Sciences and Clinical Studies divisions.

School of Medicine Faculty Senate - The School of Medicine Faculty Senate consists of a Clinical Division and a Basic Sciences Division, each of which operates through three Standing Committees including Faculty Affairs, Curriculum and Student Academic Affairs. Details of the constitution and organization of the Senate and Senate committees are presented in sections 5 and 6 of the draft of the 2002 *Faculty Handbook*. The Faculty Senate of the School of Medicine is the voice of the medical faculty in all matters concerning the duties and privileges of faculty members as well as other matters relevant to the efficient operation and organization of the School of Medicine. Resolutions and recommendations from the Faculty Senate Executive Committee are forwarded to the Dean of Basic and Allied Health Sciences where appropriate, but all are forwarded to the Dean of the Medical School for comment. Approved resolutions that add to or alter sections of the Handbook are added to this document on an ongoing basis.

Dean of the School of Medicine

The Dean of the School of Medicine is the Chief Academic Officer of the SOM, directs all programs and activities within the SOM, is responsible to the Provost, the Chief Academic Officer of the University, and is a member of the University Council of Deans.

Dean of Basic Sciences - The Dean of Basic and Allied Health Sciences is academically and fiscally in charge of the basic sciences program in Grenada and St. Vincent and

reports to the Dean of the School of Medicine. The responsibilities of the Dean of Basic and Allied Health Sciences include the initiation of basic sciences faculty recruitment, supervision of the curriculum and of faculty and student affairs in the first six terms and the development and administration of the Allied and Community Health Sciences Program. Specific assignments include: coordination of the administration of the basic sciences program; curriculum development; Course evaluations, budget preparation for the basic sciences; recruitment, promotions and contracts with faculty. The Dean of Basic and Allied Health Sciences serves as a member of the Board of Admissions, University Standardized Examination Committee (USEC), the Basic Sciences Comprehensive Examination (BSCE) Committee, Council of Deans, the Academic Executive Committee, the Academic Executive Committee, the Advisory Management Committee and the Government Monitoring Committee. He is assisted in his task by the Dean of Kingstown Medical College and by appointed Assistant or Associate Deans as well as by the Chair of the various departments.

Dean of Kingstown Medical College - The Dean of Kingstown Medical College oversees the Kingstown Medical College Campus. He reports to the Dean of Basic and Allied Health Sciences, and both are responsible for the administration and oversight of the School of Medicine Basic Science Program in St. Vincent.

Department Chair and Associate Dean - The Chair of a given Basic Science department is appointed by the Chancellor under the recommendation of the Provost of the School of Medicine and reports to the Dean of Basic and Allied Health Sciences. The Chair is responsible for the management of his/her department in relation to all of its academic activities, namely teaching, examining and research supervision and the development of faculty and staff within the department. The Chair, or designee, will represent the department on all statutory bodies requiring departmental input. The Chair will seek to develop and maintain good working relationships with other departments in the School of Medicine and the Administration, including the Business Office. The Chair will convene at least three departmental meetings per academic year, prepare, in consultation with faculty, an agenda for these meetings and maintain a record of the business of the meetings. The Chair will report directly to the Dean of Basic and Allied Health Sciences or his designee.

The other major responsibilities of the Chair include:

- Development of the curriculum of the courses offered by the department
- Preparation and management of the departmental budget
- Oversight of departmental policy regarding the administration of courses and examinations
- Management of the physical resources required by faculty and staff to perform their duties at a high standard
- Maintenance of communication with the Dean of Basic and Allied Health Sciences about the level of progress within the department and related departmental requirements
- Recommend to the Dean of Basic and Allied Health Sciences regarding appointments of Course Directors.

- Submission of 60 days prior notice of intention to resign or seek leave, according to the policy stated in the Faculty Handbook.
- Participation in Course Review and Departmental Reviews.

Course Director - Course Directors are appointed by the appropriate Deans after consultation with the relevant Department Chairs and report to the latter. The Course Director receives advice and guidance from the Chair about duties and responsibilities. The Course Director reports directly to the Chair of the Department. The major responsibilities of the Course Director include:

- Direction of his/her Course according to the procedures and guidelines in the Faculty Handbook or established by the Dean of Basic and Allied Health Sciences
- Selection of textbooks
- Selection of visiting professors
- Liaison with relevant part-time faculty teaching his/her Course
- Selection and supervision of teaching and laboratory assistants
- Preparation of Course materials
- Timely preparation of and adherence to the published schedule of classes
- Preparation and administration of exams
- Submission of grades according to the established grading system of the School of Medicine.
- Participation at all meetings at which input from Course Directors is mandated
- Development of the curriculum of his/her Course
- Participation in Course Reviews and Departmental Reviews
- Submission of 60 days prior notice of intention to resign or seek leave, according to the policy stated in the Faculty Handbook

Dean of Students

The Dean of Students is responsible for all student affairs including those pertaining to their academic performance and progress, as well as their well being and conduct. He reports on these matters to the Dean of the School of Medicine. His tasks include the following:

- Monitoring of student academic progress of all students, in consultation with Course directors, faculty advisors, the registrar and the Department of Educational Services; Chairing the Academic Progress Committees of all students in the University
- Assignment of students to faculty advisors and supervision of the advisor-advisee program
- Collection of all information pertaining to student progress and conduct to be used in writing of letters in support of transfers or Dean's letters;

- Enforcement of all rules of student academic and professional standards including warnings and suspensions prior to convening Student Disciplinary Panels;
- Orientation of freshmen students in collaboration with the Dean of Enrolment planning, student organizations, residence assistants and the business administration;
- Advising of all student and student government bodies.

The Dean of Students is a member or serves as the Chair, of the following committees: Academic Progress and Professional Standards Committees (Chair), Executive Council of Deans, Board of Admissions, Advisory Management Committee, Non-academic Affairs Committee (Chair) and the Grenada Scholarship panels. The Dean of Students also chairs the Interim Academic Progress Committees and the Clinical Academic Progress Committees.

Dean of Enrollment Planning and University Registrar

The Dean of Enrollment Planning (EP) is responsible for overall marketing plans which support the mission of the SOM. This Dean sits on the SOM Council of Deans and works with the Dean, SOM on strategic planning to enhance student recruitment, selection, and retention. The Dean of EP directs all processes and procedures concerning student admissions and coordinates the Board of Admissions (BOA) and the SOM Committee on Admissions (COA) and implements policies and procedures determined by the COA and the BOA. The Dean of EP chairs the University Publications Committee and serves as the University Editor. Among other publications, the Dean of EP is responsible for the various schools catalogues and the Student Manual. This Dean of EP reports directly to the Chancellor as approved by the Board of Trustees. The Dean of EP is responsible for the following matters:

- Development and supervision of the University's strategic marketing and outbound communications programs.
- Chairing of the University Publications Committee and functioning as the University Editor.
- Working with the Chancellor, the Provost, and other members of the administration, works closely on the development and pursuit of strategies for student recruitment and international development, including linkages with educational institutions, program development, and the identification of international locations for programs.
- The development and supervision of admissions policies and procedures in consultation with the Dean, SOM.
- Involvement in University program developments as they affect enrolment planning.