

GOVERNANCE PLAN OF THE UNIVERSITY CENTER REGARDING THE CUNY GRADUATE SCHOOL OF PUBLIC HEALTH AND HEALTH POLICY

Article I. Preamble

The central purpose of the CUNY Graduate School of Public Health and Health Policy (“SPH”) is to provide a collaborative, diverse, inclusive, and accessible environment where students can obtain advanced degrees in public health, where present and future scholars can conduct leading research on public health issues, and where as a community of learning SPH can create transformative solutions that positively impact population health and health practices in New York City and in global settings. The organization of work and life at SPH is designed to encourage students to think critically about their life choices, their evolving concept of professionalism, and the content and aspirations for their public health careers, in ways that increase their capacity to meaningfully contribute to public health solutions and social justice.

This Governance Plan provides a governance system for SPH that facilitates the realization of this purpose, by recognizing that shared governance honors the strengths, interests, and responsibilities of all constituencies. This Governance Plan should be read consistent with the Bylaws of the Board of Trustees of The City University of New York (“CUNY Bylaws”, “Board of Trustees”, and “CUNY”), and nothing in this Plan should be read as inconsistent with the CUNY Bylaws unless specifically so stated in this Governance Plan. This Governance Plan respects both democratic modes of participation and an institutional authority that enable SPH to maintain a coherent and coordinated expression of its purpose.

Article II.

A. Administrative Officers

1. Dean. There shall be a Dean of SPH, who shall be the chief educational and administrative officer and who shall be appointed by the Chancellor. The Dean shall report to the Chancellor and shall have responsibilities and authority comparable to that of Presidents as described in Section 11.4 of the Bylaws of the Board of Trustees, and other policies and resolutions of the Board of Trustees. Specifically, the Dean shall:
 - a. Have the affirmative responsibility of conserving and enhancing the educational standards and general academic excellence of SPH. Such responsibility shall include but not be limited to the duty to recommend to the Chancellor for appointment, promotion, and the granting of tenure only to those persons whom the Dean is reasonably certain will contribute to the improvement of academic excellence at SPH. These recommendations shall be consistent with the immediate and long-term objectives of SPH;
 - b. Be an advisor and executive agent of the Chancellor and have the immediate supervision with full discretionary power to carry into effect the Bylaws, resolutions,

and policies of the Board of Trustees, the lawful resolutions of any Board committees, and policies, programs, and lawful resolutions of the several faculties and students where appropriate;

- c. Exercise general superintendence over the facilities, concerns, officers, employees, and students of SPH; in consultation with the Chancellor, prepare and implement the SPH master plan, which shall be subject to the approval of the Chancellor and the Board of Trustees;
- d. Advocate to promote the interests of SPH's faculty, staff, and students within the University;
- e. Promote an environment of equity and scholarship to enhance the performance of SPH;
- f. Act as chairperson of the committee on faculty personnel and budget;
- g. Have the power to initiate recommendations for appointment in a department to a professorial title;
- h. Attend meetings of the Board of Trustees and advise the Chancellor and the Board on all matters related to educational policy and practice;
- i. Transmit to the Chancellor recommendations of the faculty or governance council on matters of curriculum and other matters falling under faculty jurisdiction;
- j. Consult with the appropriate departmental and faculty committees on matters of appointments, reappointments, and promotions; take student evaluations into account in making recommendations thereon; present to the Chancellor the Dean's recommendations thereon; notify the appropriate faculty committees of the Dean's recommendations to the Chancellor;
- k. Recommend to the Chancellor an annual budget for SPH;
- l. Consult with and make recommendations to the Chancellor concerning all matters of significant academic, administrative or budgetary consequence affecting SPH and/or the University;
- m. Present to the Chancellor communications from faculties, officers, employees, or students together with the Dean's advice or recommendations concerning the subject of such recommendations or communications;

- n. Between meetings of the Board of Trustees, be authorized in an emergency to fill temporary vacancies in the instructional staff below the rank of professor in accordance with the method of appointment herein provided and to make such administrative arrangements and appointments as cannot well await the action of the Board of Trustees or its appropriate committees:
 - o. Report annually to the Chancellor and the Board of Trustees, concerning the affairs of SPH during the preceding academic year; and
 - p. Have such additional specific duties as the Chancellor shall designate.
2. Senior Associate, Associate and Assistant Deans. After consultation with the Governance Council, and in accordance with the established policies of the Board of Trustees, Senior Associate, Associate and Assistant Deans are appointed by the Dean, who will assign them such duties and responsibilities as are necessary and appropriate.

B. Administrative/Advisory Bodies

1. Dean's Cabinet. There shall be a Dean's Cabinet consisting of the Dean, the Senior Associate, Associate, and Assistant Deans, the Department Chairpersons, the Chairperson of the Governance Council, the Directors of the Centers and Institutes, and such other persons designated by the Dean. The Cabinet shall advise the Dean with respect to SPH's policies and operations.
2. Dean's Public Health Advisory Council. There shall be a Dean's Public Health Advisory Council consisting of members appointed by the Dean who shall be representative of external organizations involved in public health research or policy or the delivery of health or health-related services and the Chairperson of the Governance Council. The Dean's Public Health Advisory Council shall meet as requested by the Dean and shall advise the Dean with respect to the research, programs and workforce development and training to ensure that they meet the needs of the community.

C. Departments and Other Academic Units

1. SPH shall have the following four departments: Epidemiology & Biostatistics, Health Policy and Management, Community Health and Social Sciences and Environmental, Occupational and Geospatial Health Sciences.
2. Each department shall nominate and recommend to the Dean by majority vote an individual to serve as Chairperson, who must be a tenured member of the faculty at the rank of associate professor or higher. If the Dean rejects the nominee, the department will hold a second election. If the Dean rejects the second nominee, the Dean may select a Chairperson from within the department or from another department after a vote on the selectee by the department, or may initiate a search for

a Chairperson, subject to financial ability, in accordance with the Bylaws of the Board of Trustees. At such time that the interest of SPH may require it, the Dean is authorized to remove a Chairperson and appoint a new Chairperson after conferring with the department. Department Chairpersons shall serve staggered three-year terms, beginning on the first day of the Fall semester. If a Chairperson is on an approved leave, the department will elect an Interim Chairperson, who will serve for the period of the leave. Vacancies in unexpired terms shall be filled by the same process, for the remainder of the term. Department Chairs will be expected to serve for the full term of their position.

3. Each department shall have a Committee on Appointments, Promotion and Tenure, comprised of five members: the department Chairperson, who must be tenured; and four members elected by the departmental faculty, one of whom may be untenured. If a department lacks five eligible members at the time elections are to be held, the departmental faculty by majority vote may select a corresponding number of members from other SPH departments' Committee on Appointments, Promotion and Tenure to constitute a five-member Committee on Appointments, Promotion and Tenure for the department, after consultation with the Dean, provided, however, that such selectees may not at the same time serve as members of the School-Wide Committee on Appointments, Promotion and Tenure. If a Committee member is on an approved leave, the department will elect an Interim member who will serve for the period of the leave. Vacancies in unexpired terms shall be filled by the same process, for the remainder of the term. Committee members will be expected to serve for the full term of their position. The Committee shall review faculty qualifications for initial appointment and faculty performance in connection with reappointment, including reappointment with tenure, and promotion and make recommendations to the School-Wide Committee on Appointments, Promotion and Tenure.

D. Centers and Institutes

1. SPH may approve the affiliation and housing of Centers and Institutes that pursue scholarly work authorized by CUNY from time to time as it deems appropriate to promote state-of-the-art research and fieldwork opportunities in prominent areas of public health concern that receive significant, sustainable external funding support.
2. The Dean, or two or more faculty after consultation with the Dean, may propose the concept of a new Center or Institute, for review and recommendation by the Council, approval by the Dean, recommendation by the Dean for approval by the University and Board of Trustees.
3. The director of any new Center or Institute and the successor to any director of an existing Center or Institute shall be appointed by the Dean in consultation with the Governance Council. The terms of such appointments are contingent upon continuing funding and periodic review and subject to the term limit provisions in Board policy.
4. With appropriate funding, a director of a Center or an Institute may appoint a

deputy director after consultation with the Dean. Wherever the deputy director will also have a departmental appointment, the director may appoint a deputy director after additional consultation with the department Chairperson.

E. Faculty

1. The faculty of SPH shall consist of all full-time faculty in the titles of distinguished professor, professor, associate professor, assistant professor, clinical professor, distinguished lecturer, lecturer, instructor, research professor, associate research professor, and assistant research professor, and all joint, affiliated and adjunct faculty appointed to SPH in accordance with the procedures set forth below and the policies of the University. For these purposes, the term “joint faculty” refers to a faculty member with a full-time appointment at SPH with designated primary and secondary departments either wholly within SPH or where the secondary department is housed at another CUNY constituent unit and the appointment is formally recognized by both entities, and the term “affiliated faculty” refers to a faculty member with a full-time appointment at another CUNY constituent unit who has responsibilities at SPH.
2. Appointments to the full-time faculty, except as provided below, shall be made in accordance with CUNY’s recruitment policies with the recommendations of the Departmental and School-Wide Committees on Appointments, Promotion and Tenure and final decision by the Dean, subject to approval by the Board of Trustees or designee.
3. Joint and affiliated faculty appointments shall be made based on the positive recommendation of the Departmental Committee on Appointments, Promotion and Tenure, and final decision by the Dean, and in accordance with the internal process in place at the home CUNY constituent unit, subject to approval by the Board of Trustees or designee.
4. Adjunct faculty appointments shall be made by the Department Chairperson, subject to the Dean’s review and approval at the Dean’s discretion, subject to approval by the Board of Trustees or designee.
5. Non-tenure track faculty appointments (e.g., Distinguished Lecturer, Clinical Professor, Instructor) shall be made based on the positive recommendation of the Departmental Committee on Appointments, Promotion and Tenure, and final decision by the Dean, subject to approval by the Board of Trustees or designee.
6. Research faculty appointments shall be made based on the decision by the Dean, in consultation with the faculty as the Dean may deem appropriate, subject to approval by the Board of Trustees or designee. A research faculty appointment that carries an appointment to a department shall also be based on the positive recommendations of the Departmental and School-Wide Committees on Appointments, Promotion and Tenure.

F. Non-Teaching Instructional Staff

1. For purposes of this Governance Plan, Higher Education Officer series personnel, Information Technology series personnel, Registrars, Research Associates and Research Assistants, and College Lab Technicians (CLTs) with regular appointments are all considered to be Non-teaching instructional staff.
2. In addition to their functional responsibilities, Non-teaching instructional staff may also be appointed by the Dean to serve on various committees, or may be elected to such governance bodies, as set forth in the Governance Plan.

G. Governance Council

1. The Governance Council. The Governance Council shall be the governing body of SPH pursuant to the Bylaws and policies of the Board of Trustees.

Article III

Duties, Membership, and Rules of the Governance Council

1. Duties. The Governance Council shall have the duties and powers to:
 - a. formulate educational policy and develop standards for admissions, academic performance and degree requirements for students, as well as standards for the appointment and reappointment of faculty consistent with and subject to the Bylaws and policies of the Board of Trustees and other University policies and procedures;
 - b. review and approve academic programs and curricula, including new certificates, concentrations, programs, and degrees, as well as perform periodic reviews of such academic programs and curricula and make recommendations to the Dean concerning the affiliation and housing of new Centers and Institutes within SPH, subject to approval by the Board of Trustees, as appropriate;
 - c. recommend to the Dean and the Board of Trustees, based on a vote of the voting faculty members, the granting of graduate degrees, program certificates and honorary degrees to qualified candidates;
 - d. establish and maintain a student academic appeals committee;
 - e. review and make recommendations concerning SPH's budget to ensure alignment among planning, budget, and assessment;
 - f. elect the Chairperson of the Governance Council, who will also serve as the Chairperson of the Steering and Elections Committee of the Governance Council; and
 - g. consider any other academic matters and make recommendations to the Dean and the Board of Trustees.

2. Membership.

- a. The Council shall have voting and non-voting members. Voting members shall include: the senior associate deans, associate deans, and assistant deans, provided the aforementioned persons also have an underlying faculty title; all full-time faculty except as set forth below; ten percent (10%) (currently four representatives) of SPH's full-time Non-teaching instructional staff elected by SPH's Non-teaching instructional staff; the President of the Graduate Student Government Association and six elected student representatives (seven students total); two research faculty members; and one adjunct faculty member, elected by SPH's adjunct faculty. The students shall be elected by and represent each of the four academic departments (4), the master's degree program (1), and the doctoral degree program (1). Research faculty members must possess at least two years of full-time service with SPH prior to joining the Council as voting members. At such time that more than two research faculty members meet this service requirement, two research faculty members will be elected by and represent the research faculty. To be eligible to run for election as a voting member of the Council, an adjunct faculty member must have taught at SPH for at least four semesters (including Fall, Winter, Spring or Summer) within the three years preceding the year in which the adjunct will serve as a voting member on the Council. Notwithstanding any other provision in this Governance Plan to the contrary, representation of the Council constituency will be adjusted so that at all times full-time instructional Faculty maintain a minimum representation of at least 51% of the voting membership on the Council. Non-teaching instructional staff representation shall be set each year based upon the number of full-time individuals employed in such titles as of the first day of the Spring semester. The Steering and Elections Committee shall be responsible for monitoring the voting membership and recommending amendments to this Governance Plan to ensure such proportional representation is maintained.

Research faculty includes full-time employees in the titles of research professor, associate research professor, and assistant research professor.

- b. Non-voting members shall include: the Dean; affiliated faculty, and research and adjunct faculty (unless they otherwise qualify for voting membership by virtue of their service at SPH or are elected), research staff including research associates and, research assistants; and Non-teaching instructional staff (unless elected to represent Non-teaching instructional staff). Non-voting members may attend meetings with voice but without vote.
- c. Adjunct faculty and Non-teaching instructional staff, and research faculty when appropriate, shall be asked to vote for representatives during the 12th week of every spring semester for the following academic year; nominations and self-nominations

shall be submitted to the Steering and Elections Committee of the Council by the end of the 10th week of the Spring semester. The Chairperson of the Steering and Elections Committee will oversee the election. Adjunct faculty and Non-teaching instructional staff representatives will serve staggered three-year terms. Research faculty, when elected, will serve one-year terms.

- d. Student representatives shall be elected by the student body for one-year terms, in accordance with applicable SPH procedures and the calendar for student elections in general.
 - e. The Council by a majority vote shall elect a tenured member of the faculty as Chairperson to preside over its meetings. The Chairperson shall serve for a three-year term. No Chairperson may serve for more than two consecutive terms. If a Chairperson is on an approved leave, an Interim member shall be elected to serve for the period of the leave. Vacancies in unexpired terms shall be filled by the same process, for the remainder of the term.
 - f. No individual may have more than one vote on the Council. Voting by proxy is not permitted. A Council member must be present to vote, which may include presence in person, or by video- or tele-conferencing.
3. Recalling a Member. All elected Council members are subject to recall. A member will be subject to recall for neglect of duties, including but not limited to non-attendance without cause, as outlined in the Bylaws of the Governance Council.
 4. Alternates. Alternates shall be elected to fill a temporary absence or vacancy of an elected Council member. Alternates will attend all meetings of the Council, but will only be counted toward quorum and vote when seated. Two alternates for Non-teaching instructional staff will be elected by and from the Non-teaching instructional staff; two alternates for students will be elected by and from students; one alternative for adjunct faculty will be elected by and from the adjunct faculty; and an alternate member of the Administration or senior staff may be appointed by the Dean, if necessary. When appropriate, one alternative for Research faculty will be elected by and from the research faculty. Nominations and elections of alternates will follow the same process as for regular Council members. Student alternates will be elected in accordance with applicable SPH procedures and calendar for student elections
 5. Meetings. The Governance Council shall meet at least three times per semester and shall distribute its agenda at least one week prior to its meetings. A majority of the voting members of the Council must be present to constitute a quorum and for passage of a measure within the Council's authority. Meetings shall be conducted in accordance with the

latest edition of Roberts Rules of Order

6. Steering and Elections Committee. The Governance Council shall have a Steering and Elections Committee, which shall consist of the Chairperson who also serves as the Chairperson of the Governance Council, the Dean's designee, the Chairpersons of the Standing Committees, one elected member of the Non-teaching instructional staff selected by the Dean, and one elected student member of the Governance Council selected by the elected student members. A vacancy in the student member's unexpired term shall be filled by the selection by the Chairperson of another elected student member of the Governance Council, for the remainder of the term.

The Steering and Elections Committee shall be responsible for preparing the agenda for Council meetings, identify major issues for the Council's consideration, and oversee the activities of the other standing committees. It shall also oversee the elections to the Governance Council and its committees. The Steering and Elections Committee may act with all of the authority of the Governance Council between Council meetings where there is an urgent need for immediate action and the Dean requests such action, and a meeting of the Council cannot be scheduled in time to deal with the urgent matter. The Steering and Elections Committee shall report to the Governance Council at its next regular meeting any official actions taken by the Steering and Elections Committee since the last Council meeting.

Any member of the Council or its Standing Committees may propose items for the Council meeting agenda. Proposals must be delivered in writing to the Chairperson of the Steering and Elections Committee at least ten (10) business days prior to the meeting at which such items will be introduced. The Chairperson shall make the agenda available to members of the Council at least five (5) business days prior to each meeting. The Chairperson or designee, who must also be a voting member of the Council, shall take minutes and attendance during Council meetings, maintain records of the proceedings, and attend to all correspondence including dissemination of the minutes. In accordance with applicable law, the Chairperson will record the final vote of each member of the Council when votes are taken, a record of which will be made available upon request. The minutes of all Council meetings shall be made available to the SPH community. Council meetings shall be open to all members of the SPH community.

Ad hoc meetings of the Council may be scheduled upon the request of the Dean, the Steering and Elections Committee, or 10% of the Governance Council voting membership. Such meetings shall be scheduled by the Council Chairperson within ten (10) business days after receiving the meeting request.

The Steering and Elections Committee shall appoint a Parliamentarian for the Governance Council, who must be a member of the Governance Council. The Parliamentarian shall serve a three-year term.

7. Standing Committees. The Governance Council shall establish such standing and temporary committees as are needed to accomplish its goals and coordinate responsibilities across departments, and shall determine the number of members on each committee and assign them such duties as it deems appropriate. Such committees shall focus on such areas as curriculum, assessment, admissions and awards, budget, and other such matters as the Governance Council may determine are needed to fully discharge its responsibilities under this Governance Plan. Standing committees shall meet at least twice per semester and, following such meetings, shall prepare reports of their activities for consideration by the Governance Council. The voting faculty members of each department shall elect their representative faculty member of each standing or temporary committee, providing all departments with equitable opportunities to participate in committees. Each standing or temporary committee shall elect its own Chairperson, who shall serve a three-year term that shall be staggered wherever possible. The Dean shall appoint to each standing or ad hoc committee one administrative staff member from among SPH's administration and may appoint one student member nominated by the student government each to serve on those committees that concern curriculum, assessment, and other areas as the Dean may deem appropriate. Each committee may establish appropriate subcommittees. The Dean shall have the authority to establish ad hoc committees for such purposes as may be identified for the benefit and advancement of SPH.

Article IV

A. School-Wide Committee on Faculty Appointments, Promotion and Tenure

1. The purpose of the School-Wide Committee on Faculty Appointments, Promotion and Tenure, is to make recommendations to the Dean concerning faculty personnel matters, consistent with the policies and Bylaws of the Board of Trustees. The Committee shall be comprised of ten members: the Dean or designee (non-voting); the Chairpersons of the four departments; four other faculty members, one from each department elected by the voting faculty members of the respective department; and one at-large faculty member elected by the voting faculty members of the Council. Upon the affirmative vote of three faculty Committee members, the Committee may meet in executive session without the non-voting member present. All members of the Committee must be tenured members of the faculty at the rank of associate professor or above.
2. Elected members shall serve three-year terms, with the exception of the class elected upon approval and implementation of this revised Governance Plan. Members on approved leave shall be replaced for the period of their leaves by Interim members in accordance with the process for their positions. Vacancies for unexpired terms will be filled by the same election process, for the unexpired term. The Committee shall designate a member responsible for taking and keeping the minutes of all Committee meetings.
3. After receiving recommendations from a Departmental Committee on Faculty Appointments, Promotion and Tenure, the School-Wide Committee on Faculty

Appointments, Promotion and Tenure shall review faculty qualifications for initial appointment and faculty performance in connection with reappointment, including reappointment with tenure, reappointment with CCE, promotion, and leaves, and shall make recommendations to the Dean.

Article V

Student Governance

1. Students at SPH shall be represented by the SPH Graduate Student Government Association. At the end of the spring semester, students will be elected by the student body to serve on the Graduate Student Government Association for the upcoming term of one year. Students shall serve a term of one year, renewable for up to three years. When elections are to be held, the Associate Dean of Student Affairs shall put out a call for candidates, with a deadline. The Student Election Review Committee (SERC) comprised of staff and faculty selected by the Dean or his or her designee shall oversee the election as conducted by current Graduate Student Government Association members and SPH administrators.
2. Duties. The Graduate Student Government Associate shall provide a forum for discussion of School-related issues and matters of particular concern to the student body. The Associate Dean of Student Affairs or his or her designee shall serve as an ad-hoc, non-voting, member of the Graduate Student Government Association in order to transmit student concerns directly to the Dean and to respond to student questions about administrative or academic issues affecting them. The Association shall have the opportunity to communicate student viewpoints directly to the faculty and administration through the seven student representatives on the Governance Council, four of which shall be elected from a department by the constituent matriculated students in that department (4), one of which shall be elected by matriculated students in the Master's degree programs (1), and one of which shall be elected by students in the doctoral program (1). The President of the Graduate Student Government Association shall serve as a voting member of the Governance Council. The Association shall also decide how to allocate student activity fees and shall make recommendations regarding changes to the level of such fees. With oversight by the SERC, it shall elect the six student members to serve as the student panel for service on the faculty-student disciplinary committee, two of whom will serve on the sub-committee in accordance with Section 15.5 of the Bylaws of the Board of Trustees.

Article VI

Bylaws and Amendments

1. The Governance Council shall adopt Bylaws not inconsistent with this Governance Plan and not inconsistent with the CUNY Bylaws of the Board of Trustees to define and regulate the details of its organization and its procedures, including its Standing Committees, except to the

extent this Governance Plan includes provisions that vary from the CUNY Board of Trustees Bylaws, in which case the Bylaws of SPH shall be consistent with and follow this Governance Plan.

2. Amendments to this Governance Plan may be proposed by a petition or affirmative vote of 20% of the members of the Governance Council, by the Dean, or by the Chancellor, and in order to be effective must be approved by a two-thirds vote of the Council's voting membership, and receive the approval of the Board of Trustees.