

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 conferment of degrees;
 - faculty recruitment, retention, promotion and tenure;
 - academic standards and policies; and
 - 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 or research 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 Senior Associate Dean, the Associate Dean for Resources, Planning and Operations, and the four division directors make up the Policy Council for the School and 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 three times during the calendar year (September, January and April). 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. Beginning during AY 2004-2005, the format of the faculty meetings changed such that the first hour of the meeting is devoted to action items and other traditional meeting business items. Committee reports from the SPH standing committees are placed on the committee Blackboard site for faculty to read, and only items for action are reported at the full faculty meeting. The second hour of the faculty meeting is a "town hall format" with one or two major issues affecting SPH, UIC and the university being openly discussed. 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 staff and approved by the faculty secretary. (Available on site in Resource file). All information pertinent to faculty meetings

is available on the blackboard site.

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 also discussed.

- General School Policy Development—Policy-making is vested in the faculty; thus, policies that affect the way the school operates and that 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 on a periodic basis to evaluate progress toward goals. Planning at the division level is administered by the division director and the division faculty.
- Budget and Resource Allocation—State dollars are allocated by the General Assembly on a permanent (recurring) basis, i.e., once allocations are made, they become part of our permanent budget base. The annual budget process only involves “changes” to the permanent base. The UIC Budget Process: College departments or special units initiate annual budget requests and those requests flow as follows:
 - college administration
 - campus administration (chancellor/provost)
 - UI administration (president)
 - UI Board of Trustees
 - Illinois Board of Higher Education (October)
 - Governor & General Assembly (December)
 - Governor presents State budget (generally February) to General Assembly
 - General Assembly action (appropriation bill, generally May)
 - Governor signs appropriation bills
- Student Recruitment, Admission and Conferment of Degrees—Student recruitment is undertaken by the Office of the Dean and the divisions. Decisions on admissions are made by the divisions (see discussion on the Committee on Admissions and Recruitment Policies later in this criterion). The process is described more fully in the response to Criterion IX. Academic advisors, examining committees, the assistant dean for student affairs and the Committee on Academic Progress make recommendations regarding completion of degree requirements. The Executive Committee of SPH is responsible for the recommendations on granting the MPH and DrPH degrees, while the Graduate College is responsible for the recommendation on granting the MHA, MS and PhD degrees. Approval by the university senate follows.
- 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 division faculty, the division directors and the Executive Committee. First review of a promotion case is conducted by division faculty of ranks higher than the candidate. 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 Campus wide 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 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.1.1 for the Criteria for Promotion and Tenure). Faculty has 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. The divisions are free to create division-wide committees for division-specific activities.

Standing Committees

The standing committees formulate policies and make recommendations to the faculty. There are five 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 (University Statutes III.2.b – available in the Resource file). 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 division directors and the chairpersons of all standing committees are ex officio members without a vote. Invited guests include the associate deans, the assistant deans, the faculty secretary and the center directors.

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, five students (effective Fall, 2006–1 MHA, 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. It is also responsible for academic advising; matters pertaining to enrollment, registration and time-to-degree requirements for MPH and DrPH students; 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 effective fall 2006, the assistant dean for student affairs 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 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 five students, one from each division and one from the schoolwide DrPH program, with voting rights. The associate dean for academic affairs, the assistant dean for student affairs and the administrative assistant for student and alumni affairs and financial aid serve as ex officio members of the committee.

Ombudsperson

Although not a standing committee, the SPH, in conjunction with disbanding of the previous Committee on Student Affairs, created an Ombudsperson position. The Ombudsperson is charged with the responsibility for investigating and resolving problems brought forth by various students; as a result of this persons experience, he/she is expected to alert the Executive Committee to developing problem areas and to suggest new policies and procedures or other remedies for the problem. The Ombudsperson, in the course of his/her duties, must exercise careful judgment and initiative and must keep the best interests of the individual, the SPH, and the University always in mind. The Ombudsperson has access to all offices in the SPH as an independent agent.

The Ombudsperson will attempt to provide assistance to students without interfering with the normal channels (as clearly outlined in the SPH Student Handbook – excepted below) we

would expect a student to use in resolving problems. The Ombudsperson will assist students when a problem has not been resolved after the student has exhausted every avenue available within the SPH.

The main function of an ombudsperson is to assist students to become empowered to resolve problems on their own, advise student about procedures and methods available to resolve problems, provide mediation (or make referrals to mediation) to resolve conflicts and to consult with administrators on matters having school-wide, and perhaps campus-wide, impact. The SPH will consider service as Ombudsperson to be comparable to that of chairing one of the SPH standing committees. The SPH will provide the Ombudsperson with access to mediation training if so requested. Finally, a private office will be accessible for confidential discussions.

The ombudsperson shall:

- a. Be a tenured faculty member.
- b. Be appointed by the Executive Committee (EC), to serve a 2 year renewable term.
Candidates to be considered by the EC can come from self-nomination, Division Director nomination, other faculty nomination or student nomination.
- c. Report periodically to the EC, as deemed necessary by the Ombudsperson.
- d. Be a liaison with the Office of Student Affairs and the Public Health Student Association.
- e. Work primarily with students.
- f. Be a safe (and confidential) haven.

3. School and University Committees

Lists of the committees and their membership through which the faculty of the school contribute to activities of the school and the university are presented in Tables III.1-3. Table III.1 presents the 2005-2006 membership of the school's standing committees. Table III.2 presents Faculty Senate Committee membership; currently, the school has eight representatives. This number is determined according to the rules laid out in Article IV, Section 2, Paragraph d, of the Bylaws of the Senate (see Appendix III.3.1). Table III.3 presents the university senate 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. Student representation for some of the committees was expanded so that students from the new degree programs (MHA and the schoolwide DrPH) would have an opportunity to participate. One committee was deleted (Committee on Student Affairs) because most of its charge was handled elsewhere. In place of this committee, a schoolwide ombudsperson position was established. This process was undertaken by the Committee on Committees in response to a charge from the dean and requests from several standing committees. 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–2005-2006

Executive Committee

<u>Faculty Member</u>	<u>Term of Office</u>
Dr. Susan Scrimshaw, Chairperson	ex officio
Dr. Richard Campbell (E&B)	2004-2006
Dr. Lorraine Conroy (EOHS)	2005-2007
Dr. Faith Davis (E&B)	2005-2007
Dr. Serap Erdal (EOHS)	2004-2006
Dr. Benn Greenspan (HPA)	2005-2007
Dr. Arden Handler (CHS)	2005-2007
Dr. Donald Hedeker (at large)	2004-2006
Dr. Edward Mensah (HPA)	2004-2006
Dr. Thomas Prohaska (at large)	2005-2007
Dr. Jesús Ramirez-Valles (CHS)	2004-2006
*Student Representative – Mona Artani (MPH in HPA)	2005-2006

Ex-officio Members

Dr. Rosemary Sokas, Director EOHS
 Dr. Leslie Stayner, Director Epi-Bio
 Dr. Bernard Turnock, Director CHS
 Dr. Jack Zwanziger, Director HPA
 Chair, CAP
 Chair, CARP
 Chair, CEP
 Chair, COC

Invited Guests

Dr. Shaffdeen Amuwo
 Dr. Susan Curry
 Dr. Sylvia Furner
 Dr. Babette Neuberger
 Dr. Karen Peters, Faculty Secretary
 Ms. Curtisteen Steward
 Mr. Dorian Thomas

Subcommittee on Appointments, Promotion and Tenure

Dr. Kendon Conrad	2004-2006
Dr. Faith Davis	2005-2007
Dr. Arden Handler	2004-2006
Dr. Peter Orris (Clinical)	2005-2007
Dr. Peter Scheff	2005-2007
Dr. Bernard Turnock (Clinical)	2004-2006

Table III.1–Continued
School of Public Health
Membership on Standing Committees–2005-2006

Committee on Academic Progress (CAP)

<u>Faculty Member</u>	<u>Term of Office</u>
Dr. Shaffdeen Amuwo	ex officio
Dr. Badi Boulos (EOHS)	2005-2007
Dr. Donald Hedeker (E&B)	2004-2006
Dr. Joan Kennelly (CHS)	2005-2007
Dr. Frederick Kviz (at large)	2005-2007
Dr. Edward Mensah (HPA)	2004-2006
Dr. Babette Neuberger	ex officio
Mr. Dorian Thomas	ex officio
*Sarah Forrestal (PhD student in CHS)	2005-2006
*Student Representative (vacancy)	2005-2006

Committee on Admissions and Recruitment Policies (CARP)

<u>Faculty Member</u>	<u>Term of Office</u>
Dr. Shaffdeen Amuwo	ex officio
Dr. Hua Yun Chen (E&B)	2004-2006
Dr. Ronald Hershov (E&B)	2005-2007
Dr. Susan Hughes (CHS)	2004-2006
Dr. An Li (EOHS)	2005-2007
Dr. Anthony LoSasso (HPA)	2005-2007
Dr. Ross Mullner (HPA)	2004-2006
Dr. Jesús Ramirez-Valles (CHS)	2005-2007
Ms. Gwendolyn Slaughter	ex officio
Dr. Daniel Tessier (EOHS)	2004-2006
Mr. Dorian Thomas	ex officio
*Christine Taggart, PhD student – CHS student representative	2005-2006
*E&B Student Representative (vacancy)	2005-2006
*EOHS Student Representative (vacancy)	2005-2006
*Jared Maeda , MPH – HPA student representative	2005-2006

Table III.1–Continued
School of Public Health
Membership on Standing Committees–2005-2006

Committee on Committees (COC)

<u>Faculty Member</u>	<u>Term of Office</u>
Dr. Sylvia Furner (Senator), Chairperson	2005-2006
Dr. Richard Campbell (E&B)	2005-2007
Dr. Ross Mullner (HPA)	2005-2007
Dr. Leslie Nickels (EOHS)	2004-2006
Dr. Myrtis Sullivan (CHS)	2004-2006

Committee on Educational Programs (CEP)

<u>Faculty Member</u>	<u>Term of Office</u>
Dr. Robert Anderson (E&B)	2005-2007
Dr. Linda Forst (at large)	2005-2007
Dr. Michele Issel	SCEP ex officio
Dr. Michele Kelley (at large)	2004-2006
Dr. Frederick Kviz (CHS)	2005-2007
Dr. Babette Neuberger	ex officio
Dr. Karen Peters (HPA)	2004-2006
Dr. Daniel Tessier (EOHS)	2004-2006
*CHS Student Representative (vacancy)	2005-2006
*E&B Student Representative (vacancy)	2005-2006
*EOHS Student Representative (vacancy)	2005-2006
*Duri Yun, MPH student in HPA	2005-2006

Table III.2
Membership on The University Senate*

<u>Faculty Member</u>	<u>Term of Office</u>
Dr. Badi Boulos	2004-2007
Dr. Faith Davis	2004-2007
Dr. Sylvia Furner (term to be completed by Dr. Wayne Wiebel)	2004-2007
Dr. An Li	2003-2006
Dr. Ross Mullner	2005-2008
Dr. Nadine Peacock	2004-2007
Dr. Jesus Ramirez-Valles	2005-2008
Dr. Peter Scheff	2003-2006

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

Table III.3
University Senate Standing Committees*

Senate Executive Committee** (Peter Scheff)
Committee on Academic Freedom and Tenure
Committee on Academic Services
Committee on Budget, Planning and Priorities
Committee on Educational Policy** (Michele Issel)
Committee on External Relations and Public Service
Committee on Faculty Affairs
Committee on Research
Committee on Student Affairs
Committee on Student Recruitment
Committee on Support Services
University Senates Conference (Peter Scheff)

See Appendix III.3.1 for information on the duties and 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.