

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.**

III.1 Description of the school's administrative, governance, and committee structure and processes.

The governance structure of the College of Public Health (COPH) is shown in Figure III-1 and described in College Governance: UAMS College of Public Health included in the Appendix III.A. The Dean is the chief administrative and academic officer of the COPH. Standing committees of the COPH are as follows:

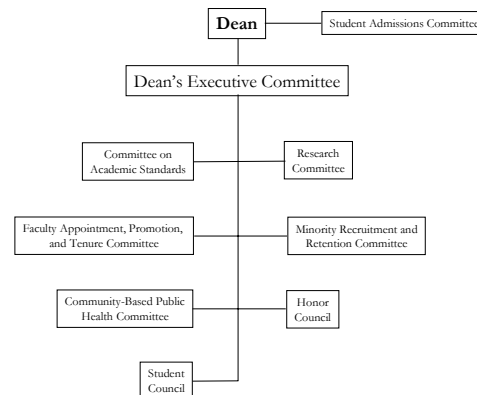
- Dean's Executive Committee (DEC)
- Committee on Academic Standards
- Research Committee
- Faculty Appointment, Promotion, and Tenure Committee
- Community-Based Public Health Committee
- Minority Recruitment and Retention Committee
- Student Admissions Committee
- Student Council
- Honor Council

Several *ad hoc* committees have functioned to meet specific needs within the COPH over the years, though all have completed their tasks and adjourned. College governance procedures outline the procedure for an Appeals Committee to be convened on an *ad hoc* basis. The purpose, process, and circumstances for such a committee are detailed in College Governance: UAMS College of Public Health (Appendix III.A).

III.1.a General School Policy Development

The COPH uses the Vision and Mission Statements adopted at our founding to guide daily decision-making and policy development. As discussed later in this chapter, policies related to specific areas overseen by the various standing committees may be addressed by the appropriate committee and recommendations made to the Dean and the DEC for changes. Changes to the COPH Governance document may be initiated by the Dean, department chairs or faculty members according to the process set out in the document.

Figure III-1. Governance Structure of the UAMS College of Public Health



III.1.b Planning

To carry out the COPH Mission of improving the health and well-being of all Arkansans, the College leadership and faculty work in an iterative mode of planning, evaluation, and revising plans as necessary. Planning within the COPH is informed by college-wide retreats that typically occur annually. During the initial year of the College, strategic planning was focused on broad issues. During more recent years, the DEC, with input from faculty, has determined the high-priority issues to be considered during college-wide retreats. These focused retreats commonly have resulted in specific charges made to ad hoc or standing committees to develop proposals to be considered by faculty and ultimately the DEC and the Dean. Periodic all-college “visioning” retreats to develop on-going five-year strategic plans for the College are also envisioned, including one planned for 2007, five years after the College became functional.

All-college retreats have been supplemented with more focused retreats of selected groups of faculty, such as occurred in a retreat for teaching faculty in Fall of 2005, where COPH faculty reviewed the core competencies for public health as developed by the ASPH Core Competencies project. At this retreat, the faculty reached consensus that the ASPH Core Competencies should be used as a guide for the COPH’s MPH Core Curriculum, which also forms the requirements of the Post-Baccalaureate Certificate. Planned teaching faculty retreats scheduled for early in the spring semester of 2007 will continue the process of integrating the ASPH Core Competencies into the MPH Core Curriculum and thus the Post-Baccalaureate Certificate program. At that time, the faculty plans to revise the objectives for the Post-Baccalaureate Certificate.

III.1.c Budget and Resource Allocation

Resource allocations across all of UAMS are determined annually through a budget hearing process between the Chancellor and the heads of all units reporting directly to him (the Dean in the case of the COPH). The College accrues funding from three formula-driven sources: 1) 30% of all indirect cost recovery (IDCR) credited to COPH faculty members; 2) 30% of all tuition collected from courses taught in the College; and 3) 5% annually of the funds received by Arkansas from the Tobacco Settlement, according to Initiated Act I of 2000 (the Tobacco Settlement Proceeds Act). In addition, the College receives other state or university funds for our programs plus annual cost of living adjustments from state and university funding sources. Of course, the College also receives all direct costs generated from grants, contracts, and fee-for-service arrangements.

Internal to the College, two committees are charged with making recommendations about resource allocation. The Research Committee is charged with making recommendations to the Dean’s Executive Committee about the allocation of resources that have a bearing on research programs. Since we are a relatively new College with many faculty having recently arrived and increasing but relatively limited resources at present, the Research Committee has yet to assume significant responsibilities; however, the role of the Research Committee is anticipated as expanding as we grow and resources become more available. The Dean’s Executive Committee is charged with making recommendations about resource allocation to the Dean in regard to research and all other programs. Final decisions are made by the Dean. Departments within the College receive funding from two formula-driven sources as described in the College’s Faculty Incentive Plan (see Appendix III.C): 1) a portion of the IDCR returned to the College from projects funded to faculty in the Department; and 2) a portion of the tuition returned to the College for courses taught by faculty in the Department. Additional resource allocation to Departments and the Centers are based on programmatic needs as negotiated between the individual Department Chairs and Center Directors and the Dean.

III.1.d Student Recruitment, Admission, and Award of Degrees

The Student Admissions Committee oversees the admissions policies and processes for the College-wide MPH degree programs, with staff in the Office of Student Services handling the daily functions. Admissions to the College-wide, interdisciplinary DrPH program is conducted by the DrPH Faculty Leadership Committee. Admissions to the academic degree programs (i.e., MS and PhD programs) and department-specific professional degrees (i.e., the MHSA) are delegated to each department offering the degree. Admissions policies and procedures for each academic program must also meet the requirements of the UAMS Graduate School and be approved by the Arkansas Department of Higher Education. The Committee on Academic Standards reviews the overall academic performance of all COPH professional-degree students and makes recommendations for promotion to the DEC, which has final responsibility for certifying that all degree and certificate requirements have been met. The Assistant Dean for Student Services, the Student Services Coordinator, the Assistant Dean for Minority Affairs, and the Minority Recruitment and Retention Committee assist faculty in COPH student recruitment.

III.1.e Faculty Recruitment, Retention, Promotion, and Tenure

In recruiting faculty, Department Chairs work closely with the Dean to identify needs, and the Dean interfaces with UAMS administration to prioritize needs and secure positions. At each DEC meeting, Department Chairs update group members on any ongoing recruitment. The COPH has criteria for appointment, promotion, and tenure (APT) described in Appendix III.B, in addition to the policies and procedures of the University of Arkansas Board of Trustees and the UAMS campus as a whole. The Faculty APT Committee reviews and makes recommendations to the Dean and the DEC on incoming rank for initial appointments, annual applications for promotions and tenure, and changes in related policies and procedures as appropriate. The Faculty Incentive Plan (Appendix III.C) details the system for financial rewards for COPH faculty who contribute to teaching and research programs. In addition, the Associate Dean for Academic Affairs works with the APT Committee to identify mentoring and development needs of junior faculty to support faculty progress.

III.1.f Academic Standards and Policies

Policies concerning academic standards are developed by the Committee on Academic Standards and forwarded as recommendations to the DEC and the Dean for approval.

III.1.g Research and Service Expectations and Policies

The APT policy (Appendix III. B) describes in detail the expectations in the areas of research and service. These are also further explained in Criteria VI and VII.

Office of the Dean

The Office of the Dean, as described in Criterion II (see Figure II-3 and Section II.B.2), encompasses the following administrative positions:

- Dean
- Associate Dean for Academic Affairs
- Associate Dean for Public Health Practice
- Assistant Dean for Minority Affairs
- Assistant Dean for Government Relations and Special Projects
- Assistant Dean for Student Affairs
- Assistant Dean for Institutional Relations
- Administrative and Fiscal Officer

- Office of Educational Technology
- Office of Community-Based Public Health
- Office of Student Services

The Dean is assisted in academic planning and policy development by the DEC.

Dean's Executive Committee (DEC)

The Dean's Executive Committee (DEC) usually meets twice monthly and advises the Dean on all matters that it considers significantly related to the efficient and effective administration of the College programs. The Dean serves as permanent Chair of the DEC, with the COPH Associate Dean for Public Health Practice as Vice Chair. The Chairs of all Departments, the Associate Dean for Academic Affairs and designated college-wide center directors also serve as members of this committee. The College's Administrator is an ex-officio member without vote and is excused for executive sessions. At the discretion of the Dean, Assistant Deans may also be invited to attend DEC meetings but also are ex-officio in these cases, serve without vote, and are excused for executive sessions.

III.2 A list of standing and important ad hoc committees, with a statement of charge and composition.

Standing and key ad hoc committees are described below. Standing committees are further described in the College's Governance Document (see Appendix III.A). A list of members for each committee is contained in Appendix III.D.

III.2.a Joint Leadership Council

The Joint Leadership Council (JLC), while not technically within the College, serves as the bridge committee for activities involving the COPH and the DOH, as well as other segments of UAMS and the DOH. It facilitates co-institutional planning and strategy formulation to maximize utilization of shared resources and fairness in all collaborations. The JLC also works to develop new opportunities in education, research, clinical, service, and management areas. The Joint Leadership Council consists of the following individuals: Dean of COPH and Director of the DHHS Division of Health (DOH), Permanent Co-chairs; members of the Dean's Executive Committee as nominated by the Dean; and members of the DOH Executive Council as nominated by the DOH Director. All members of the JLC serve at the pleasure of their nominator. The interactions of the COPH and the DOH are further developed in the memorandum of agreement (see Memorandum of Agreement, Resource File) that established the JLC.

III.2.b Committee on Academic Standards

The Academic Standards Committee (ASC) is responsible for curriculum development, academic standards, overview of student performance, and faculty and student awards. Composed of one representative serving a three-year term from each of the five departments and one student elected annually, the ASC monitors and evaluates curricula in the COPH; evaluates official policies regarding student progress, promotion, dismissal, and leaves of absence; reviews academic performance of all COPH professional-degree students; and makes recommendations on all faculty and student award nominations. The Associate Dean for Academic Affairs is the permanent chair of the ASC. All policy actions of the ASC require the approval of the DEC and the Dean.

III.2.c Faculty Appointment, Promotion, and Tenure Committee

The faculty APT Committee comprises up to eight members who each serve three-year terms. Five of the members represent the departments of the COPH. The Dean nominates up to three members to the APT Committee. At no time can more than two members from the same department serve on the committee. Membership is limited to those with associate and full professor rank. The APT Committee makes recommendations on rank of initial appointments to the COPH and annually reviews applications for promotion and tenure. It also makes recommendations concerning revision of COPH policies on APT. These recommendations are submitted to the DEC and the Dean for final approval.

III.2.d Research Committee

The Research Committee (RC) is charged with the responsibility of reviewing and improving the quality and the quantity of research within the COPH. It is composed of a representative from each department, who is nominated by the departmental chair, and a representative from each multidisciplinary program, who is nominated by the respective program directors. At the discretion of the Student Council, two students may be elected to the RC. Student members serve without a vote. The RC assesses research needs, including infrastructure needs, to assist in research development in the COPH and makes recommendations to the DEC and the Dean concerning the establishment of additional COPH multidisciplinary programs. Decisions and recommendations of the RC are submitted to the DEC and the Dean for final action.

III.2.e Community-Based Public Health Committee

The Community-Based Public Health Committee (CBPHC) is comprised of five representatives, each named by his or her respective departmental chair, who serve on an annual basis along with the Director of the Office of Community-Based Public Health. The Chair of the committee is elected annually. Its purpose is to foster and facilitate collaboration among communities and partners, and within the faculty, to support community-teaching and service-learning experiences and community-based participatory research.

III.2.f Minority Recruitment and Retention Committee

Members of the Minority Recruitment and Retention Committee (MRRC) are appointed by the Dean, with selections being made from interested individuals who seek to encourage interest in public health and health-related fields among prospective minority students. The COPH Student Council elects one Post-Baccalaureate Certificate student, one MPH student, and one doctoral student to the Committee. Each student member serves a one-year term. MRRC members oversee the assignment of counselors, mentors, and others to provide guidance in assisting students in preparation for health careers. The Assistant Dean for Minority Affairs serves as the permanent chair of the MRRC. Recommendations that emanate from the Committee are submitted to the Dean's Executive Committee and the Dean.

III.2.g Student Admissions Committee

The Student Admissions Committee (SAC) reviews student applications and makes recommendations on whether to admit applicants to the Post-Baccalaureate Certificate program and the MPH program. In addition, it is responsible for overall implementation of the COPH admissions policies. The SAC consists of six members and two students appointed annually by the Dean. In addition, the Assistant Dean for Student Affairs serves as permanent chair of the SAC, and all recommendations for admission are submitted to the Dean for final consideration. The DrPH Leadership Committee functions as the Admissions Committee for the DrPH program and is responsible for the implementation of admissions policies and processes for applicants to the

program. Members of this committee are appointed by the DrPH Program Director and include at least six faculty members who are involved in delivery of the DrPH curriculum, representing at least three COPH departments, and one DrPH student member. The DrPH student member must be in good academic standing within the College and have successfully passed the first DrPH comprehensive examination. All admissions decisions are submitted to the DrPH Program Director for final consideration. Admissions to academic degree programs are delegated to each department offering the respective degree. Admission policies and procedures for these programs must also meet the requirements of the UAMS Graduate School as determined by the UAMS Graduate Council and approved by the Arkansas Department of Higher Education.

III.2.h Student Council

The Student Council serves to develop and advance the interests of students in the COPH. It serves as an exemplar of public health values and principles for the COPH. The Student Council develops its own programs and procedures and submits recommendations involving College policies and/or resources to the Dean and the DEC. Members are elected to represent students in the certificate, masters, and doctoral programs as detailed in the COPH Governance document in Appendix III.A.

III.2.i Honor Council

The Honor Council serves to promote, encourage and ensure compliance with the standards of the Code of Academic Integrity. Composed of five student members, two student alternates elected by the student body, and two faculty appointed by the Dean, the Honor Council manages suspected honor code violations and ensures fair and impartial treatment according to the group's by-laws. Members serve two-year terms; officers are elected by the Council and must be students. Honor Council-related documents are provided in the Resource File.

III.2.j Ad Hoc Committees

Three different types of ad hoc committees have emerged in the College from time to time, including: 1) those arising from strategic planning; 2) those appointed by the Dean in response to a particular issue, such as the committee to develop a draft incentive plan; and 3) faculty and key administrative position search committees.

In addition, the Appeals Committee is considered an *ad hoc* committee within the COPH and can be constituted when a student, faculty or staff member wishes to challenge the fairness with which a rule, process, or procedure has been applied or when unfair or improper treatment is alleged to have occurred. The committee can be convened only after an attempt has been made to resolve the issues with the appropriate departmental chair or other administrative official. The Appeals Committee is composed of at least six faculty members, whose names are randomly drawn from a list of Full Professors in the COPH who are not serving as departmental chairs. Faculty members with a direct connection to the alleged incident(s) are excluded from the drawing. Decisions of the Appeals Committee are submitted to the Dean for final approval.

III.3 A list, including membership, of the school and university committees through which faculty contribute to the activities of the school and university.

Members of the COPH serve UAMS through representation on key administrative, finance, and academic committees. This representation ranges from the Dean's participation in the Chancellor's administrative, finance, and academic meetings to COPH faculty and student representatives in various campus bodies as illustrated in Table III. 1.

Table III.1. Faculty and Staff Membership on UAMS Committees

COMMITTEE	FACULTY/STAFF (DEPT)
Chancellor's Cabinet	Jim Raczynski, PhD (Dean's Office & HBHE)
Chancellor's Financial Cabinet	Jim Raczynski, PhD; Rod West (Dean's Office)
UAMS Academic Senate	Katharine Stewart, PhD, MPH (Dean's Office & HBHE); Jan Richter, EdD (Dean's Office & HBHE); Ty Borders, PhD (HPM)
UAMS Office of Educational Development Advisory Committee	Katharine Stewart, PhD, MPH
UAMS Library Advisory Committee	LeaVonne Pulley, PhD (HBHE); Zoran Bursac, PhD (BIOS); R. Jean Hine, PhD (HPM)
UAMS Institutional Technology Committee	Rod West
UAMS Academic Computing Advisory Committee	Katharine Stewart, PhD, MPH; Jan Richter, EdD,
UAMS Vice Chancellor's Advisory Committee	Katharine Stewart, PhD, MPH
UAMS Graduate Council	Jay Gandy, PhD (EOH); Thomas Rimmer, ScD (Dean's Office & EOH); Glen Mays, PhD (HPM); Katharine Stewart, PhD, MPH; Paul Greene, PhD (HBHE)
UAMS House of Delegates	R. Jean Hine, PhD (HPM)
UAMS General Clinical Research Center Advisory Committee	Paula Roberson, PhD (BIOS)
COM Council of Department Chairs	Paula Roberson, PhD
UAMS Memory Center Executive Committee	Paula Roberson, PhD
Center for Tailored Biobehavioral Intervention Research Executive Committee	Paula Roberson, PhD
UAMS Office of Educational Development Appointment, Promotion, and Tenure Committee	Ellen Fischer, PhD (EPI), Katharine Stewart, PhD, MPH
Center for Mental Healthcare and Outcomes Research Quality Assurance Committee	Ellen Fischer, PhD
Get Healthy UAMS Advisory Council	Jan Richter, EdD
UAMS Teaching and Technology Committee	Jan Richter, EdD; Thomas Rimmer, ScD
UAMS Smoke Free Campus Evaluation Committee	Jan Richter, EdD; Zoran Bursac, PhD; Heath Gauss (BIOS); Kate Stewart, MD, MPH (Dean's Office & HPM); Holly Felix, PhD (HPM); Glen Mays, PhD, MPH; LeaVonne Pulley, PhD
UAMS Clinical and Translational Science Award U54 Grant Work Group	Delia West, PhD (HBHE); Katharine Stewart, PhD, MPH
UAMS Center for Distance Health Planning Committee	Glen Mays, PhD, MPH
UAMS COM Research Council	Delia West, PhD

COMMITTEE	FACULTY/STAFF (DEPT)
UAMS NCA Accreditation Self-study Workgroup	LeaVonne Pulley, PhD; Katharine Stewart, PhD, MPH; Tom Rimmer, ScD
UAMS Community Based Public Health Advisory Committee	LeaVonne Pulley, PhD
UAMS Institute on Aging Education Committee	LeaVonne Pulley, PhD
UA Division of Agriculture Family and Consumer Sciences Advisory Committee	Carole Garner, MPH (HPM)
UAMS NAA Advisory Committee	Carole Garner, MPH
UAMS CHRP Promotion and Tenure Committee	R. Jean Hine, PhD
UAMS CHRP Curriculum Committee	R. Jean Hine, PhD
UAMS CHRP College and Alumni Relations Committee	R. Jean Hine, PhD
UAMS Institute on Aging Research Committee	R. Jean Hine, PhD
ACRC Protocol Review and Monitoring Committee	R. Jean Hine, PhD; Paula Roberson, PhD
ACRC Supportive Care Committee	R. Jean Hine, PhD
Telehealth Governance Council	R. Jean Hine, PhD
UAMS COM Curriculum Committee	Eduardo Ochoa, MD (Dean's Office & HPM)
UAMS COM Faculty Diversity and Community Outreach	Eduardo Ochoa, MD
UAMS Chancellor's Diversity Committee	Jada F. Walker, M.Ed. (HBHE); Eduardo Ochoa, MD
UAMS COM Office of CME and Faculty Affairs Speakers' Bureau	Katharine Stewart, PhD, MPH
UAMS Chancellor's Task Force on Racial and Ethnic Health Disparities	Eduardo Ochoa, MD; Creshelle Nash, MD, MPH; M. Kate Stewart, MD, MPH; Willa Sanders, MPA (Dean's Office & HPM); Carla Sparks (HPM); Nancy Dockter, MPH (HPM)

III.4 Assessment of the extent to which this criterion is met.

The COPH meets this criterion. The COPH has full authority and sufficient infrastructure to establish necessary policies and procedures for a professional school located in an academic health center within the UA system. Current policies and procedures provide for full and appropriate participation by faculty, students, and staff, as described herein.