

1.5 GOVERNANCE. THE SCHOOL ADMINISTRATION AND FACULTY SHALL HAVE CLEARLY DEFINED RIGHTS AND RESPONSIBILITIES CONCERNING SCHOOL GOVERNANCE AND ACADEMIC POLICIES. STUDENTS SHALL, WHERE APPROPRIATE, HAVE PARTICIPATORY ROLES IN THE CONDUCT OF SCHOOL AND PROGRAM EVALUATION PROCEDURES, POLICY SETTING AND DECISION MAKING.

1.5.a. A list of school standing and important ad hoc committees, with a statement of charge, composition and current membership for each.

The minutes for the 2014-2015 academic year for each Standing Committee can be found in **ERF 1.5.a.: Committee Meeting Notes**. Unless otherwise noted, chairs are elected annually by committee members.

Table 1.5.a.1: Standing Committees

STANDING COMMITTEES		
APPOINTMENT, PROMOTION, AND TENURE COMMITTEE		
Charge	Composition	Current Membership
The Committee on Appointments, Promotions, and Tenure shall be organized and shall operate consistent with the provisions of Title IV of the <i>Faculty Code</i> and Section B of the <i>Procedures for the Implementation of the Faculty Code</i> with regard to criteria and procedures for appointment, promotion, and tenure of faculty.	<p>Six tenured members of the regular, active-status faculty of the School: one elected by the regular, active-status faculty of each department.</p> <p>3-year staggered terms.</p> <p>Chair elected annually by committee members.</p>	<p>Avi Dor, PhD (HPM), Chair Loretta DiPietro, PhD (EXNS) Doug Evans, PhD (PCH) Jeanne Jordan, PhD (Epi/Bio) Lance Price, PhD (EOH) James Tielsch, PhD (GH)</p>

Table 1..a.1: STANDING COMMITTEES, (continued)

CURRICULUM COMMITTEE		
Charge	Composition	Current Membership
<p>The Curriculum Committee shall function consistent with Section D of the <i>Procedures for the Implementation of the Faculty Code</i> to provide for faculty participation in decisions of the School relating to the addition, revision, or elimination of curricular offerings. It shall monitor the quality of education and assess the attainment of the stated goals and objectives of the School.</p>	<p>Six members of the regular, active-status faculty of the School, one elected by the regular, active-status faculty of each department; one student selected by the PHSA, without vote; Associate Dean for Academic Affairs, <i>ex officio</i>, without vote.</p> <p>3-year staggered terms for faculty Student is selected annually.</p> <p>Chair elected annually by committee members.</p>	<p>George Gray, PhD (EOH), Chair Sarah Baird, PhD (GH) Leonard Friedman, PhD (HPM) Manya Magnus, PhD (Epi/Bio) Todd Miller, PhD (EXNS) Amita Vyas, PhD (PCH)</p> <p><i>Ex-Officio:</i> Julie DeLoia, PhD, Associate Dean for Academic Affairs Taylor Burke, JD, LL.M., Assistant Dean for MPH Programs</p> <p><i>Student Representative:</i> Ariel Sherman</p>

Table 1.5.a.1: STANDING COMMITTEES, (continued)

GRADUATE STUDENT ADMISSIONS COMMITTEE		
Charge	Composition	Current Membership
<p>The Graduate Student Admissions Committee shall provide for faculty participation in decisions relating to the admission of graduate students to the School. It shall determine school-wide admissions policies, advise as to recruitment and admissions procedures, and regularly review progress towards meeting admissions goals.</p>	<p>Up to two members per department are elected by the active-status faculty of the department, for a maximum total of 12; one vote per department. One student, non-voting, selected by the PHSA. Associate Dean for Academic Affairs, <i>ex officio</i>, without vote.</p> <p>One representative each for DrPH Admissions and for MPH Programs are also serving without vote and will be incorporated into the Bylaws.</p> <p>One-year terms.</p> <p>Chair elected annually by committee members.</p>	<p>Jane Hyatt Thorpe, JD (HPM), Co-Chair Melissa Napolitano, PhD (PCH), Co-Chair Jay Graham, PhD (EOH) Heather Young, PhD (Epi/Bio) Geoffrey Hudson, PhD (EXNS) Khadi Ndiaye, PhD (GH) Leah Masselink, PhD (HPM)</p> <p><i>Ex-Officio:</i> Julie DeLoia, PhD, Associate Dean for Academic Affairs</p> <p>Helen Klepac, MA, Assistant Dean for Student Services</p> <p>Marsha Regenstein, PhD, Program Director for DrPH</p> <p>Taylor Burke, JD, LLM, Assistant Dean for MPH Programs</p> <p><i>Affiliated Staff:</i> Tracie Seward (Admissions)</p> <p><i>Student Representative:</i> Rebecca Longhany</p>

Table 1.5.a.1: STANDING COMMITTEES, (continued)

EXECUTIVE ADVISORY COMMITTEE		
	<i>Composition</i>	<i>Current Membership</i>
<p>The Executive Advisory Committee shall advise the Dean on all matters affecting the organization, operation, and welfare of the School.</p>	<ul style="list-style-type: none"> • Chairs of each SPH department • Dean and Associate Deans of the School • Three members of the regular, active-status faculty elected by the regular, active-status faculty of the School, serving staggered three-year terms. • President of the Public Health Student Association, elected annually. 	<p><i>Chairs:</i> Melissa Perry, ScD (EOH) Alan Greenberg, MD (Epi/Bio) Loretta DiPietro, PhD (EXNS) James Tielsch, PhD (GH) Leighton Ku, PhD (HPM) Rajiv Rimal, PhD (PCH)</p> <p><i>Deans:</i> Lynn Goldman, MD, MPH, Dean, Chair of Committee Glenn Paulson, PhD, Interim Senior Associate Dean Julie DeLoia, PhD, Associate Dean for Academic Affairs Kim Horn, EdD, Associate Dean for Research Pierre Vigilance, MD, MPH, Associate Dean for Public Health Practice Taylor Burke, JD, LLM, Assistant Dean for MPH Programs</p> <p><i>Elected Faculty Representatives:</i> Anne Markus, PhD, JD (HPM) Monique Turner, PhD (PCH) Kate Applebaum, ScD (EOH)</p> <p><i>Public Health Student Association President 2015-16:</i> Amanda Quintana</p>

Table 1.5.a.1: STANDING COMMITTEES, (continued)

RESEARCH		
Charge	Composition	Current Membership
<p>The Research Committee shall provide for faculty participation in decisions relating to the research activities of the School.</p>	<p>Six faculty members, one elected by the active-status faculty of each department; the Associate Dean for Research, <i>ex officio</i>, without vote; one student representing each of the two doctoral programs of the SPH (PhD and DrPH), elected by the doctoral students; non-voting.</p> <p><i>One-year terms.</i></p> <p><i>Chair elected annually by committee members.</i></p>	<p>Lance Price, PhD (EOH), Chair Leighton Ku, PhD (HPM) Irene Kuo, PhD (Epi/Bio) Kimberly Robien, PhD (EXNS) Kathleen Roche, PhD (PCH) John Sandberg, PhD (GH)</p> <p><i>Administrative Appointment:</i> Kimberly Horn, EdD, Associate Dean for Research</p> <p><i>Student Representatives:</i> Maliha Ali, DrPH candidate Heather Hussey, PhD candidate</p>
STUDENT ACADEMIC APPEALS		
Charge	Composition	Current Membership
<p>The 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.</p>	<p>Six members elected by the regular, active-status faculty of the School.</p> <p>3-year terms, staggered.</p> <p>Chair elected annually by committee members.</p>	<p>George Gray, PhD (EOH), Chair Mark Edberg, PhD (PCH) Heather Hoffman, PhD (Epi/Bio) Cheng Huang, PhD (GH) Holly Mead, PhD (HPM) Amanda Visek, PhD (EXNS)</p> <p><i>Ex-Officio:</i> Julie DeLoia, PhD, Associate Dean for Academic Affairs</p>

Table 1.5.a.2 Ad Hoc Committees

AD HOC COMMITTEES		
PRACTICE COMMITTEE		
Responsibilities	Composition	Current Membership
<p>The committee began reporting to the Faculty Assembly on September 24, 2013. It will have a formal charge if it becomes a standing committee under the Bylaws. In the meantime, it oversees the design and execution of practice programs at the SPH.</p>	<p>Associate Dean for Public Health Practice; Practice Directors of all departments; one System Support representative.</p>	<p>Pierre Vigilance, MD, MPH, Associate Dean for Public Health Practice, Chair of Committee Ann Goldman, MA, MPH (Epi/Bio) Toni Thibeaux, MPH (Epi/Bio) Peter LaPuma, PhD, MBA, MS (EOH) Sabrina McCormick, PhD, MA (EOH) Loretta DiPietro, PhD, MPH, MS (EXNS) Kimberly Robien, PhD, MS (EXNS) Shaneka Thurman, MS (GH) Ronald Waldman, MD, MPH (GH) Lara Cartwright-Smith, JD, MPH (HPM) Mary-Beth Malcarney, JD, MPH (HPM) Karyn Pomerantz, MPH, MLS (PCH) Tamara Henry, EdD, MA (PCH) Kelley Vargo, (MPH@GW) Sarah Kennedy, (MPH@GW) Brandon Stumbo, IT Systems Support</p>

Table 1.5.a.2.: AD HOC COMMITTEES, (continued)		
STUDENT AFFAIRS ADVISORY BOARD		
Responsibilities	Composition	Current Membership
<p>In March 2013, the Faculty Assembly approved the following proposal: In response to strategic objectives to enhance the student experience and build a stronger academic community, the SPH proposes a Student Affairs Advisory Board responsible for the following:</p> <ul style="list-style-type: none"> • Providing a forum for students and faculty to discuss concerns which impact the student experience; • Suggesting ways to improve procedures and customer service in the SPH Student Affairs Office and in University student support offices; • Identifying opportunities to enhance student learning; • Developing strategies for improving student life. 	<p>17 voting members: 2 undergraduate students, 7 graduate students, one doctoral student and 7 members of the faculty reflecting the diversity of the SPH. The Assistant Dean of Student Services serves as an <i>ex officio member in a non-voting capacity</i>.</p> <p>Members of the Board are appointed by the Dean for one-year terms from among students and faculty who are nominated by their peer groups.</p>	<p>Peter LaPuma, PhD (EOH) Brenda Trejo (EOH Student) Ann Goldman, MA, MPH (Epi/Bio) Abbey Wolverton (Epi/Bio Student) Jerry Danoff, PhD (EXNS) TBD (EXNS Student) Uriyoan Colon Ramos, ScD (GH) Rosalind Fennell (GH Student) Lara Cartwright-Smith, JD, MPH (HPM) Rachel Gunsalus (HPM Student) Bart Bingenheimer, PhD (PCH) Zannah Herridge Meyer (PCH Student) Laura Longman (BSPH Student) Arvin Singh (MPH@GW Student) Jessica Fung Deerin (PhD Student) <i>Maya Gerstein</i> (DrPH Student)</p> <p><i>Ex-Officio:</i> Helen Klepac, Assistant Dean for Student Services</p>

1.5.b. Description of the school’s governance and committee structure’s roles and responsibilities relating to the following: general school policy development; planning and evaluation; budget and resource allocation; student recruitment, admission and award of degrees; faculty recruitment, retention, promotion and tenure; academic standards and policies, including curriculum, development; and research and service expectations and policies.

General school policy development: Any of the Standing Committees can recommend changes to school policy. Departments often suggest changes as well. Faculty and staff members on university-wide committees will communicate the impact of broader changes for discussion by school leadership. These suggestions are vetted by the Dean and discussed with the Executive Advisory Committee. As appropriate, some policy changes may need to go through the Faculty Assembly for discussion and approval. Task forces are created *ad hoc* when needed. (Current example is the *ad hoc* committee to examine yearly student and faculty awards.)

Planning and Evaluation: Each Standing Committee has responsibilities to discharge (see School bylaws) and must report to the Executive Advisory Committee and to the Faculty Assembly. As noted earlier, the School undertakes a number of periodic evaluations at the School, departmental and program levels. Any major changes resulting from any planning effort requires a financial review to determine resource allocation.

Budget and resource allocation: The overall resource allocation is the responsibility of the Dean of the School, who works closely with the Finance Director, Senior Associate Dean, and the Senior Advisor to the Dean on these matters. Each year the School leadership (Chairs, Associate Deans, Executive Directors) provides the Dean with budget requests for the upcoming year, which are evaluated by the Dean and Finance Director.

Student Recruitment: Student recruitment is a joint effort of the academic departments and the Graduate Admissions Committee. The Graduate Admissions Committee determines policy and standards for admission to all programs and works closely with individual faculty members on best practices for applicant engagement and yield. Our admissions team ensures completeness of applications before sending them to the faculty for review. The University provides relevant data to the School through the Graduate Enrollment Management committee for graduate students and the Undergraduate Admissions for the bachelor degree programs.

Admission and award of degrees: Degrees are conferred three times per year, in January, May, and August. Each School is responsible for certifying that its students have met all degree requirements. GW uses DegreeMap, an online advising and degree auditing system, as a tool to track each student's progress toward the degree requirements for the student's individual program of study. DegreeMap applies the student's individual academic history to those requirements. Faculty advisors monitor the student's academic progress throughout their program. Upon receipt of the application for graduation, the SPH Office of Student Affairs conducts the final degree audit of the student's record and submits the graduation clearance to the GW Office of the Registrar. The GW Office of the Registrar posts the degree awarded to the transcript and orders the diploma.

Faculty recruitment, retention, promotion, and tenure: Within the framework of university and SPH policy, academic departments determine policies and credentials for hiring individual faculty members. Details of how searches are conducted are included in the ***ERF 1.3.c.: Overview of Recruitment, Selection and Appointment Process for Faculty and Librarians***. Each department has its own Appointment, Promotion, and Tenure Committee, which reviews all candidates and recommends rank and tenure status of the hire to the Chair of the department, who then makes his/her recommendation to the School APT Committee and the Dean. Final hiring decisions are made by the Provost upon recommendation by the Dean. Tenure decisions are made by the Board of Trustees upon recommendation by the Provost. All faculty participate in an annual review with the department chair, to review progress toward tenure/promotion. Pre-tenure faculty are offered a dossier review prior to being put forward for a tenure decision.

Academic standards and policies, including curriculum development: Curriculum development occurs both at the academic department level and the Dean’s level. All departments have curriculum committees that are responsible for periodic and regular course/program/curriculum evaluation, which supports curriculum revision. Changes are reviewed first at the department level and then by the school-wide curriculum committee. Significant changes must also be approved by the Office of the Provost and, ultimately, CEPH. Major initiatives, such as launching a new learning modality such as distance education, or re-imagining the MPH core, typically originate in the Dean’s office. Such initiatives would receive input from departmental committees, and then go through the school-wide Curriculum Committee and Executive Advisory Committee before being sent to the Provost for review and approval.

Research and service expectations and policies: The academic department chairs, working with the Dean, establish expectations for research and service. The Chair counsels faculty members individually regarding the expectations for each one. Overall policies for faculty service and research are included in the department and school APT guidelines.

Some examples of ad hoc task forces include:

- As a result of the strategic planning retreat in July 2014, three education task forces were created; 1) undergraduate education; 2) accelerated MPH and 3) Methods courses.
- For departmental Academic Program Reviews, each department created a taskforce during the process.
- For the MPH core review, separate task forces were created for each of the major courses to review and revamp. The major outcome was combining two courses.
- For CEPH, the School created a writing task force.
- When we moved into the new building, the School had a “Next Day Committee”.
- For planning in the new Science and Engineering Hall, the SEH building task force was created.
- When the MPH@GW and MHA@GW programs were created and launched, we had *ad hoc* teams work on curriculum and program.
- In response to emergent needs related to research issues, we developed:
 - SPH Conflict of Interest and Ethics Committee (Chaired by Dean Horn)
 - SPH Student IRB Liaison Working Group
 - SPH Global Research Task Force (led by Dean Horn)
 - SPH ORU Directors Committee (underway, led by Dean Horn)

In response to an uptick in student suicides/attempted suicides, the School led a University Mental Health Workgroup (working w/ leadership from Office of the Provost, Office of the President).

In response to the Ebola Crisis, a university-wide Ebola Work Group was created.

International Travel Protocol Work Group (GH faculty and staff with international experience coordinators from across the University).

1.5.c. A copy of the school's bylaws or other policy documents that determine the rights and obligations of administrators, faculty and students in governance of the school.

The rights and responsibilities of faculty are covered under the GW Faculty

Code: http://www.gwu.edu/~facsen/faculty_senate/pdf/2004Code.pdf

PH Bylaws: http://publichealth.gwu.edu/pdf/milken_faculty_bylaws.pdf

SPH Guidelines for Appointment, Promotion and Tenure are found here: http://publichealth.gwu.edu/pdf/milken_appointment_guidelines.pdf

Policies governing student rights and responsibilities can be found at:

SPH Student Handbook: <http://publichealth.gwu.edu/pdf/Handbook.pdf>

GW Code of Academic

Integrity: <https://studentconduct.gwu.edu/sites/studentconduct.gwu.edu/files/downloads/141003%20Code%20of%20Academic%20Integrity%20-%20Final.pdf>

GW Guide to Students Rights and

Responsibilities: <https://studentconduct.gwu.edu/sites/studentconduct.gwu.edu/files/downloads/Guide%20to%20Student%20Rights%202011-2012%20-%20Final.pdf>

1.5.d. Identification of school faculty who hold membership on university committees, through which faculty contribute to the activities of the university.

SPH faculty members are actively engaged in the university community and governance. As such, many are members of formal university committees. Many serve on informal *ad hoc* university committees. Below is a list of faculty who hold membership on the University Senate and its committees. Senators are elected by SPH Faculty; committee members are selected by the Senate.

Table 1.5.d. SHP Representation on University Committees

SPH REPRESENTATION ON UNIVERSITY COMMITTEES		
YEAR	COMMITTEE NAME	SPH FACULTY REPRESENTATIVE
<i>University Senate</i>		
2015-16	UNIVERSITY FACULTY SENATE	Karen McDonnell (PCH)(Senator, Executive Committee) Rebecca Katz (HPM) (Senator) Rajiv Rimal (PCH)(Senator) Lynn Goldman (Dean)(Administrative Member)
2015-16	UNIVERSITY SENATE COMMITTEES	<u>Athletics and Recreation:</u> Mary Barron (EXNS) Beverly Westerman (EXNS) <u>Fiscal Planning and Budgeting:</u> James Tielsch (GH) <u>Honors and Academic Convocations</u> Leonard Friedman (HPM) <u>Professional Ethics and Academic Freedom</u> James Cawley (PCH) Kurt Darr (HPM) Joel Teitelbaum (HPM) Amita Vyas (PCH) <u>Research</u> Peter Shin (HPM) <u>Benefits Advisory Committee</u> Brian Biles (HPM) Jane Thorpe (HPM)

Other University Committees		
2015-16	Council of Deans	Lynn Goldman (Dean)
2015-16	Council of Associate Deans	Julie DeLoia (Associate Dean for Academic Affairs)
2015-16	Council of Undergraduate Deans	Julie DeLoia (Associate Dean for Academic Affairs)
2015-16	Research Advisory Council	Kimberly Horn (Associate Dean for Research) Robert Burke (HPM) Leighton Ku (HPM) Melissa Perry (EOH) Olga Price (PCH)
2015-16	Institutional Biosafety Committee	Mimi Ghosh (Epi/Bio) Melissa Perry (EOH)
2015-16	GW HIPAA Compliance Committee	Melissa Goldstein (HPM)
2015-16	IRB	Melissa Goldstein (HPM) Larry Hamm (EXNS) Marsha Regenstein (HPM) Samuel Simmens (Epi/Bio))
2015-16	President's Advisory Council	Lynn Goldman (Dean)
2015-16	President's Benefits Task Force	Sara Rosenbaum (HPM)
2015-16	Center for Student Engagement	Melissa Napolitano (PCH)
2015-16	Graduate Enrollment Management Committee	Julie DeLoia (Associate Dean for Academic Affairs)
2015-16	Biostatistics Center Executive Committee	Kathleen Jablonski (Epi/Bio) Elizabeth Thom (Epi/Bio) Madeline Rice (Epi/Bio)
2015-16	Colonial Inauguration	Beverly Westerman (EXNS)
2015-16	VALOR	Julie DeLoia (Associate Dean for Academic Affairs)

1.5.e. Description of student roles in governance, including any formal student organizations.

See 1.5.a. for detailed information regarding student representation on Milken Institute SPH governance committees.

- Executive Advisory: President of SPH Public Health Student Association
- Curriculum: one student selected by SPH Public Health Student Association, non-voting
 - DrPH student on DrPH subcommittee
 - Undergraduate student on the BS-Public Health subcommittee
- Admissions: one student selected by SPH Public Health Student Association, non-voting
- Research: two doctoral students (one for PhD programs, one for DrPH programs) elected by the doctoral students, non-voting

In AY2014/15, the Public Health Student Association was granted “umbrella” authority for the School. As a result, our student fees now come back to our student organizations. Under the PHSA we currently have four sanctioned organizations: Global Health Network, Black Public Health Student Network, Health Policy Student Association and Health Services Management and Leadership Student Association.

A fifth organization, OUTREACH (Allied LGBT+) is currently in the process of being vetted. There is also a student liaison to all of the departments. These students attend monthly faculty meetings.

STUDENT-RUN ASSOCIATIONS:

Information about student organizations can be found at our website: <http://publichealth.gwu.edu/services/students/student-organizations>

- Public Health Student Association (PHSA): The official “umbrella” organization for the SPH students under the governance structure for the GW Student Association. PHSA has representatives from the other student associations as well as departmental representatives from programs that do not have their own associations. The PHSA organizes all efforts to elect student representatives to SPH committees at the school-wide, symposia and networking events.
- Delta Omega: GW’s chapter of the national Public Health Honor Society
- Black Public Health Student Network (BPHSN): A Chapter of the Black Young Professionals' Public Health Network, the GW BPHSN promotes networking activities and enhances awareness of African American health issues.
- Epidemiology and Biostatistics Student Association: A private Linked-In group that connects current Epi-Bio Students and alumni.
- Health Policy Student Association: A networking group that promotes panels, workshops, social events and mentorship opportunities among our Health Policy students.
- Health Services Management and Leadership Student Association: Promotes student involvement, recognition, and representation in GW and the healthcare community, acts as a liaison between the MHA program and its students and increases increasing the interaction between the student body and leading healthcare players in Washington, D.C., and nearby.
- Society of Exercise Science Students: Via Facebook, connects Exercise Science students for internships, networking, and professional and social interactions.

1.5.f. Assessment of the extent to which this criterion is met and an analysis of the school’s strengths, weaknesses and plans relating to this criterion.

This criterion is met.

Strengths:

- School administrators and faculty are actively engaged in university governance.
- The School has inclusive governing bodies, with student representation throughout.
- Governance documents are easily accessible to the School’s entire community.
- SPH students are actively engaged and involved in School governance and in the development of their own independent initiatives.

Challenges:

- **None**

Future Plans:

- Potential addition of OUTREACH, as a formal student organization.