By-Laws

Milken Institute School of Public Health (SPH) at the George Washington University

As Approved by the School of Public Health Faculty
September 25, 2012

Preamble

I. The Milken Institute School of Public Health of The George Washington University, chartered by the University in 1997, hereby in this document sets forth stipulations of governance.

II. The principles and procedures contained in this document defining the role of School administration and faculty in governance and academic activities within The George Washington University are intended to reflect an affirmation of the traditional academic shared governance between faculty and administration in setting institutional policy.

By-Laws

I. Name and Location of the School

The name of the organization shall be the Milken Institute School of Public Health (SPH). The SPH is a school of The George Washington University (GWU) located in Washington, DC.

II. Subordination of SPH By-laws

These by-laws supplement and are subordinate to the charter of The George Washington University, the University Faculty Code Governing the Academic Personnel of the University (Faculty Code) the Procedures for Implementation of the Faculty Code, and the University Faculty Organization Plan.
III. Faculty Membership, Role in Governance and Professional Responsibilities

A. Membership

The active-status faculty of the School, as provided in Title I of the Faculty Code, includes the following grades of academic personnel:

1. Regular;

2. Limited service;

3. Visiting;

4. Research professor, associate research professor, assistant research professor, and research instructor; and

5. Special service.

B. Rights and responsibilities of faculty in governance

1. Members of the regular, active-status faculty, consistent with Title IX of the Faculty Code, share with the officers of administration the responsibility for effective operation of the departments and School and the University as a whole. The regular, active-status faculty plays a role in decisions on the appointment and promotion of members of the faculty and on the appointment of deans, departmental chairs, and other administrative officials with authority over academic matters. The regular active-status faculty participates in the formulation of policy and planning decisions affecting the quality of education and life at the University. This participation includes an active role in the development, revision, or elimination of curricular offerings of each department and the School.

2. Only members of the regular, active-status faculty, as defined in Section B of Title I of the Faculty Code to include tenured, tenure-accruing and non-tenure-accruing faculty, may vote on: school and departmental by-laws and other procedures for the governance of the school and of the departments of the School; decisions on the appointment, promotion of, and awarding of tenure to members of the faculty, including criteria for appointment, promotion, and tenure; and decisions on the appointment of School deans and department chairs.
3. Subject to the provisions of the *Faculty Code* and the *Procedures for the Implementation of the Faculty Code* that reserve a role in specified governance matters to the members of the regular, active-status faculty, all members of the active-status faculty are expected to:

   a. Participate in matters relating to educational policy, determinations of standards of admission, and the conduct of programs leading to School degrees.

   b. Serve on School and department committees, participate in other governance activities, and vote on matters that are not otherwise reserved for members of the regular, active-status faculty.

   c. Attend regular and special meetings of the SPH faculty.

C. Professional responsibilities of active-status faculty

   1. Members of the faculty, as provided in Title III of the *Faculty Code* shall:

      a. Perform their academic duties well, strive for professional development, and apply their talents to the service of their professions and their community;

      b. Carry out teaching, research and service duties in accord with the *Faculty Code*, applicable University and School policies, and in consultation with their department chairs; and

      c. Be responsible for maintaining standards of professional ethics and for fulfillment of faculty responsibilities.

IV. Administrative Units of the School

   The administrative units of the School shall consist of:

   A. The School as a whole;

   B. The academic departments of the School; and

   C. Other administrative units including programs, centers, and institutes.

V. Administration and Governance of the School

   A. The chief administrative officer of the School shall be the Dean of the School.
1. The Dean shall have primary responsibility for guiding the School to the accomplishment of its mission.

2. The Dean shall have the authority and responsibility for managing:
   a. Supervision and evaluation of the performance of individuals reporting to the Dean;
   b. The process for the completion, review, and comments on annual reports of the regular, active-status faculty;
   c. Development and tracking of the School budget;
   d. Recruitment, admission, and retention of students within the School to meet goals that may be established by the University;
   e. Development and retention of a diverse faculty to further the research, teaching, and service mission of the School;
   f. Fund-raising and development efforts to ensure strong financial support of the School and its programs;
   g. Academic instruction and advising within the School; and
   h. Other duties as assigned by the University President, Provost, and other appropriate University officials.

3. Annually the Dean shall evaluate the performance of each SPH associate dean, assistant dean, director, and other School administrative officers.

4. The Dean shall prepare and provide to the faculty of the School, at the completion of each academic year, an annual report on the status of the SPH regarding its missions of education, research, and service. The report shall include current information on the financial status of the School and its departments.

B. Executive Advisory Committee of the School

1. There shall be an Executive Advisory Committee of the School.

2. The SPH Executive Advisory Committee shall advise the Dean on all matters affecting the organization, operation, and welfare of the School.

3. The members of the Executive Advisory Committee shall include:
   a. The chair of each department of the School;
b. The associate deans of the School;

c. The chairs of the SPH Committee on Appointments, Promotion, and Tenure and of the SPH Curriculum Committee;

d. Three members of the regular, active-status faculty of the School elected by the faculty; and

e. The president of the SPH Public Health Student Association.

4. Additional faculty and staff of the School may be invited by the Dean to attend meetings of the Committee if approved by the members of the Executive Advisory Committee.

5. The three elected faculty members of the Committee shall be elected for three-year terms by the regular, active-status faculty with one such member elected each academic year.

6. The Committee shall meet monthly or more often as determined by the Dean.

7. The Dean shall preside at meetings of the Committee.

C. Administration of SPH School-Wide Programs

1. Directors or other administrators of programs, tracks, or other administrative units of the School may be appointed by the Dean.

2. Directors and administrators shall, as appropriate, submit annual status reports on their respective units to the Dean.

D. Meetings of the Faculty of the SPH

1. There shall be regular meetings of the School faculty, which shall be held at least once per semester during each academic year.

   a. Special meetings of the School faculty may be called by the Dean, by a majority vote of the members of the Executive Advisory Committee, or by a petition of ten members of the regular, active-status faculty.

   b. Notice of a regular or special meeting of the faculty shall be provided to the faculty at least 30 days prior to the date of such meeting

2. The Dean shall preside at regular and special meetings of the School faculty.

3. Election of the elected members of the SPH Executive Advisory Committee, and other SPH committees, for an academic year shall take
place at the final regular SPH faculty meeting of each preceding academic year.
VI.  SPH School-Wide Committees

A. SPH Committee on Appointments, Promotion, and Tenure

1. The SPH Committee on Appointments, Promotion, and Tenure shall be organized and operate consistent with the provisions of Title IV of the Faculty Code and Section B of the Procedures for the Implementation of the Faculty Code.

2. The Committee shall, in order to implement the procedures required in Sections B.3 and C.2 of Title IV of the Faculty Code:

   a. Establish, publish, and update, as appropriate:

      i. The criteria on which appointments, promotion, and tenure will be based for all grades of active-status faculty including regular, limited service, visiting, research staff, and special service faculty;

      ii. The procedures for the consideration of decisions on such appointments, promotions and tenure;

      iii. The Committee shall also review and approve the criteria and procedures for appointments, promotion, and tenure that may be established by the departments of the School.

   b. Consistent with Section D of Title IV of the Faculty Code, the Committee shall, sitting in review of recommendations originating from a department, advise the Dean whether a candidate has met the relevant School and department criteria, and whether the committee has identified any “compelling reasons” that may exist for not following the departmental recommendation.

   c. Consistent with Subsection 1 of Section B of the Procedures for the Implementation of the Faculty Code, the Committee shall submit annually to the Dean its recommendations on the allocation of regular-service, tenure-accruing appointments to departments within the School.

   d. In carrying out its responsibilities, the committee shall take into consideration, consistent with Section B.1 of Title I of the Faculty Code, that the proportion of regular, active-status faculty serving in non-tenure-accruing appointments shall not exceed 25 percent in the School or 50 percent in any department.

3. The Committee shall have seven members, who shall be tenured members of the regular, active-status faculty of the School.
a. For each department, one member of the Committee shall be elected by the regular, active-status faculty of the department for a term of three years.¹

i. In any year that a department does not have a member of the faculty with tenure, the faculty of that department may elect a member of the faculty of another department of the School with tenure to serve as a member of the Committee.

4. The members of the Committee shall, on an annual basis, elect a chair from among the members of the Committee.

5. Criteria and procedures regarding appointments, promotion and tenure shall, when established or updated by the Committee, become effective upon their adoption by a two-thirds vote of the regular, active-status faculty of the School.

B. SPH Curriculum Committee

1. The SPH Curriculum Committee shall function consistent with Section D of the Procedures for the Implementation of the Faculty Code.

2. The Committee shall provide for faculty participation in decisions of the School relating to the addition, revision, or elimination of curricular offerings. The Committee shall:

a. Approve new programs, new courses, revisions to the Master of Public Health core courses, and revisions to existing courses, programs, and certificates;

b. Review core courses periodically and programs as needed, according to pre-established criteria, accreditation and certification requirements, and the goals of the School;

c. Monitor the quality of education and assess the attainment of the stated goals and objectives of the School; and

d. Assure compliance by departments of Committee recommendations.

3. The Committee shall have seven members, who shall be members of the regular, active-status faculty of the School.

¹ The terms of the initial members of the Committee shall be three years for three departments, two years for two departments, and one year for two departments, as may be determined by the Executive Advisory Committee.
a. For each department, one member of the Committee shall be elected by the regular, active-status faculty of the department for a term of three years.2

b. One student representative may be selected each year by the SPH Public Health Student Association to serve as a non-voting member of the Committee.

4. The SPH Associate Dean for Academic Affairs shall serve as an ex-officio member of the Committee without vote.

5. The members of the Committee shall, on an annual basis, elect a chair from among the members of the Committee.

C. SPH Special Committees to Fill Vacant Dean, Associate Dean, and Assistant Dean Positions

1. SPH Special Committees to fill vacant dean, associate dean, assistant dean, and similar academic administrative positions shall function consistent with Subsection 2 of Section C of the Procedures for Implementing the Faculty Code.

2. Appointments to fill the positions of SPH dean, associate dean, assistant dean, or similar academic administrative positions shall, consistent with Subsection 2 of Section C of the Procedures for the Implementation of the Faculty Code, be made only after a Special Committee of the School’s tenured faculty members, elected by the regular, active-status faculty of the School, has:

   a. Established criteria that have been approved by a majority vote of the regular, active-status faculty as a whole;

   b. Considered nominations; and

   c. Reported its recommendations to the Dean, or in the case of a vacant SPH Dean position, the Provost of the University.

3. A Special Committee to fill a vacant SPH Dean position shall have ten elected members and may include other non-voting members as may be appointed by the Provost. Non-voting members may include individuals who represent the GWU Board of Trustees, represent the students of the School, are members of the faculty of other schools of the University, are

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2 The terms of the initial members of the Committee shall be three years for three departments, two years for two departments, and one year for two departments, as may be determined by the Executive Advisory Committee.
members of the active-status faculty of the SPH without tenure, or others, as appropriate. The non-voting members of a committee shall not exceed 50 percent of the number of the regular voting members of the committee.

4. Special Committees to fill vacant associate dean, assistant dean, or similar academic administrative positions shall have six elected members.

5. The members of Special Committees shall elect a chair from among the members of the Committee.

6. The election for the members of a Special Committee shall be conducted at a specially called meeting of the regular, active-status faculty of the School held within 60 days of the announcement of the vacant dean, associate dean, assistant dean or similar academic administrative officer position.

D. SPH Graduate Student Admissions Committee

1. The SPH Graduate Student Admissions Committee shall provide for faculty participation in decisions relating to the admission of graduate students to the School.

2. The departments of the School are responsible for review and decisions regarding the admission of graduate students.

3. The Committee shall:

   a. Determine school-wide admissions policies such as grade point average and Graduate Record Examination requirements and scholarship criteria;

   b. Advise School staff as to recruitment and admissions procedures such as application deadlines, communication strategies, and Preview Day agendas; and

   c. Regularly review progress towards meeting admissions goals.

4. Members of the Committee shall serve as the liaison between SPH admissions officials and their departments.

5. Members of the Committee shall be elected on an annual basis by the active-status faculty of each department. Each department may elect up to two members of the Committee. In any vote of the Committee, the members of the Committee for a department shall have a single vote.
a. One student representative may be selected by the SPH Public Health Student Association to serve as a non-voting member of the Committee.

4. The members of the Committee shall, on an annual basis, elect a chair from among the members of the Committee.

7. The Associate Dean for Academic Affairs of the School shall serve as an ex-officio member of the Committee without vote.

   a. Other School administrators, including the director of the SPH Doctor of Public Health program, may attend meetings and participate in the discussions of the Committee as appropriate.

E. SPH Research Committee

1. The SPH Research Committee shall provide for faculty participation in decisions relating to the research activities of the School.

2. The committee shall have seven members.

   a. One member of the Committee shall be elected on an annual basis by the active-status faculty of each department.

   b. One student representative may be elected by doctoral students of the School to serve as a nonvoting member of the committee.

3. The members of the Committee shall, on an annual basis, elect a chair from among the members of the Committee.

4. The Associate Dean for Research of the School shall serve as an ex-officio member of the Committee without vote.

F. SPH Student Academic Appeals Committee

1. The SPH Student Academic Appeals Committee shall provide for faculty participation in decisions relating to appeals by students of grades and decisions that alter a student’s academic status.

2. The members of the Committee shall be members of the regular, active status faculty of the School.

3. The Committee shall have six members. Members of the Committee shall be elected by the regular, active-status faculty for terms of three years with two members elected each year.
4. The members of the Committee shall, on an annual basis, elect a chair from among the members of the Committee.

VII. Administration and Governance of the Departments of the School

A. Departmental Governance

1. Departmental governance shall, in compliance with Section A of the Procedures for the Implementation of the Faculty Code, provide that:

   a. The regular, active-status faculty of each department shall establish by-laws and other written procedures for the governance of the department.

   b. Departmental by-laws shall provide procedures for the election of committees and the participation of the faculty in the departmental decision making process that comply with the provisions of the Faculty Code

B. Department Chair

1. The chief administrative officer of a department shall be the Chair of the Department.

2. The Chair, with participation and advice of the regular, active-status faculty of the department shall, as described in Title IX of the Faculty Code, devise and implement procedures for the orderly functioning of the department and conduct of its academic mission.

3. The chair shall represent the department in matters referred from the department to the Dean.

4. The chair shall have primary authority and responsibility for coordinating and managing:

   a. The department budget;

   b. Academic instruction and advising;

   c. Professional development of faculty;

   d. Recommendations concerning student admissions, appeals, and disciplinary actions;

   e. Faculty personnel matters, in cooperation with the departmental Appointment, Promotion, and Tenure Committees, including the process
for decisions by the committees regarding appointments, promotion, and award of tenure;

f. Other personnel matters regarding non-faculty personnel including hiring, leave, retirement, evaluation of performance, and assuring that department personnel are meeting their responsibilities and maintaining standards of professional ethics;

g. Curriculum development;

h. Evaluation of faculty performance;

i. Planning and assigning departmental facilities and resources and assuring that such resources are used appropriately;

j. Submitting an annual report of the department to the Dean;

k. Conducting and encouraging fund-raising activities in consultation with the Dean and School development staff;

l. Participating in relevant aspects of salary decisions for the faculty and staff and making recommendations to the Dean; and

m. Communicating with alumni groups in consultation with School and University alumni relations staff.

C. Department Appointments, Promotion, and Tenure Committees

1. Department Appointments, Promotion, and Tenure Committees shall be organized and shall operate consistent with Section B of the Procedures for the Implementation of the Faculty Code:

a. The regular, active-status faculty of the rank of assistant professor or higher of a department shall, subject to such limitations or guidelines established by the regular, active-status faculty of the School, establish procedures enabling an elected standing committee, or a committee of the whole, to submit its recommendations for initial appointments concerning instructors, assistant professors, and associate professors. An elected standing committee may delegate its activities, other than the final vote on a recommendation, to an elected ad hoc, or search, committee of faculty members of the department in the case of a specific initial appointment.

b. Departmental recommendations for actions other than initial appointments concerning instructors, assistant professors, and associate professors (i.e., promotions to the rank of associate professor, professor, or the designation of tenure at any rank) shall be determined by the
tenured members of the faculty of the department of equal and higher rank, as the faculty may have determined by previously established procedures. Recommendations for actions other than initial appointments concerning professors shall be determined by tenured members of the department faculty of the rank of professor.

2. In the case of a department of the School with fewer than five tenured members of the faculty, the tenured members of the faculty of that department shall request, on an annual basis, that specific tenured members of other departments of the SPH, up to a combined total of five, participate on an ad hoc basis in determining departmental recommendations that may occur in that academic year.

D. Vacant Department Chairs

1. In the case of a vacant position of department chair, the Dean shall notify the faculty of the department of the vacancy.

2. When notified of a vacant position of department chair, the regular active-status faculty of the department of the rank of assistant professor or higher shall, consistent with Section C of the Procedures for the Implementation of the Faculty Code, formulate procedures for filling the vacant position.

   a. The procedures shall provide for a committee of the regular, active-status members of the department, or an appropriate interdepartmental committee, elected by the regular, active-status members of the department to recommend a candidate for the position to the Dean.

   b. In the case of an elected interdepartmental committee, at least 60 percent of the members of the committee shall be members of the faculty of the department and all of the members of the committee shall be members of the regular, active-status faculty of the School or University.

3. Should the Dean not concur with the recommendation of the department committee, the committee shall, consistent with Section C of the Procedures for the Implementation of the Faculty Code, and after consulting with the Dean, make alternative recommendations until a nomination acceptable to both the department and the Dean is reached.
VIII. Participation of SPH in the University Faculty Senate

A. Representation

1. The SPH is represented in the University Faculty Senate in accordance with the *University Faculty Organization Plan*. Eligibility, terms of service and election procedures are specified in the *University Faculty Organization Plan*.

2. Prior to a scheduled election, the Dean may solicit nominations from all members of the School faculty. Additionally, nominations will be accepted from the floor or by petition. Candidates must be members of the regular, active-status faculty with tenure.

B. Vacancies

When a vacancy occurs in the School's representation on the University Faculty Senate, the faculty may elect an eligible faculty member to serve the unfilled term. The election shall conform to the requirements of Sections 2 and 3 of Article III of the *Faculty Organization Plan* and these by-laws of the SPH. Elections may be held at either a regularly scheduled or special meeting of the faculty.

IX. Conduct of SPH Faculty Meetings

Parliamentary procedure for all meetings conducted under these by-laws shall be governed by *Robert’s Rules of Order, Newly Revised*. The Dean may appoint a parliamentarian.

X. Adoption of SPH By-Laws and Amendments

A. The SPH By-Laws shall become effective upon their adoption by a two-thirds vote of the regular, active-status faculty of the School and approval by the appropriate University officials.

B. These by-laws may be amended by a two-thirds vote of the regular, active-status faculty of the School.

C. Motions to amend the by-laws must specify the wording of the proposed amendment and the specific sections and provisions of the by-laws affected.

The proposed wording shall be distributed to the regular, active-status faculty in writing at least seven days prior to the regular or special meeting of the School faculty at which the motion is to be considered.