

## Criterion III – Governance

### Criterion III

**The school administration and faculty shall have clearly defined rights and responsibilities concerning school governance and academic policies. Where appropriate, students shall have participatory roles in school governance.**

#### Expected Documentation

1. Description of the school's administrative, governance and committee structure and processes, particularly as they affect:
  - general school policy development;
  - planning;
  - budget and resource allocation;
  - student recruitment, admission and award of degrees;
  - faculty recruitment, retention, promotion and tenure;
  - academic standards and policies;
  - research and service expectations and policies.
2. A list of standing and important ad hoc committees, with a statement of charge and composition.
3. A list, including membership, of the school and university committees through which faculty contribute to the activities of the school and university.
4. Assessment of the extent to which this criterion is met.

## Criterion III – Governance

### 1. Administrative, Governance, and Committee Structure and Processes

- *Major Overview*

The UIC School of Public Health is governed by the statutes of the University of Illinois at Chicago, the constitution and bylaws of the UIC senate and the constitution and bylaws of the School of Public Health. According to the statutes, the school is governed in its internal administration by its faculty. The faculty consists of the dean and all those in the school with academic rank or title who are tenured, receiving probationary credit toward tenure, or who hold clinical appointments.

From the university perspective, the school is one department. At the school, the faculty are appointed in one of four divisions (they also may have appointments in other departments outside of the school). The division is an administrative unit, with responsibilities for teaching, research and service activities. Each division is headed by a director, appointed by the dean upon recommendation of the faculty. The director serves a three-year renewable term and is evaluated annually.

The dean, the four division directors, and the directors of the centers (Great Lakes Center and Health Research and Policy Centers) provide administrative oversight and leadership and have responsibility for the allocation of resources. Policy-making is vested in the faculty (through the Executive Committee) and implementation of policy is vested in the administration. The school's Executive Committee also advises the dean on matters of educational policy, faculty appointments, promotions, tenure and dismissals, and represents the faculty on matters of policy and budget.

- *Faculty Meetings*

The school faculty meets at least once in each academic semester, usually four (4) times during the calendar year (September, January, April and July). The dates of the regular faculty meetings are set prior to the beginning of each academic year. The dean chairs these meetings and prepares the agenda in consultation with the faculty Executive Committee. Notices of the meetings with the agenda are circulated at least five days prior to each meeting. Faculty members may request inclusion of agenda items by submitting them in writing in advance to the dean for inclusion in a subsequent meeting. New business may be presented from the floor at any meeting without prior notice but action on the item then requires a two-thirds vote of those present and voting. Minutes are recorded by the faculty secretary. (See Appendix III.1.1 for the pertinent minutes.)

In addition to schoolwide faculty meetings, each division holds regularly scheduled faculty meetings. These meetings focus on issues specific to each division, although the impact of these division-specific issues on the school is often discussed.

- General School Policy Development - Policy-making is vested in the faculty; thus, policies which affect the way the school operates and which originate in the school are approved by the faculty as a whole. These policies may be proposed by individual faculty, a division, a standing committee or an ad hoc committee of the

school. Any proposed policy must be reviewed and approved by the appropriate standing committee and the Executive Committee before review and approval by the faculty as a whole.

- Planning - Planning for the school is a shared responsibility between the faculty and the administration. Faculty input occurs through participation in strategic planning efforts, as well as through regular faculty and committee meetings. The schoolwide strategic plan is reviewed by the Executive Committee and the Evaluation Committee on a periodic basis to evaluate progress towards goals. Planning at the division level is administered by the division director and the divisional faculty.
- Budget and Resource Allocation - Financial resource allocation is accomplished through a negotiation process in which UIC SPH divisional wants and needs are balanced against UIC resource availability. Divisions set priorities, which are discussed with the dean. Together the division directors and the dean negotiate on these priorities with emphasis being focused on those which advance the schoolwide priorities. The dean negotiates with higher administration for a portion of the Illinois higher education appropriation for new initiatives based on these discussions.
- Student Recruitment, Admission and Award of Degrees - Student recruitment is undertaken by the office of the dean and the divisions. Decisions on admissions are made by the divisions. The process is described more fully in the response to Criterion IX. Academic advisors, the director of student academic services, examining committees and the Committee on Academic Progress make recommendations regarding completion of degree requirements. The Executive Committee of SPH grants degrees to the MPH and DrPH students, while the Graduate College grants degrees to the MS and PhD students. Approval by the university senate also is required.
- Faculty Recruitment, Retention, Promotion and Tenure - Recruitment of new faculty begins with a request from the division director to the dean. If a recruitment request is approved, an ad hoc search committee is formed. This committee includes majority representation from the division requesting the appointment but also includes individuals from other divisions in the school and from other departments within the university. After a short list of individuals has been identified by the committee, candidates are brought to campus for interviews and seminar presentations. The committee forwards its recommendation to the division director. (The division director negotiates with the candidate with final approval being made by the dean.)

Retention, promotion and tenure are the responsibility of the divisional faculty, the division directors and the Executive Committee. First review of a promotion case is conducted by divisional faculty of subsequent rank and higher. Second review is conducted by the division director and third review is conducted by the school's Subcommittee on Appointments, Promotion and Tenure. The subcommittee advises the Executive Committee of its review of the candidates and is responsible for reviewing all appointments and promotions at the associate professor and professor ranks and for tenure at all ranks. The Executive Committee makes a recommendation to the dean. All votes taken on behalf of the faculty member are

forwarded to the dean of the Graduate College and to the Campuswide Promotion and Tenure Committee. Recommendations from these entities go to the provost, the chancellor and finally the board of trustees.

- Academic Standards and Policies - Academic standards and policies are set by the UIC Graduate College and the SPH. The academic standards established by the Graduate College are reviewed by faculty committees and by the faculty senate (both of which have representation from SPH faculty members). Within SPH, individual faculty or divisions have input on academic standards and policies through the Committee on Academic Progress (CAP). CAP reviews and refines this input and presents any suggested action to the faculty as a whole. The faculty, the division directors and the dean make final approval.
- Research and Service Expectations and Policies - Faculty expectations regarding research and service are established by the faculty as a whole and are incorporated in the promotion and tenure guidelines (see Appendix III.1.2 for the Criteria for Promotion and Tenure). Faculty have wide latitude in selecting research and service activities.

## 2. Standing and Ad Hoc Faculty Committees - Charges and Composition

The school faculty, although assigned to different academic divisions, operates as a single faculty and thus faculty committees are schoolwide rather than division specific.

- **Standing Committees:**

The standing committees formulate policies and make recommendations to the faculty. There are six standing committees.

- **Executive Committee:**

This committee advises the dean on matters of educational policy, faculty appointments, promotions, tenure and dismissals, and represents the faculty on matters of policy and budget. It determines annually, at the beginning of the academic year, the voting rights of individuals with faculty-level appointments in the school who are not automatically enfranchised by the statutes (III.2.b). This committee receives the recommendations of all other standing committees and initiates actions on behalf of the faculty. It determines the effectiveness of standing committees and recommends the establishment or dissolution of other standing committees. The committee is empowered to establish a mechanism to hear and evaluate grievances by faculty, staff members and students with regard to policies, programs and operations within the school.

The members of this committee include **10 faculty members**, two from each of the four divisions serving staggered two-year terms, two at-large members serving staggered two-year terms, and **one student**, who is a nonvoting member. The **dean** is an ex officio member and chairperson of the committee. The **chairpersons of all standing committees** are ex officio members without a vote. Invited guests include the associate deans, the faculty secretary, center directors and the director of advancement.

- **Subcommittee on Appointments, Promotions and Tenure:**

This subcommittee of the Executive Committee consists of **six faculty members**; two of these are **clinical faculty** and four, one from each division, are **academic faculty**. These members are elected by the Executive Committee for two-year staggered terms. The subcommittee advises the Executive Committee on all appointments and promotions at the associate professor and professor ranks and tenure at all ranks.

- **Committee on Committees:**

This committee is charged with supervising, conducting and certifying all nominations and elections of faculty to standing committees of the school in accordance with the election procedures for the school and the university. It oversees and makes recommendations to the faculty concerning the school's committee structure and size and determines the effectiveness of the standing committees. It is responsible for reviewing the school bylaws and must report regularly to the Executive Committee and the faculty regarding its actions, decisions and recommendations.

The members of this committee include **five faculty members**, one from each division for staggered terms, plus one of the elected members of the university senate, who shall serve as chairperson for a one-year term.

- **Committee on Educational Programs:**

This committee is charged with making recommendations to the Executive Committee of the school on behalf of the faculty with respect to the quality and appropriateness of the school curricula in all degree programs. It reviews the structure and content of curricula within the school. This includes new curricula, new programs (e.g., the public health certificate program), and new modalities (e.g., distance learning), as well as periodic review of already-established curricula. It makes recommendations regarding the evaluation of faculty teaching performance and periodically reviews the methods used to evaluate teaching performance.

The members of this committee include **six faculty members**, one member from each division and two at-large faculty members for staggered terms, **four students** (1 MPH, 1 MS, 1 DrPH, 1 PhD) with voting rights, and the **associate dean for academic affairs**, who serves as an ex officio member of the committee.

- **Committee on Academic Progress:**

This committee is charged with developing and implementing overall guidance for student academic progress and formulating policy and developing procedures for monitoring academic progress; academic advising; matters pertaining to enrollment, registration and time-to-degree requirements for MPH and DrPH students; the DrPH preliminary examination; academic retention; student dismissals; and academic grievances. It recommends to the Executive Committee the granting of degrees to all students who have fulfilled the degree requirements.

The members of this committee include **five faculty members**, one from each division and one at-large member for staggered two-year terms, and **two students**, one from a master's program and one from a doctoral program, with voting rights. The **associate dean for academic affairs** and the **director of student academic services** serve as ex officio members of the committee.

- **Committee on Admissions and Recruitment Policies:**

This committee is charged with establishing overall policy for school admissions for the four degree programs to assure quality and diversity of the student body and minimum admissions criteria. The committee also is charged with developing an appropriate protocol to ensure schoolwide adherence to the admissions policy. With regard to recruitment, the committee is charged with developing and overseeing recruitment policies and providing guidance on recruiting.

The members of this committee include **eight faculty members**, two from each division, for two-year terms, and **four students**, one from each division, with voting rights. The **associate deans for academic affairs and student affairs** and the **administrative aide for student and alumni affairs and financial aid** serve as ex officio members of the committee.

- **Committee on Student Affairs:**

This committee is charged with oversight of the nonacademic aspects of all students and of student counseling by the faculty. It serves as a forum for improving student-faculty relationships. Finally, this committee considers all nonacademic student grievances.

The members of this committee include **four faculty members**, one from each division for staggered two-year terms, and **four students** (1 MPH, 1 MS, 1 DrPH, 1 PhD). The **associate dean for student affairs** serves as an ex officio member of this committee.

### **3. School and University Committees**

A list of the committees and their membership through which the faculty of the school contribute to activities of the school and the university is presented in Tables III.1-3. Table III.1 presents the 1998-99 membership of the school's standing committees. Table III.2 presents Faculty Senate Committee membership; currently, the school has six representatives. This number is determined according to the rules laid out in Article IV, Section 2, Paragraph d of the Constitution of the Senate (see Appendix III.3.1). Table III.3 presents the university standing committees on which school faculty, staff and students could serve. In addition to these committees, the School of Public Health has a representative to the campuswide Promotion and Tenure Committee and there are also numerous ad hoc committees and task forces in which SPH faculty, staff and students can participate.

### **4. Assessment**

Since the last reaccreditation, the status, charge and membership structure of the standing committees were reviewed. One committee was added (the Committee on Admissions and Recruitment Policies). This process was undertaken by the Committee on Committees in response to a charge from the dean. All modifications were reviewed and subsequently

approved by the individual standing committees, the Executive Committee and the faculty as a whole.

The rights and responsibilities concerning school governance and academic policies are defined clearly for the school administration and the faculty. Students have several important opportunities to participate in the governance process. This criterion is met.

***Table III.1***

***SCHOOL OF PUBLIC HEALTH  
MEMBERSHIP ON STANDING COMMITTEES - 1998-99***

**EXECUTIVE COMMITTEE**

<b><i>Faculty</i></b>	<b><i>Term of Office</i></b>
Dr. Susan Scrimshaw, Chairperson	ex officio
Dr. Gary Albrecht (HPA)	1998-00
Dr. Noel Chávez (at large)	1998-00
Dr. Lorraine Conroy	(Sabbatical 1998-99)
Dr. Faith Davis (E&B)	1998-00
Dr. Phillip Forman (HPA)	1997-99
Dr. Jack Goldberg	(Sabbatical 1998-99)
Dr. Donald Hedeker (E&B)	1997-99
Dr. Rebecca Lipton (at large)	1998-00
Dr. Thomas Prohaska (CHS)	1998-00
Dr. Peter Scheff (EOHS)	1997-99
Dr. Bernard Turnock (CHS)	1998-99
Dr. Richard Wadden (EOHS)	1998-00
Wayne Smith-McKenzie (Student Representative)	1998-99
<b><i>Invited Guests</i></b>	
Dr. Shaffdeen Amuwo	Ms. Pamela Ippoliti
Dr. Noel Chávez, Faculty Secretary	Dr. Babette Neuberger
Dr. Brian Flay	Ms. Curtisteen Steward
Dr. Sylvia Furner	Ms. Victoria Wiebel
Dr. Daniel Swartzman	

***Subcommittee on Appointments, Promotion and Tenure***

Dr. Robert Bailey	1998-99
Dr. Judith Cooksey (Clinical)	1998-99
Dr. Kevin Croke	1998-00
Dr. Brian Flay	1998-00
Dr. Bernard Turnock (Clinical)	1998-00
Dr. Richard Wadden	1997-99

**Table III.1-Continued**  
**SCHOOL OF PUBLIC HEALTH**  
**MEMBERSHIP ON STANDING COMMITTEES - 1998-99**

**COMMITTEE ON ACADEMIC PROGRESS (CAP)**

<i>Faculty Member</i>	<i>Term of Office</i>
Dr. Noel Chávez (CHS), Chairperson	1997-99
Dr. Marten Kernis (HPA)	1998-00
Ms. Judith Koruba	ex officio
Dr. Frederick Kviz (at large)	1997-99
Dr. An Li (EOHS)	1997-99
Dr. Babette Neuberger	ex officio
Dr. Viswanathan Ramakrishnan (E&B)	1998-00
Kamal El Deirawi (Student Representative)	1998-99
Danielle Jackson (Student Representative)	1998-99

**COMMITTEE ON ADMISSIONS AND RECRUITMENT POLICIES (CARP)**

<i>Faculty Member</i>	<i>Term of Office</i>
Dr. Shaffdeen Amuwo	ex officio
Dr. Michael Cailas (EOHS)	1998-00
Dr. Kevin Croke (EOHS)	1997-99
Dr. Sally Freels (E&B)	1998-00
Dr. Rebecca Lipton (E&B)	1997-99
Dr. Ross Mullner (HPA)	1998-00
Dr. Babette Neuberger	ex officio
Dr. Nadine Peacock (CHS)	1998-00
Dr. Thomas Prohaska (CHS)	1997-99
Ms. Gwendolyn Slaughter	ex officio
Dr. Daniel Swartzman	ex officio
To be determined (Student Representative) (CHS Division)	1998-99
To be determined (Student Representative) (EOHS Division)	1998-99
Sonny Sarma (Student Representative) (E&B Division)	1998-99
To be determined (Student Representative) (HPA Division)*	1998-99

**Table III.1-Continued**

***SCHOOL OF PUBLIC HEALTH  
MEMBERSHIP ON STANDING COMMITTEES - 1998-99***

**COMMITTEE ON COMMITTEES (COC)**

<b><i>Faculty Member</i></b>	<b><i>Term of Office</i></b>
Dr. Sally Freels (Senator), Chairperson	1998-99
Dr. Badi Boulos (EOHS)	1998-00
Dr. Sylvia Furner (E&B)	1997-99
Dr. Ross Mullner (HPA)	1997-99
Dr. Myrtis Sullivan (CHS)	1998-00

**COMMITTEE ON EDUCATIONAL PROGRAMS (CEP)**

<b><i>Faculty Member</i></b>	<b><i>Term of Office</i></b>
Dr. Robert Bailey (E&B)	1997-99
Dr. Audrey Gordon (at large)	1998-00
Dr. Peter Scheff (EOHS)	1998-00
Dr. William Hammett (HPA)	1998-00
Dr. Arden Handler (CHS)	1997-99
Dr. Babette Neuberger	ex officio
Dr. Daniel Swartzman (at large)	1997-99
Janet Mosnaim (Student Representative-MPH)	1998-99
Belinda Thielan (Student Representative-MS)	1998-99
Jennifer Campbell (Student Representative-DrPH)	1998-99
Raquel Qualls-Hampton (Student Representative-(PhD)	1998-99

***SCHOOL OF PUBLIC HEALTH  
MEMBERSHIP ON STANDING COMMITTEES - 1998-99***

**COMMITTEE ON STUDENT AFFAIRS (COSA)**

<b><i>Faculty Member</i></b>	<b><i>Term of Office</i></b>
Dr. Bernard Baum (HPA)	1998-00
Dr. L. Michele Issel (CHS)	1998-00
Dr. An Li (EOHS)	1997-99
Dr. Victoria Persky (E&B)	1998-00
Dr. Daniel Swartzman	ex officio
Sarah Deardorff (Student Representative)	1998-99
Monica McCarthy (Student Representative)	1998-99
Achiamah Osee-tutu (Student Representative)	1998-99
To be determined (Student Representative)	1998-99

**Table III.2**

**MEMBERSHIP ON THE UNIVERSITY SENATE\***

<i>Faculty Member</i>	<i>Term of Office</i>
Dr. Thomas Prohaska	1996-99
Dr. Rebecca Lipton	1997-00
Dr. Peter Scheff	1997-00
Dr. Robert Bailey	1998-01
Dr. Sally Freels	1998-01
Dr. Myrtis Sullivan	1998-01

\*The UIC senate bylaws are in Appendix III.3.2.

**Table III.3**

**UNIVERSITY SENATE STANDING COMMITTEES\***

Senate Executive Committee\*\*  
Committee on Academic Freedom and Tenure  
Committee on Academic Services  
Subcommittee on Libraries  
Subcommittee on Computer Services  
Subcommittee on Instructional Resources  
Committee on Athletics and Recreation  
Committee on Budget and Planning  
Committee on Educational Policy\*\*  
Subcommittee on Continuing Education  
Committee on External Relations  
Liaison Subcommittee  
Subcommittee on Public Relations  
Subcommittee on Honorary Degrees  
Committee on Faculty Affairs  
Subcommittee on Equal Opportunity and Affirmative Action  
Subcommittee on Faculty Benefits  
Committee on Public Service  
Committee on Research  
Committee on Statutes, Constitution and Bylaws  
Committee on Student Affairs  
Student Judiciary Committee  
Committee on Student Recruitment and Admissions and Retention  
Committee on Support Services  
Subcommittee on Buildings and Grounds  
Subcommittee on Support Staff  
Subcommittee on Auxiliary Services

\* See Appendix III.3.2 for information on the duties and the representation on these committees. It should be noted that the membership on these committees is not restricted to senators.

\*\*Membership must include at least one faculty representative from SPH.

