2021-2022
Student Handbook

Program in Physical Therapy
College of Health and Human Services
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These rules and regulations are subject to change without notice. Students should refer to University Policy for issues related to residency status: https://in.nau.edu/student-service-center/arizona-residency/
Introduction

The Doctor of Physical Therapy (DPT) degree program is designed to be completed by full-time students in 28 months in accordance with a pre-determined Program of Study (Appendix A), http://nau.edu/gradcol/degrees-and-programs/programs-of-study-page. The program is accredited by the Commission on Accreditation in Physical Therapy Education (CAPTE ), 1111 North Fairfax Street, Alexandria, Virginia 22314; telephone: 703-706-3245; email: accreditation@apta.org; website: http://www.capteonline.org.

The DPT program is offered on the Flagstaff Mountain Campus (FMC) and the Phoenix Biomedical Campus (PBC). Each student admitted to the program is assigned to a specific campus. Students are expected to complete all coursework at the assigned campus. Deviation from this policy will only be considered under very extraordinary circumstances.

All physical therapy students are subject to the policies and regulations of the University and Graduate College. Students are referred to the following sources:

- http://nau.edu/university-policies/.
- http://nau.edu/GradCol/Student-Resources/.

It is the student’s responsibility to carefully read and understand the Student Handbook for the Physical Therapy Program. Students are required to acknowledge they have access to and an understanding of the document prior to beginning classes. Students should address any questions or concerns regarding the document to the Program Director before signing the electronic acknowledgement form on EXXAT.

The Student Handbook is subject to revision. When consulting handbook policies, students should be certain to access the most updated version of the handbook, a link to which may be found on the NAU Physical Therapy website: https://in.nau.edu/physical-therapy/student-resources/

Each campus has a Program Director. Students should consider reference in this document to Program Director as the Program Director for their campus.
Mission Statement and Goals

Northern Arizona University’s physical therapy program mission is to prepare exemplary and professionally engaged Doctors of Physical Therapy through innovative, collaborative, and experiential instruction provided by nationally recognized faculty scholars and leaders across a successful two-campus model.

Goals of the Physical Therapy Program

- The program will provide students with the knowledge and skills related to physical therapy practice to provide value-driven and consumer-centric physical therapy services that represent best practices.
- The program will provide students with the skills to acquire, interpret, and apply the best available evidence in the provision of physical therapy services.
- The program will provide students with knowledge and skills related to collaborative practice, advocacy, and the recognition of health disparities, and they will contribute to the health of society.
- The program will encourage students and faculty to participate in the American Physical Therapy Association, the Arizona Chapter of the American Physical Therapy Association, and other organizations or activities that advance the profession of physical therapy.
- The program faculty will contribute to the governance of the Program, College, and University and be recognized locally, regionally, nationally, or internationally as leaders through scholarship, clinical education, and/or professional service.
Technical Standards

A student must possess the capability, with or without reasonable accommodations, to complete the entire physical therapy curriculum. The program requires each student to possess the minimal skills listed below in order to participate in coursework, demonstrate proficiency of essential skills, and progress through the Program of Study. It is essential that each student meet the technical standard listed, which are necessary for safe and effective progression through the Program of Study. A student with a disability requiring accommodation in order to meet the listed technical standards must contact Disability Resources (http://nau.edu/Disability-Resources/) prior to matriculation in the program or as soon as possible.

Observation skills are necessary for acquisition of required knowledge and skills in classroom, virtual environments, laboratory, and clinical settings. A student must possess capacity to perceive, assimilate, and integrate information from a variety of sources (e.g. oral presentation, printed material, visual media, live demonstrations, and active participation). Specifically, a student must be able to:

- Understand lectures and classroom instruction.
- Monitor heart and lung function.
- Effectively respond to emergency notifications.
- Integrate and apply information from textbook and professional publications, medical records, classroom and laboratory demonstrations, and patient movements.

Communication Skills are critical for a student to build/sustain relationships with faculty, advisors, colleagues, patients/clients and their families, explain evaluation findings and treatment procedures, and read and/or inform others of medical precautions or potential contraindications. A student must be able to:

- Gather, comprehend, utilize, and disseminate verbal and written information using the English language effectively, efficiently, and according to professional standards.
- Communicate at a level consistent with competent professional practice.
- Use grammar and vocabulary proficiently.
- Read and evaluate professional literature.
• Reciprocally communicate with other health care providers via medical records (electronic or hand-written) while maintaining patient confidentiality.
• Communicate effectively and sensitively with patients/clients and colleagues with varying cultural and social backgrounds.
• Observe, recognize, and understand non-verbal communication, including body language, demonstrated by others as well as themselves.

**Intellectual/conceptual abilities** are necessary for the synthesis and application of specific knowledge and skills in academic, laboratory, and fieldwork settings. A student must be able to:

• Retain facts.
• Synthesize information.
• Reason logically.
• Measure and analyze clinical data.
• Apply relevant knowledge, concepts, and data to the practice of physical therapy.
• Develop and exhibit a sense of professional standards, medical ethics, and pertinent law.

**Motor skills** are essential for the manipulation of instruments or tools and for safely and effectively assisting or teaching patients/clients. A student must have the physical strength, coordination, and general health to efficiently and effectively:

• Participate in on-campus laboratory activities that will require physical contact with peers to practice and demonstrate clinical skills. Actively participate in live or virtual cadaver dissections, palpation of peripheral pulses and anatomic structures, and implementation, assessment and documentation of tests and measures essential for physical therapy practice (e.g. vital sign assessment, goniometry, manual muscle testing, and instrument readings).
• Perform CPR procedures.
• Lift and assist patients/clients.
• Perform specific clinical procedures (e.g. examination, manual interventions).

**Behavioral and Social Skills** are necessary for the development and maintenance of mature and effective interpersonal relationships with other students, faculty, colleagues, and patients. A student must be able to:
- Tolerate physically and emotionally stressful workloads.
- Function effectively under pressure.
- Adapt to changing environments.
- Remain flexible and function in the face of the uncertainties inherent in the clinical setting.
- Provide physical therapy services to individuals of diverse cultures, age groups, socioeconomic groups, and challenges without bias.
Credentials and Health Requirements

Credentials

A student is required to provide proof of each of the following items prior to participating in clinical courses and to maintain them throughout enrollment in the Program:

- Level One Fingerprint Clearance Card issued by the Arizona Department of Public Safety
- Health Insurance
- Immunizations/proof of immunity
  - Hepatitis B series
  - MMR (required for admission to NAU)
  - TDAP (tetanus, diphtheria, and pertussis)
  - Varicella
  - 2-Step TB/PPD test (with annual tests thereafter)
  - Seasonal influenza vaccine
- AHA’s Basic Life Support for Healthcare Providers
- Professional Liability Insurance
- Evidence of HIPPA and OSHA training

Clinical sites may have additional requirements that can include additional vaccinations including COVID-19, more extensive criminal background checks, and/or a physical examination, among others. It is strongly recommended that students consider the following additional vaccines: COVID-19, Meningitis and Hepatitis A. Unless otherwise stated, department-specified vendors and sources should be used and the cost of most credentials is to be borne by the student. Medical insurance may be obtained through the NAU Health Plan. For information regarding the NAU Health Plan, go to http://nau.edu/Medical-Services/Insurance-and-Payment/.

Exceptions to these requirements are not permitted unless for medical or other legally protected statuses. A student will not be allowed to begin a terminal clinical experience without documentation that each of these requirements will be current for the duration of the experience. Documentation must be provided no later than six weeks prior to the start of the experience. Delay or failure to maintain and provide supporting documents related to these requirements may result in disciplinary actions, up to and including removal from the clinical site and
suspension from the program.

In the course of the program, the student is required to participate in clinical experiences located at facilities that are not under the control of NAU.

**Health Status**

Safety of students in the role of subjects or patient simulators: The DPT program requires participation in classroom, laboratory, and clinical activities. In laboratory activities, students will be called upon to act as subjects and patients for their peers. They will also have the opportunity to work as student physical therapists with individuals from the community who may or may not have disabilities. If a student has any health issues, religious or cultural directives that restrict their ability to assume these roles, they must notify the course instructor as soon as possible. In the event of a medical condition, the student may need to seek accommodations from the Office of Disability Resources.

A student must notify the Program Director of any disability, impairment or condition that has the potential to jeopardize the safety of students, faculty, or patients or which prohibits full participation in classroom, laboratory or clinical activities (injury, prolonged illness, pregnancy, etc.) as soon as possible. Failure to notify the Program Director may jeopardize the student’s standing within the program and ability to progress toward degree completion. In addition, the student must:

- Provide a written statement from his/her licensed healthcare professional detailing the limitation(s).
- Provide a written statement from his/her licensed healthcare professional when limitations have been cleared.
- Inform his/her clinical affiliations of any change in health status and any possible limitations because of it.
- When a health concern is reported, the Director and/or Director of Clinical Education (DCE) will work with the student to determine if any restrictions or modifications of his/her coursework or clinical experiences are necessary in order to ensure a quality educational experience and the safety of all concerned. If accommodations cannot be made, the student may be required to alter or postpone progression through the program or withdraw from the
Students’ participation in the DPT program involves activities that inherently present safety risks. The program is committed to the safety of the students; students must adhere to program policies regarding safety in the classroom, laboratories, and clinic including:

1) Unsafe behavior during class, lab, or clinical time is not tolerated. If observed, students should report such incidents to the course instructor and/or Program Director immediately.

2) DPT program equipment is calibrated and checked annually for safety. Students should report any concern with the safety or safe use of equipment to the course instructor and/or the Program Director immediately.

3) Students must disinfect and put away all equipment after use and assist in keeping the environment neat and clean.

4) If a student or third party becomes ill or injured during class, they must inform the course instructor immediately so that the Report of Injury procedure can be initiated. More details: https://in.nau.edu/wp-content/uploads/sites/130/2018/06/Instructions-for-Thrid-Party-ROI-ek.pdf

5) Students are expected to follow the appropriate Hazardous Material and Infection Control Policies dictated by their campus and as presented at orientation.

6) Students are required to follow Universal Precautions. All body fluids and blood should be treated with the assumption that they are infectious for blood-borne pathogens. Frequent hand washing or use of hand sanitizer is required. During public health concerns all students will be required to follow CDC guidelines (e.g. wearing masks).

7) First aid kits, fire extinguishers and AED’s are located in the Physical Therapy buildings at each campus. Emergency exits are clearly marked. Refer to the emergency maps at each campus for details.

8) Campus security: Emergency services are available at each campus by dialing 911. In addition, local campus security should be contacted. At FMC the NAU police department can be reached in an emergency by calling 928-523-0000. The non-emergency number is 928-523-3611. At PBC this can be reached by dialing 602-827-4350 during regular hours or to reach a 24-hour roving officer, call 480-285-7228.
Hazardous Materials

Policies regarding storage and use of hazardous materials are dictated by the university in compliance with federal guidelines and can be found at https://in.nau.edu/environmental-health-and-safety/standard-operating-procedures/

Specific guidelines for participation in the anatomy donor labs are included in the syllabi for these courses at each campus (PT 525/PT 535).
Academic assistance, counseling, health, and disability services

**Academic Assistance:** For assistance in academic performance, students should first meet with the course instructor. Further assistance can be obtained by contacting the student’s departmental academic advisor.

**Emergency Student Services:** The Office of the Dean of Students serves as a central location to provide support and referrals for students facing educational barriers related to a variety of issues. Programs include Louie’s Cupboard food pantry, case management services, Textbook Loan program, and the Lumberjack Emergency Assistance Fund. For more information, please visit https://in.nau.edu/dean-of-students/support-and-programs/.

**Counseling Services:** Counseling services are available for students. Students at FMC can find information about services and appointments at the main campus of NAU at: https://nau.edu/counseling-services/. Services for emergencies (24 hours) are available by calling 928-523-2261. Counseling is available for PBC students through our partnership with Arizona State University. Information can be found at: eoss.asu.edu/counseling. Appointments can be scheduled Monday through Friday from 8 am to 5 pm by calling 480-965-6146. Services for afterhours emergencies are available through EMPACT 24-hour Crisis Line at 480-921-1006.

**Health Services:** At FMC, students should contact Campus Health Services https://in.nau.edu/campus-health-services/medical-services/. At PBC health services are available through our partnership with ASU. Clinic hours are Monday through Friday from 8 am to 5 pm. Walk-in/same day appointments are available at 500 N. 3rd Street, Health South, Suite 155, 480-965-3349 or 602-496-0721.

**Disability Services:** The Physical Therapy Program supports the Americans with Disabilities Act and Amendments Act as well as Section 504 of the Rehabilitation Act. A student with a disability requiring accommodation must contact Disability Resources (http://nau.edu/Disability-Resources/) prior to matriculation in the program or as soon as possible. Those students who need to request accommodations must register with the Disability Resources Office through the link above. A student is not eligible to receive accommodations until the registration process is complete. For those students who need particular accommodations, the program will attempt to identify a clinical education site that can meet the student’s individual needs; this may require extra time, and start dates of clinical experiences may be delayed. If
appropriate accommodations cannot be achieved in an assigned clinical facility, the student may need to accept a different placement. The program will provide reasonable accommodation in accordance with the recommendation(s) from Disability Resources as long as it does not:

- Fundamentally alter an essential element of the program.
- Lower an essential standard of the program.
- Create a significant risk to the health and safety of others.
Academic Program

Plan of Study

The Program of Study includes a minimum of 98 total credits and is designed to be completed by a full-time student in 28 months (Appendix A). During the first 21 months of the program, the student is generally on-campus for coursework. During the remaining 7 months, the student participates in clinical education through full-time experiences in clinics under the supervision of a licensed physical therapist.

The 98 credits must be completed within the NAU DPT program. Transfer credits from other universities or programs are not accepted.

Class Attendance

Consistent class attendance is expected of all students and is essential for the student to demonstrate mastery of course material. The program’s policy is consistent with that of the Graduate College (https://policy.nau.edu/policy/policy.aspx?num=100335).

Faculty may elect to stress the importance of class/lab attendance through course-specific policies and determination of the student’s final grade; specific course expectations will be articulated in the course syllabus. While students are not required to justify their absences, it is expected that they will inform their instructors beforehand as a measure of professional accountability and courtesy. In all situations, students are responsible for all content discussed and materials provided, whether or not they are in attendance. If the period of excused absence is substantial, it may be necessary for the student to receive a grade of Incomplete for classes that semester. The faculty and the Program Director will determine if grades of Incomplete are warranted.

Schedule

The program is rigorous. A student should expect to be in face-to-face or virtual class, lab, or clinic roughly 30-40 hours/week throughout the program; additional preparation outside of scheduled class times is expected. Weekly schedules of coursework are prepared by the Program Director. Every effort is made to schedule
classes between the hours of 7:00 am and 5:00 pm Monday-Friday and to adhere to the published schedule; however, the schedule may be adjusted to accommodate unforeseen teaching/learning opportunities or challenges. Daily/weekly schedules for the Integrated Clinical Experiences (ICE) are determined at the sole discretion of the DCEs.

Additional lab time: Students may schedule access to labs for practice of clinical skills outside of class time. At both campuses, laboratory equipment can be used for practice; however, equipment for modalities must be left in the “off” position. Students must leave the labs neat and disinfected when they are done with their practice session. Failure to do so may restrict laboratory access.

Student Advisors

The student will be assigned a faculty advisor upon commencing the program. Faculty advisors serve as mentors for case presentations and capstone experiences. They also serve as liaisons between the student and the Program Director. Faculty advisors are available by appointment; appointments should be scheduled jointly by the student and advisor. Students are encouraged to talk with the advisor regarding any concerns involving the advisor. If the situation is not satisfactorily resolved, students are encouraged to report the concern to the Program Director. If the situation still cannot be resolved, a new faculty advisor may be assigned by the Program Director.

Classroom Assessment

Course Syllabi

A course syllabus that describes the course objectives, student expectations, grading criteria, and policies will be provided on or before the first day of each class. Syllabi serve as the official “contracts” between the faculty and students. Familiarity with the syllabus is the student’s responsibility; the student should verify any vague or confusing terms of the syllabus with the instructor within the first 2 weeks of class. If altered, the new syllabus becomes the criteria that will be used for determining student performance in the class. A student who feels that significant deviations from the course syllabus exist should talk with the Instructor and/or Program Director.
Written Examinations

Academic dishonesty is not tolerated; dishonesty can result in failure of the course and dismissal from the program. Exams may be proctored in person, online, or given on the honor system. Students are responsible for assuring that they understand the expectations of the exam and follow the exam administration rules completely.

In the event that a student is unable to take a course exam at the designated time, an alternate time may be arranged between the student and the faculty member for the class in question. This arrangement may only be made if the instructor of record determines that there is an acceptable reason for rescheduling the exam.

Re-takes of individual written exams are unlikely and may be granted only under extreme circumstances at the discretion of the instructor in accordance to policies set forth in the individual course syllabus. Without extreme, documented circumstances, a re-take of an exam should not be expected.

Final exams will be administered during the University’s scheduled Finals Week. Specific dates and times of final exams are determined by the Program Director. Any exceptions to the schedule must be stated in the course syllabus.

Copyright and Fair Use

Copyright laws exist to protect the rights of creators, distributors, and consumers, and barring a few exceptions, almost everything in print and online is protected by copyright. Keep in mind that copyright violations can result in serious academic and legal consequences. Students who use university computing resources to share and download copyrighted materials may be subject to disciplinary action under the terms of the Student Code of Conduct. Students may also face criminal and civil legal action by federal authorities and copyright holders. If you are uncertain about copyright protections, reach out to your instructor or the library for assistance.
Copyrighted material may include, but is not limited to, website content and format, lecture and class notes, exams, technical articles or other literary works. Filming on any of NAU’s campuses for commercial gain is prohibited. Filming and/or photography on campus for any other purpose must be approved by the DPT program administration and is subject to the terms outlined in the University photo release found at https://nau.edu/wp-content/uploads/sites/87/2018/08/NAU-Photo-Release-1.pdf. Failure to abide by this policy is in violation of the program’s standards for professional and ethical behavior and may result in dismissal from the program.

**Course Grades**

Final course grades shall be pass/fail or letter grades (“A”, “B”, “C”, and “F”), as indicated in the course catalog. A grade of “C” or “Pass” is minimal passing criteria for all courses with a “PT” prefix. It is the individual faculty member’s prerogative to determine the evaluation instrument(s), grading scales, and passing standards for the course. The instructor will inform the students of the grading criteria via the course syllabus.

Exams, assignments, and other assessments may be returned to students. These items are considered personal and confidential and are not to be shared with students in other cohorts and/or students who have yet to complete those assessments. Additionally, copyright protects an original work of authorship fixed in any tangible medium of expression from reproduction, distribution, display, performance or the creation of derivative works without the permission of the owner.

Once a grade has been submitted at the end of each semester to the Registrar, it may not be changed without following the university policy regarding grade appeals.

The grade of “Incomplete” is an option when part of the work for the course remains to be finished at the time the grade is due. A grade of Incomplete can only be given if the faculty member agrees that there were circumstances beyond the student’s control that resulted in a failure to complete the required work. Refer to The University policy on Grades of In-Progress or Incomplete. The plan for completing the course including the completion date must be in the form of a written agreement between the student and the faculty member and will be placed in the student’s file.
This form will specify course work to be completed by the student and due dates, in order for the incomplete grade to be replaced with a grade for the completed course. Due dates may not extend further than 12 months from the end of the term in which the student was enrolled in the course or the Incomplete grade will be converted to a “Fail”. When all completion requirements have been met, the faculty member will complete and submit a “Grade Change Request Form”. Students must meet with the Program Director to determine if there will be an alteration in the Plan of Study.

**Practical Examinations**

A passing score is required on all practical exams. Students must pass the practical component(s) of a course in order to pass the course.

If a student fails a practical exam, in the absence of specific consequences outlined in the course syllabus, a failing course grade may be assigned. If allowed to continue in the program, an individualized remediation plan will be established. If a re-take of the practical exam is allowed through the course policy or as part of a remediation plan, only one re-take of a practical exam will be allowed. In the event of a second failure, a failing grade for the course will be assigned. If a safety violation leads to failure on both the first and second attempts of a practical examination in the same course, the student may be recommended for dismissal from the Physical Therapy Program.

**Comprehensive Examination**

Students in good academic standing will take a comprehensive examination in the spring semester of Year II. All coursework up to the date of the comprehensive exam must be successfully completed.

Students on academic probation must be in good academic standing before taking the comprehensive examination or have approval from the Program Director to sit for the exam.

The comprehensive exam is designed to represent the knowledge essential for physical therapy licensure and to ensure that students are prepared for full-time terminal clinical experiences (PT 608). Questions are similar to those that graduates of the program will encounter on the National Physical Therapy Licensure Examination. A minimum score on the comprehensive exam of 550 is required for the
commencement of PT 608 and for successful completion of the Program. Students must achieve a score of at least 600 to petition the program for permission to take the NPTE before graduation.

If a student does not obtain a passing score on his/her first attempt, the student must meet with the Program Director to plan remediation and schedule a re-take of the exam. The re-take must be scheduled no sooner than 2 weeks after the first attempt. Since a student may not begin PT 608 until the exam is successfully completed, full-time terminal clinical experience(s) may be delayed. Therefore, the student must also meet with the DCE, who may reschedule or reassign full-time terminal clinical experience(s). Depending on the new schedule, graduation may be delayed. Students who do not pass the comprehensive exam on the second attempt are required to meet with the Program Director to discuss options, if any, for continuing in the program.

Clinical Education

Clinical experience in community facilities is an integral part of the program. It is associated with two courses: PT 601 and PT 608. PT 601 is the integrated clinical experiences (ICE) and is taken during the first 2 years of the program; PT 608 includes a minimum of 30 weeks of full-time terminal clinical experiences. A student must be in good academic standing and pass the comprehensive exam prior to participating in PT 608.

The DCE determines the structure, timing, student assignment, and specific requirements of PT 601 and PT 608. PT 608 utilizes a selection process through which students may express site preferences. A student must be in good academic standing in order to participate in the selection process. For a student who is not in good academic standing but has the potential to return to good academic standing and successfully complete the academic portion of the program, the DCE will assign clinical placements based on the student’s strengths and limitations.

For students requiring accommodations, the DCE will attempt to identify clinical education sites that can provide the accommodations; however, this may require extra time, and start dates and completion of clinical experiences may be delayed.

Further information and specific policies and procedures related to the clinical education phase of the curriculum can be found in the Clinical Education Handbook. Unless otherwise stated in Clinical Education Handbook, all information presented in the program’s Student Handbook applies to clinical education.
Professionalism

Professionalism is an academic requirement of the program. It is critical to a student’s success in the program and in the profession and is an essential component of the curriculum. Appendix C includes an example of a rubric that may be used by the student as a guideline for self-assessment of professionalism. Additionally, the program has policy specific to certain elements of professionalism. Further information related to the impact of professionalism on degree progression is found in this document in the section on “Degree Progression”.

Professional Behavior

A student must conduct himself or herself in accordance with University Policy and the professional and ethical standards of the profession. The student is referred to the following documents for details:

- Northern Arizona University’s Student Code of Conduct (https://nau.edu/university-policy-library/student-code-of-conduct/).

A student who fails to comply with the standards established in these documents is required to meet with the Program Director. Depending on the nature of the incident and any previous infractions, remediation may be required or dismissal may be recommended. Remediation may include establishing an Academic Improvement Plan, and the student must meet the directives outlined within the plan in order to continue to progress in the program.

Professional Dress/Appearance

Professional appearance is expected at all times that the student is engaged in program-related activities. Professional dress is required when students participate
in clinical education in community settings. NAU PT polo shirts and/or nametags will be provided to each student at the beginning of the program. These can be worn at any time; faculty will advise students if shirts or nametags are required for specific situations (e.g. patient interactions; inter-professional activities). Individual instructors may require students to adhere to a specific dress code for class, guest speakers, lab sessions, etc.; details, including grade adjustments for deviations from the dress code, will be provided in course syllabi.
Degree Progression

The responsibilities of the Physical Therapy Program extend beyond the provision of quality educational services and the promotion of student achievement. The program has a responsibility to ensure that graduates of the program are competent in the provision of quality physical therapy services in accordance with the Standards of Practice for Physical Therapy established by the American Physical Therapy Association. In order to make such assurance, the program has defined standards that must be maintained in order for the student to progress in the program. The standards encompass academic progress and professional development. Failure to maintain the standards may result in dismissal from the program.

Satisfactory Academic Progress

A student must demonstrate satisfactory academic progress in the program by maintaining each of the following standards:

- Good Academic Standing as defined by the Graduate College ([https://policy.nau.edu/policy/policy.aspx?num=100319](https://policy.nau.edu/policy/policy.aspx?num=100319)).
- Passing scores in all program coursework.
- GPA ≥ 3.0 for coursework listed in the Program of Study.
- ≤ 11 units of “C” grades over the course of program.
- Passing score on the comprehensive exam.
- Adherence to the professional and ethical standards of American Physical Therapy Association and the NAU Student Code of Conduct.

A student who does not demonstrate satisfactory academic progress must meet with the Program Director to discuss the student’s specific situation. Barring severe infractions of the profession’s ethical and professional standards or the NAU Student Code of Conduct, the student will be placed on academic probation. An Academic Improvement Plan outlining the steps necessary for the student to return to satisfactory academic progress will be completed by the Program Director, reviewed with the student, and submitted to the Graduate College. The plan must be approved by the Graduate College prior to the student enrolling in further coursework. Since Academic Improvement Plans are determined based upon the unique circumstances
that resulted in the lack of satisfactory academic progress and focus on the remediation effort within the student’s individual area of need, plans will vary between students. Any form of remediation may delay the student’s completion of the program. Written action plans may require a student to repeat one or more classes and/or enroll in additional courses. If a course is repeated, the original grade is not replaced for the purpose of GPA calculations.

**Continuous Enrollment/Alteration in Plan of Study**

Doctoral degree program students are expected to be continuously enrolled each Fall, Spring, and Summer term until all requirements for the degree have been fulfilled. Any alteration in the approved plan of study and sequence of coursework must be approved by the Program Director. Given that courses are only offered in one term annually and semester schedules between cohorts may conflict, it is likely that the student’s progress in program completion will be delayed one year. In the event of any circumstances beyond the program’s control, the plan may need to be altered and cannot be guaranteed.

In extenuating circumstances, graduate students may petition for an exception to the continuous enrollment policy. The petition form, Petition for Leave of Absence, which is available on the Graduate College Website, must be approved by the student’s advisor, Program Director and Department Chair and sent to the Associate Dean of the Graduate College for final approval. The request must be filed and approved before the anticipated absence.

**Professional and Ethical Standards**

Adherence to professional and ethical standards is an academic requirement of the program. Students are required to uphold professional and/or ethical standards as defined by the American Physical Therapy Association and the NAU Student Code of Conduct. As representatives of the university and health professionals, students are expected to display professionalism in personal and academic roles. These expectations extend to participation in social media and other electronic communication.

Violations of professional or ethical standards may limit a student’s ability to participate in a class, clinic, or laboratory and can prevent a student from making
good academic progress. In the event of an infraction, the faculty and/or Program Director will notify the student of the infraction through verbal and/or written feedback. All such notifications, including verbal, should be documented and saved in the student’s file. Feedback for the student may include, but is not limited to, instructions for corrective behavior, a review of the discipline’s professional and ethical standards of behavior, or written instructions outlining resources for the student to prevent future infractions. Persistent infractions or more serious violations of established professional behaviors and/or professional and ethical standards may result in academic probation for the student or dismissal (see “Academic Continuation and Dismissal Policy” for the definition of “academic probation”).

Students on academic probation are required to meet with the Program Director to discuss the steps necessary to remediate problems that led to probation and to devise a written action plan. This written action plan must be submitted to the Graduate College for final approval. If a student does not meet the terms of the approved action plan, one or both of the following actions may be taken:

- The academic unit may notify the student and the Graduate College in writing of the program’s intent to recommend dismissal.
- The student may be blocked from future enrollment until the action plan is complete.

The Department Chair may recommend to the Graduate College that a student be dismissed based on severe, egregious, and/or consistent violations of established professional behaviors or professional and/or ethical standards. These violations might include, but are not limited to, actions that are life threatening, illegal, substantially neglectful of assigned duties and responsibilities, or violating Arizona Board of Regents (ABOR) or University rules and regulations (including the code of conduct or any other disciplinary rules). Consequences depend upon the gravity of the offense, its repetition, or its negative consequences upon others.

A student may appeal the Department Chair’s recommendations for remediation or dismissal in accordance with the Graduate School Appeals Policy.
Program Completion and Graduation

The physical therapy curriculum ends when all coursework, including terminal clinical experiences, are satisfactorily completed. Regardless of campus of attendance, graduation ceremonies occur on the Flagstaff Mountain Campus each December and May. Students are encouraged to participate in NAU’s graduation ceremonies.

Grievance Policy

Informal Procedures

Disagreements, complaints, misunderstandings, and grievances directly associated with the student’s involvement in the Physical Therapy Program can often be resolved through informal discussions between the student and other involved individuals (e.g. classmates, staff, faculty, and Program Director). It is the intent of this policy to encourage use of such informal procedures so long as such measures prove effective.

Formal Procedures

The formal procedural provisions of this policy should be set in motion only when the informal procedures prove to be or manifestly will be ineffective. For formal grievance procedures, the University Policy will be followed (https://in.nau.edu/office-of-student-affairs/formal-complaint-process/)https://policy.nau.edu/policy/policy.aspx?num=100103.

Complaint

The student may file a complaint, in writing, with the Program Director. If the complaint involves the Program Director, the complaint should be filed with the Chair of the Department of Physical Therapy and Athletic Training. Such complaint must include the name, address, phone number, and email address of the complainant; the names, times, places of persons and/or events surrounding the subject of the complaint; and the substantial nature of the problem in order to inform the Program Director and Department Chair of the facts and/or parties incident to the complaint.

Additionally, CAPTE has a mechanism to consider formal complaints about physical
therapy education programs that allege a program is not in compliance with one or more of CAPTE’s Standards and Required Elements or has violated any of CAPTE’s expectations related to academic integrity. For more information regarding these complaints, please refer to the CAPTE website (http://www.capteonline.org/Complaints/)

Appeals

Grade Appeals

In the instance that a student wishes to contest a grade received in the Physical Therapy Program, that student must follow the procedures outlined at: https://www5.nau.edu/policies/Client/Details/437?whoIsLooking=Students&pertainsto=All&sortBy=Ascending&page=3. For the Fall and Spring semesters, the grade appeal must be initiated within the first 15 days of the next regular term following the term in which the course work was completed. Review the provided link for details about appeals for summer semester grades.

A grade change is only warranted if the student can show that the instructor deviated substantially from the accepted and specific standards of proficiency of the University and/or academic program. Such deviations include a substantial deviation from the course syllabus, alleged prejudice against the student, alleged preferential treatment of another student, or classroom policies applied unevenly across students enrolled in the class.

Financial Issues

Tuition and Fees

Tuition and other university fees are applicable each semester that a student is enrolled in the program. Program fees are only charged in the Fall and Spring semesters. Students are referred to the Graduate College for the most current information. Note that students attending the PBC pay tuition and fees in accordance with Extended Campuses. In addition to University tuition and fees, the Program in Physical Therapy charges program fees, currently set at $3,000 (FMC) or $4,000 (PBC) each Fall and Spring semester that the student is enrolled as a full-time student.
Program fees are collected by the university and used in compliance with ABOR policies. ([https://public.azregents.edu/Policy%20Manual/4-105-Fees.pdf](https://public.azregents.edu/Policy%20Manual/4-105-Fees.pdf)). The portion of the program fees that are in the program budget is used to support the special needs of delivering a quality health profession program. These expenses may include, but are not limited to, PT equipment, lab supplies, salaries for clinical experts who serve as lab assistants and guest lecturers, registration for students at professional conferences, specialized software for class and lab activities, the purchase of PPE for lab activities, and campus-specific needs such as the pro-bono clinic in Flagstaff and the use of SIM at PBC.

**Summer Financial Aid**

Summer session awarding begins mid-April. As a graduate student, you must be enrolled at least half-time for summer (5 credit hours is half-time for federally funded graduate student loans) and have a current FAFSA on file, and all items complete in your To Do List in LOUIE. You will be notified via email information regarding your financial aid eligibility. *Summer financial aid disbursement begins 10 days prior to the start of classes. Students with unpaid summer tuition will be automatically dropped from summer classes.* The maximum annual limit for the federally funded unsubsidized loan is $20,500. If you have borrowed the maximum annual limit of $20,500.00 during fall/spring, you are not eligible for unsubsidized loan funding during summer. Other funding options include Graduate Plus loans and alternative private student loans with major lenders. Contact Financial Aid for the most up to date information.

**Residency Status**

The rules and regulations for establishing residency for tuition purposes are defined by the Arizona Board of Regents, which is authorized by the Arizona Legislature and Arizona Revised Statutes (15-1801 through 15-1807) to provide classification for a tuition differential between resident and non-resident students. The program has no jurisdiction in determining residency status.

These rules and regulations are subject to change without notice. Students should refer to University Policy for issues related to residency status [https://in.nau.edu/student-service-center/arizona-residency/](https://in.nau.edu/student-service-center/arizona-residency/)

**Financial Aid**

Graduate students may be eligible for scholarships, grants, and/or loans through the Office of Scholarships and Financial Aid. Students are encouraged to contact the
office directly with any questions (http://nau.edu/finaid).

Scholarships

Scholarships or other forms of financial support may be available through the Physical Therapy Program, College of Health and Human Services, the Arizona Physical Therapy Association, or other organizations. The specific scholarships and levels of support vary from year to year. Students will be notified of available scholarships and application requirements, as they become known to the program. It is the student’s decision if they choose to accept invitations to apply for scholarships and to meet application deadlines.

Outside Employment

The required coursework is rigorous and the clinical education component of the curriculum requires students to complete full-time clinical experiences that may include evening or weekend hours. Student responsibilities will likely interfere with the student’s ability to hold outside employment. Students need to make appropriate financial plans prior to enrolling in the program. Students are not prohibited from holding outside employment, but such employment must not interfere with class attendance, the ability to complete assignments, or the completion of clinical experiences.

Program Student Leadership, Professional Associations and Service

Students are encouraged to participate in a wide variety of professional association and program activities.

Class Representatives

Each academic year, each class shall elect two to four persons to serve as class representatives. Students will be provided with a description of the class representative responsibilities. A faculty will ask for nominations (self-nominations are allowed). Election will be by majority vote of the class members. Elections will be held each academic year, but there is a no term limit for a class representative. Students must be in Good Standing with the department, college, and university to be eligible to serve in leadership positions as class representatives. A list of class representatives is kept on each campus’s Program ORG BBLearn shell.

Objectives of the Class Representative Program
1. Enhance the teaching and learning environment in the Program.
2. Provide students with a mechanism for communicating their opinions on matters associated with the program, including teaching, curriculum, and support services.
3. Provide faculty, staff, and students with a communication venue.
4. Provide Program with a mechanism by which there can be formal consultation with students over proposed programmatic changes or accreditation issues.
5. Contribute to the development of a sense of community among the faculty, staff, and students.

The Class Representatives responsibilities include:

- Act as liaisons between their cohort and the Program in Physical Therapy.
- Act as liaisons between their cohort and the Graduate Student Government.
- At least one of the Class Representatives is expected to present on the roles and responsibilities of the position at the incoming class orientation.
- Serve as liaisons between the students in each respective class and the Program faculty. The Class Representatives are expected to meet a minimum of one time per semester with the Program Director and Director of Clinical Education, and will attend faculty meetings at the invitation of the Chair or Program Director.
- Solicit student feedback on ways to facilitate/enhance communication between students and faculty, and report findings to the Program Director.
- Solicit student feedback on curricular or other program issues and communicate to the Program Director for dissemination to the faculty.
- Act as a liaison between class and faculty regarding requested changes in exam schedule or due dates for major projects.
- Provide feedback to class members on matters arising from class representative meetings.
- Inform students of and encourage participation in Program in PT and professional association events.
- Assist class members, when necessary, in bringing issues to the faculty related to the Program in Physical Therapy.
- Assist faculty, when necessary, in bringing issues to students related to the Program in Physical Therapy.

Failure to meet the responsibilities of the Class Representative position will result in ineligibility to serve the following year.

The program is a strong supporter of the American Physical Therapy Association
(APTA) and the Arizona Physical Therapy Association (AZAPTA), and students are encouraged to join and participate in activities sponsored by these organizations (e.g. Physical Therapy Month, state and district meetings, student conclaves, Combined Sections Meeting). Participation may be possible through virtual platforms, given COVID-19 restrictions, or in-person.

The program also encourages participation in activities involving community service (e.g. S.H.O.W. clinic, “Go Big for Parkinson’s” Annual Run, Special Olympics, etc.). Note that the scheduling of these events may be restricted by public health concerns. Due to the rigor and compression of coursework in the revised curriculum, these activities should be scheduled to avoid missing class, and any absence must be cleared with the instructor of record prior to committing to these activities. Faculty are under no obligation to schedule make-up exams or assignments; specific course attendance policy will be outlined in the course syllabus.

**Campus-Specific Policies**

Each campus may have specific building or campus policies. Students are expected to abide by the policies pertinent to their assigned campus.
### APPENDIX A - Curricular Plan

#### 2020-2021 Curriculum - Program in Physical Therapy

<table>
<thead>
<tr>
<th>Year I</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>510 Foundations of Physical Therapy Management</td>
<td>3</td>
</tr>
<tr>
<td>511 Normal Gait</td>
<td>1</td>
</tr>
<tr>
<td>525/535 Human Anatomy</td>
<td>4/5</td>
</tr>
<tr>
<td>550/545 Pathophysiology</td>
<td>4</td>
</tr>
<tr>
<td>526/536 Functional Anatomy &amp; Biomechanics</td>
<td>4/3</td>
</tr>
<tr>
<td>560 Neurosciences</td>
<td>4</td>
</tr>
<tr>
<td>582 Therapeutic Exercise</td>
<td>4</td>
</tr>
<tr>
<td>586 Clinical Communication</td>
<td>2</td>
</tr>
<tr>
<td>601 ICE</td>
<td>1</td>
</tr>
<tr>
<td>611 Abnormal Gait</td>
<td>1</td>
</tr>
<tr>
<td>644 Ethics &amp; Professionalism</td>
<td>2</td>
</tr>
<tr>
<td>657 Innovations &amp; Specializations I</td>
<td>2</td>
</tr>
<tr>
<td>664 Clinical Epidemiology</td>
<td>2</td>
</tr>
<tr>
<td>670 Health Care Systems I</td>
<td>2</td>
</tr>
<tr>
<td>680 Differential Diagnosis</td>
<td>3</td>
</tr>
<tr>
<td>685 Graduate Research</td>
<td>3</td>
</tr>
<tr>
<td>687 Professional Development Seminar</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>45</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year II</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>601 ICE</td>
<td>1</td>
</tr>
<tr>
<td>602 Life Cycle I</td>
<td>2</td>
</tr>
<tr>
<td>603 Life Cycle II</td>
<td>2</td>
</tr>
<tr>
<td>608 Terminal Clinical Experience</td>
<td>6</td>
</tr>
<tr>
<td>620 Musculoskeletal Ther I</td>
<td>4</td>
</tr>
<tr>
<td>621 Musculoskeletal Ther II</td>
<td>3</td>
</tr>
<tr>
<td>630 Cardiopulmonary Ther</td>
<td>4</td>
</tr>
<tr>
<td>635 Neurotherapeutics I</td>
<td>4</td>
</tr>
<tr>
<td>636 Neurotherapeutics II</td>
<td>3</td>
</tr>
<tr>
<td>657 Innovations &amp; Specializations II</td>
<td>1</td>
</tr>
<tr>
<td>665 Contemporary Wellness Models</td>
<td>2</td>
</tr>
<tr>
<td>668 Organization &amp; Administration</td>
<td>2</td>
</tr>
<tr>
<td>675 Medical Therapeutics</td>
<td>2</td>
</tr>
<tr>
<td>689 Capstone</td>
<td>4</td>
</tr>
<tr>
<td>698 Graduate Seminar</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>41</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year III</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>608 Terminal Clinical Experience</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>12</td>
</tr>
<tr>
<td><strong>Total of entire program</strong></td>
<td>98</td>
</tr>
</tbody>
</table>
APPENDIX B– Professionalism Rubric

Professionalism is considered a skill that is developed over time with intention, self-awareness, and the integration of feedback from academic and clinical instructors and peers. The purpose of this rubric is to provide students with the skills that define professionalism, the associated behaviors for each skill that meet or exceed program expectations, as well as behaviors that prevent students from meeting skill expectations.

<table>
<thead>
<tr>
<th>Professional Behavior</th>
<th>Level 1 (Does not meet expectations)</th>
<th>Level 2 (Meets expectations)</th>
<th>Level 3 (Exceeds Expectations)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpersonal Skills</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooperates and collaborates with classmates</td>
<td>Does not engage in conversation or only responds to prompts by others</td>
<td>Engages in conversation and works jointly with others</td>
<td>Engages all members of a group in conversation; leads others to reach a common goal</td>
</tr>
<tr>
<td>Maintains a teachable attitude</td>
<td>Does not demonstrate willingness to learn as evidenced by not asking/responding to prompts</td>
<td>Demonstrates willingness to learn by asking questions and responding to prompts in a receptive manner</td>
<td>Demonstrates willingness to learn by asking/responding to prompts, engaging other classmates in learning, and approaching classroom learning experiences positively; seeks suggestions for improvement</td>
</tr>
<tr>
<td>Respects boundaries with faculty, staff and classmates</td>
<td>Displays harassing or interrupting behaviors toward faculty or peers (this may be perceived through voice tone, facial expression or body language)</td>
<td>Displays respectful and attentive behaviors toward faculty, staff and peers</td>
<td>Displays respectful and attentive behaviors toward faculty and peers; supports and encourages positive group behaviors</td>
</tr>
<tr>
<td>Shows compassion toward faculty, staff, classmates, and patients</td>
<td>Demonstrates insensitivity toward others, as evidenced by verbal and/or nonverbal actions</td>
<td>Is sensitive toward others</td>
<td>Is sensitive toward others and offers assistance in taking additional responsibility</td>
</tr>
<tr>
<td>Exhibits integrity and responsibility in all interactions</td>
<td>Does not fulfill or struggles to fulfill assigned duties/roles within group or individual activities; is not forthcoming and timely when expectations for duties cannot be met</td>
<td>Fulfills assigned duties/roles within group and individual activities; is forthcoming and timely when expectations for duties cannot be met</td>
<td>Fulfills assigned duties/roles within group and individual activities in a timely manner; acknowledges full responsibility for duties</td>
</tr>
<tr>
<td>Demonstrates commitment to uphold ethical principles</td>
<td>Demonstrates behaviors that are inconsistent or incongruent with APTA ethical standards; or there are Repeated instances of unethical behavior, even after feedback</td>
<td>Aware of APTA ethical standards; may need to be reminded of rules</td>
<td>Exemplary ethics; conscientious of ethical practices and holds others accountable also</td>
</tr>
<tr>
<td><strong>Verbal Communication</strong></td>
<td><strong>Gives and receives constructive feedback</strong></td>
<td><strong>Offers constructive feedback to others in a positive manner; is receptive to feedback and seeks feedback</strong></td>
<td><strong>Offers constructive feedback to others in a positive manner; readily requests, receives feedback from instructors and peers</strong></td>
</tr>
<tr>
<td></td>
<td>Does not offer constructive feedback to others in a positive manner; is un receptive or argumentative about feedback</td>
<td>Offers constructive feedback to others in a positive manner; is receptive to feedback and seeks feedback</td>
<td>Offers constructive feedback to others in a positive manner; readily requests, receives feedback from instructors and peers</td>
</tr>
<tr>
<td></td>
<td>Negatively highlights an individual’s diversity in classroom scenario or other situations by using degrading language or behavior</td>
<td>Respects an individual’s diversity in classroom scenarios and situations by phrasing comments or feedback in a tactful manner</td>
<td>Respects an individual’s diversity in classroom scenarios and situations by phrasing comments or feedback in a tactful manner; promotes how diversity is taken into consideration for providing patient care or in managing other interactions</td>
</tr>
<tr>
<td>Uses appropriate voice, professional vocabulary and language</td>
<td>Speaks inaudibly, rudely or sarcastically; language choices may be limited, frequently uses slang or jargon, including many interjections; does not practice use of professional vocabulary or consistently mispronounces professional terms</td>
<td>Speaks with clear focus and effectively utilizes professional vocabulary; uses interjections in limited and appropriate settings</td>
<td>Speaks with clear focus and proper style, using appropriate voice and professional vocabulary and language; uses no interjections</td>
</tr>
<tr>
<td>---</td>
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<td>---</td>
</tr>
</tbody>
</table>

### Non-verbal Communication

<table>
<thead>
<tr>
<th>Elicits relevant information using focused listening skills</th>
<th>Does not listen to others’ perspectives or does not allow others to finish their input</th>
<th>Listens to others’ perspectives and allows others to finish their input</th>
<th>Solicits and listens to others’ perspectives, allows others to finish their input; is able to summarize relevant key points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicates using appropriate nonverbal skills, including eye contact and body language</td>
<td>Uses little or no eye contact; uses no nonverbal listening responses, and displays inappropriate body language during class sessions; inconsistent in attitudes, including disinterest, moodiness or melodramatic behaviors</td>
<td>Maintains eye contact and uses reinforcing nonverbal listening and appropriate body language</td>
<td>Maintains eye contact, uses appropriate body language; uses reinforcing nonverbal listening responses; has an engaged, eager attitude; is an excellent representative of self, department and profession</td>
</tr>
<tr>
<td>Exhibits an understanding and respect for the contributions of others</td>
<td>Does not clearly display attention and does not use body language that signifies listening to others when they are presenting or sharing information; expresses disregard for others’ contributions or does not seek to gain understanding</td>
<td>Clearly displays eye contact and other nonverbal signs of attention and listens to others when they are presenting or sharing information; engages to express respect for others’ contributions</td>
<td>Clearly displays eye contact and other nonverbal signs of attention and listens to others when they are presenting or sharing information; responds to acknowledge and respect contributions of others; encourages the same behaviors in others; encourages participation of others and fosters environment of teamwork</td>
</tr>
<tr>
<td>Class Preparation</td>
<td>Prepares assigned readings and activities prior to class</td>
<td>Demonstrates lack of preparation for class; demonstrates limited use of resources; is unable to answer questions or relate readings/assignments to class discussions; has not completed assigned tasks or has given minimal attention to the task</td>
<td>Demonstrates preparedness by relating readings/assignments to class discussions; usually knows answers, and is able to demonstrate critical thinking through expression of thought or opinion; has completed assigned tasks thoroughly</td>
</tr>
<tr>
<td>-------------------</td>
<td>--------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Utilizes resources, credits sources and admits errors in presenting information</td>
<td>Does not use credible resources or credit sources of evidence; cannot admit error or incorrect information</td>
<td>Uses credible resources, including some not directly provided by the instructor; credits sources of evidence; admits errors and incorrect information and corrects them</td>
</tr>
<tr>
<td></td>
<td>Demonstrates knowledge in discussing material</td>
<td>Does not convey understanding of material</td>
<td>Summarizes material, and relates it to past or potential professional experiences;</td>
</tr>
<tr>
<td></td>
<td>Analyzes, explains and discusses physical therapy knowledge as it applies to effective patient care</td>
<td>Does not apply facts to realistic concepts; does not summarize relevant material to correctly convey understanding</td>
<td>Applies facts to realistic concepts; summarizes relevant material in a correct, explanatory manner</td>
</tr>
<tr>
<td>Initiative</td>
<td>Takes initiative, requiring little direction to refer to or use resources</td>
<td>Takes initiative to demonstrate use of resources and to seek out further guidance as needed</td>
<td></td>
</tr>
<tr>
<td><strong>Self-Assessment</strong></td>
<td><strong>Monitors leading or allowing others to lead a discussion</strong></td>
<td><strong>Does not contribute to collaborations, taking advantage of collaborators; alternatively, dominates discussions without giving others a chance to lead</strong></td>
<td><strong>Makes contributions when interested in a topic or when convenient</strong></td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Demonstrates self-reflection</strong></td>
<td><strong>Displaces responsibility; lack of self-awareness of strengths/weaknesses; or recognizes them but is resistant to change</strong></td>
<td><strong>Can articulate strengths/weaknesses, but may need help to address them</strong></td>
<td><strong>Independently and actively improves weaknesses and incorporates strengths</strong></td>
</tr>
</tbody>
</table>