



PROCEDURAL CODE

September 16, 2008
(Amended January 11, 2010; March 3, 2011, July 10, 2013; September 23, 2013)

TABLE OF CONTENTS

RELEVANT TO BYLAWS	TITLE	PAGE
Article I:		
Administrative Organization		
Sections 2.3 and 6.3	Review of Administrative Offices	1
Section 2.4	Roles of the Associate/Assistant Deans	3
Section 5.3	Review of Departments/Department Chairs	4
Section 6.3	Review of Institute Directors	6
Article II:		
The Faculty		
Section 1.4	Procedure for Determining Time Commitments of Secondary Faculty	8
Article III:		
Committees		
Section 2	Executive Council	9
Section 3	Committee on Committees	11
Section 4	Academic Progression Committee	11
Section 5	Admissions Committee	13
Section 6	Appointments and Promotions Committee	14
Section 7	Faculty Affairs Committee	15
Section 8	Curriculum Committee	16
Section 9	Student Affairs Committee	19
Section 10	Research Committee	19
Section 11	Bylaws and Elections Committee	20
Not Applicable	Community Health Committee	20
Appendices		
Appendix I	Written Materials for Review of Administrative Offices	23
Appendix II	Issues for Review of Administrative Offices for Preparing the Final Report	24
Appendix III	Written Materials for Review of Departments/Department Chairs	25
Appendix IV	Issues for Review of Departments/Department Chairs for Preparing the Final Report	26
Appendix V	Written Materials for Review of Institute Directors	27
Appendix VI	Issues for Review of Institute Directors for Preparing the Final Report	28

REVIEW OF ADMINISTRATIVE OFFICES

General Guidelines

Reviews of Administrative Offices shall be conducted approximately every five years as initiated by the Dean of the School. As described below, full review shall consist of two parts: an internal review and an external review. When initiating a review, the Dean may specify a simplified procedure that omits some elements of the review process described below. The external review shall often be omitted for administrative offices and small units.

I. Written Materials Compiled by the Unit Director

The Administrative Officer being reviewed shall compile written materials as outlined in Appendix I. The Administrator shall have a minimum of 60 days to prepare these materials following notification by the Dean that a review is to be conducted.

II. Internal Review

Constitution of the Internal Review Committee

An internal review committee of three to six members shall be appointed by the Dean in consultation with the Associate Dean for Faculty and Academic Affairs. A majority of the members shall be primary faculty from the School. The Chair shall be appointed by the Dean.

Internal Review Committee Procedures

- At the outset of its work the Committee shall review the written report prepared by the Administrator and shall compile a list of persons to be interviewed who are knowledgeable about the operation of the Administrative Office under review. The Committee shall decide how much time will be spent with each interviewee (30-60 minutes). Additional interviewees shall be added as necessary.
- The Committee shall meet regularly to conduct these interviews. Written materials and other evidence of productivity of the unit shall be reviewed.
- The Chair shall lead the interviews and take notes.
- Committee members shall take notes and assist with interviews.
- Each member shall accept a specific area to write for the final report. (See Appendix II)
- All information shall be confidential and not discussed outside the Committee.
- The Committee shall normally complete its work in 60 days from the time it is formed and shall receive its charge from the Dean in consultation with the Associate Dean for Faculty and Academic Affairs.

Staff Support for Internal Review Committee

The staff person(s) serving the academic unit of the Committee Chair shall arrange interviews on behalf of the Committee and shall assist with the preparation of the final report. As necessary, the staff in the Office of the Associate Dean for Academic and Faculty Affairs shall assist with these functions. The Associate Dean for Academic and Faculty Affairs shall serve as a resource to the Committee.

Final Report

A final written report shall be submitted to the Dean using the following format:

- Overview (Executive Summary)
- Write-up of specific sections reviewed (to be determined by the Committee after reviewing Appendix II) outlining strengths and weaknesses. Each member shall write up or contribute to at least one section.

- Recommendations
- Signature page. All members must sign the completed report indicating agreement that its contents reflect the views of the Committee, including the views (or conclusions) on which there was more than one opinion.
- There shall be no limit to the length of the report.

The external reviewers' report shall be shared with the Committee after its report has been submitted to the Dean.

III. External Review

Selection of Reviewers

Two outside reviewers shall be selected to be invited to Campus to conduct an external review of the Administrative Unit. The Administrator or the Associate Dean for Academic and Faculty Affairs shall provide the Dean with a list of possible reviewers. The Dean shall select at least one reviewer from this list and may choose the other from this list or from another source with particular emphasis on top tier, nationally recognized programs.

Selection of Persons to be Interviewed

The Administrator shall forward to the Dean a suggested list of persons knowledgeable about the operation/reputation of the Unit to be interviewed. The list should not be so long as to exceed one full day of interviewing. The Dean may add names of additional persons knowledgeable about the operation/reputation of the Unit to this list, and the revised list of interviewees shall be forwarded to the outside reviewers before their visit to campus. The outside reviewers may suggest the names of additional persons to be interviewed.

Supporting Materials

The Dean or his/her designee shall forward general information about Rutgers University, its School of Public Health, and the written materials prepared by the Administrator (see above) to the reviewers prior to the site visit.

Arrangements

The Office of the Associate Dean for Academic and Faculty Affairs shall make arrangements for the site visit.

Report

The site visitors shall be asked to draft their report during the final half-day of their visit and shall have an exit interview with the Dean and Associate Dean for Faculty and Academic Affairs. The final report shall be expected within one month and the honoraria shall not be paid until it is received.

Approved by the Executive Council
April 19, 2007
Amended July 9, 2009; July 10, 2013

ROLES OF THE ASSOCIATE/ASSISTANT DEANS

An Associate or Assistant Dean shall be appointed to lead the academic programs on each campus on which the School of Public Health has degree curricula. In addition Associate or Assistant Deans may be appointed in each of the areas described below. One individual may have responsibility in two or more of these areas as assigned by the Dean. The terms of office for the Associate/Assistant Deans shall be indefinite, without tenure, at the pleasure of the Dean.

The Campus Associate/Assistant Deans shall provide academic and administrative leadership for the educational, research and service programs on their campus. They shall chair the Campus Executive Committee on his/her campus.

The Associate Dean for Academic and Faculty Affairs shall provide overall academic leadership to the educational programs of the School and shall supervise the Faculty Affairs functions. This individual shall chair the Academic Progression Committee and the Faculty Affairs Committee and shall also coordinate formal reviews of departments and institutes in the School. He/she shall share responsibility for overseeing the school curriculum with the Associate/Assistant Dean for Education and Assessment.

The Associate/Assistant Dean for Education and Assessment shall have responsibility for coordinating the assessment of the educational offerings of the School and for leading the effort to use these assessments to improve educational quality. He/she shall also coordinate the effort to define clear competencies that are set for graduates of the School's degrees and certificates and for the organization of the documents that define the contribution of various educational experiences to these competencies. He/she shall share responsibility for overseeing the School curriculum with the Associate Dean for Faculty and Academic Affairs.

The Associate/Assistant Dean for Research shall supervise the Research Office of the School and shall promote and facilitate research activities in the School. This individual shall track the success of the School's research program and shall work with Department Chairs to enhance research success.

The Associate/Assistant Dean for Community Affairs shall have responsibility for promoting meaningful community service activities for the School. He/she shall evaluate opportunities for the School to be of service, identify faculty and students who may be able to assist with these efforts, and promote liaisons with appropriate community agencies. He/she shall coordinate these activities with the School's Student Association.

The Associate/Assistant Dean for Student and Alumni Affairs shall oversee student life issues and shall coordinate efforts to maintain a cordial and mutually supportive relationship between the School and its alumni. He/she shall work closely with the student association and shall be the focal point for evaluating and responding to student suggestions. He/she shall encourage and support the students in organizing social events and shall coordinate some student service issues, such as health insurance coverage, across the School in conformance with University Policy. He/she shall also maintain a close working relationship with officers of the Alumni Association and shall encourage the Association to sponsor occasional events and mailings to alumni and shall be the point of contact between this Association and the School.

The Associate/Assistant Dean for Global Health shall promote opportunities for international involvement of the faculty and students in health issues around the world. He/she shall look for opportunities to match capabilities of the faculty members with identified/fundable public health needs and shall also identify opportunities abroad that may enrich the experiences of students. He/she shall actively promote

international involvement of the School of Public Health with an emphasis on developing funded programs.

REVIEW OF DEPARTMENTS/DEPARTMENT CHAIRS

Reviews of Departments/Department Chairs shall be conducted approximately every five years as initiated by the Dean. In scheduling these reviews for Departments/Department Chairs sponsored by other schools, the Dean shall attempt to coordinate timing with similar reviews of the sponsoring unit that may be conducted by the other schools. The School of Public Health review shall consist of two parts: an internal review and an external review.

I. Written Materials Compiled by the Department Chair

The Department Chair being reviewed shall compile written materials as outlined in Appendix III. The Department Chair shall have a minimum of 60 days to prepare these materials following notification by the Dean that a review is to be conducted.

II. Internal Review

Constitution of the Internal Review Committee

Internal review committees for Core and Non-core Departments shall be constituted differently. In both cases a review committee of three to six members shall conduct the internal review, and in both cases, two faculty members, one from within the Department being reviewed and one from another Department, shall be elected by the faculty. Following the faculty election, one to four additional members shall be appointed by the Dean. For Core Departments, the Dean shall consult with the Associate Dean for Academic and Faculty Affairs in making these appointments. For Non-core Departments, the Dean shall consult with the Dean of the partner school within Rutgers, as appropriate for the Department under review, in making these appointments. For Core Departments, a majority of the review committee members shall be primary faculty from the School. For Non-core Departments at least two members shall be sponsored by partner institutions. The Chair shall be appointed by the Dean.

Internal Review Committee Procedures

- The Committee shall receive its charge from the Dean or the Dean's representative.
- At the outset of its work the Committee shall review the written report prepared by the Department Chair and shall compile a list of persons to be interviewed who are knowledgeable about the operation of the Department under review. The Committee shall decide how much time will be spent with each interviewee (30-60 minutes). Additional interviewees may be added as necessary.
- The Committee shall meet regularly to conduct these interviews. Written materials and other evidence of productivity of the unit shall be reviewed.
- The Chair shall lead the interviews and take notes.
- Committee members shall take notes and assist with interviews.
- Each member shall accept a specific area to write for the final report. (See Appendix IV)
- All information shall be confidential and not discussed outside the Committee.
- The Committee shall normally complete its work in 60 days from the time it receives its charge from the Dean.

Staff Support for Internal Review Committee

The staff person(s) serving the academic unit of the Committee Chair shall arrange interviews on behalf of the Committee and shall assist with the preparation of the final report. As necessary, the staff in the

Office of the Associate Dean for Academic and Faculty Affairs shall assist with these functions. The Associate Dean for Academic and Faculty Affairs shall serve as a resource to the Committee.

Final Report

A final written report shall be submitted to the Dean using the following format:

- Overview (Executive Summary)
- Write-up of specific sections reviewed (to be determined by the Committee after reviewing Appendix IV) outlining strengths and weaknesses. Each member shall write up or contribute to at least one section.
- Recommendations
- Signature page. All members must sign the completed report indicating agreement that its contents reflect the views of the committee, including the views (or conclusions) on which there was more than one opinion.
- There shall be no limit to the length of the report.
- The external reviewers' report shall be shared with the committee after its report has been submitted to the Dean.

III. External Review

Selection of Reviewers

Two outside reviewers shall be invited to Campus to conduct an external review of the Department. The Department Chair shall provide the Dean with a list of possible reviewers which may be supplemented by the Associate Dean for Faculty and Academic Affairs. The Dean shall select at least one reviewer from this list and may choose the other from this list or from another source with particular emphasis on top tier, nationally recognized programs. For Non-core Departments the Dean shall consult with the Dean of the partner school within Rutgers, as appropriate for the Department under review, in making these selections.

Selection of Persons to be Interviewed

The Department Chair shall forward to the Dean a suggested list of persons knowledgeable about the operation/reputation of the Department to be interviewed. The list shall not be so long as to exceed one full day of interviewing. The Dean may add names of additional persons knowledgeable about the operation/reputation of the Unit to this list, and, and the revised list of interviewees shall be forwarded to the outside reviewers before their visit to campus. The outside reviewers may suggest the names of additional persons to be interviewed.

Supporting Materials

The Dean or his/her designee shall forward general information about Rutgers University, its School of Public Health, and the written materials prepared by the Department Chair (see above) to the reviewers prior to the site visit.

Arrangements

The Office of the Associate Dean for Academic and Faculty Affairs shall make arrangements for the site visit.

Report

The site visitors shall be asked to draft their report during the final half-day of their visit and shall have an exit interview with the Dean and Associate Dean for Faculty and Academic Affairs. The final report shall be expected within one month and the honoraria will not be paid until it is received.

Approved by the Executive Council
July 9, 2008
Amended July 10, 2013

REVIEW OF INSTITUTE DIRECTORS

General Guidelines

Reviews of Institute Directors shall be conducted approximately every five years as initiated by the Dean of the School. As described below, full review shall consist of two parts: an internal review and an external review. When initiating a review, the Dean may specify a simplified procedure that omits some elements of the review process described below. The external review shall often be omitted for administrative offices and small units.

I. Written Materials Compiled by the Unit Director

The Institute Director being reviewed shall compile written materials as outlined in Appendix V. The Director shall have a minimum of 60 days to prepare these materials following notification by the Dean that a review is to be conducted.

II. Internal Review

Constitution of the Internal Review Committee

An internal review committee of three to six members shall be appointed by the Dean in consultation with the Associate Dean for Faculty and Academic Affairs. A majority of the members shall be primary faculty from the School. The Chair shall be appointed by the Dean.

Internal Review Committee Procedures

- At the outset of its work the Committee shall review the written report prepared by the Director and shall compile a list of persons to be interviewed who are knowledgeable about the operation of the Institute under review. The Committee shall decide how much time will be spent with each interviewee (30-60 minutes). Additional interviewees shall be added as necessary.
- The Committee shall meet regularly to conduct these interviews. Written materials and other evidence of productivity of the unit shall be reviewed.
- The Chair shall lead the interviews and take notes.
- Committee members shall take notes and assist with interviews.
- Each member shall accept a specific area to write for the final report. (See Appendix VI)
- All information shall be confidential and not discussed outside the Committee.
- The Committee shall normally complete its work in 60 days from the time it is formed and shall receive its charge from the Dean in consultation with the Associate Dean for Faculty and Academic Affairs.

Staff Support for Internal Review Committee

The staff person(s) serving the academic unit of the Committee Chair shall arrange interviews on behalf of the Committee and shall assist with the preparation of the final report. As necessary, the staff in the Office of the Associate Dean for Academic and Faculty Affairs shall assist with these functions. The Associate Dean for Academic and Faculty Affairs shall serve as a resource to the Committee.

Final Report

A final written report shall be submitted to the Dean using the following format:

- Overview (Executive Summary)
- Write-up of specific sections reviewed (to be determined by the Committee after reviewing Appendix VI) outlining strengths and weaknesses. Each member shall write up or contribute to at least one section.
- Recommendations
- Signature page. All members must sign the completed report indicating agreement that its contents reflect the views of the Committee, including the views (or conclusions) on which there was more than one opinion.
- There shall be no limit to the length of the report.
- The external reviewers' report shall be shared with the Committee after its report has been submitted to the Dean.

III. External Review

Selection of Reviewers

Two outside reviewers shall be selected to be invited to Campus to conduct an external review of the Institute. The Institute Director or the Associate Dean for Academic and Faculty Affairs shall provide the Dean with a list of possible reviewers. The Dean shall select at least one reviewer from this list and may choose the other from this list or from another source with particular emphasis on top tier, nationally recognized programs.

Selection of Persons to be Interviewed

The Director shall forward to the Dean a suggested list of persons knowledgeable about the operation/reputation of the Unit to be interviewed. The list should not be so long as to exceed one full day of interviewing. The Dean may add names of additional persons knowledgeable about the operation/reputation of the Unit to this list, and the revised list of interviewees shall be forwarded to the outside reviewers before their visit to campus. The outside reviewers may suggest the names of additional persons to be interviewed.

Supporting Materials

The Dean or his/her designee shall forward general information about Rutgers University, its School of Public Health, and the written materials prepared by the Director (see above) to the reviewers prior to the site visit.

Arrangements

The Office of the Associate Dean for Academic and Faculty Affairs shall make arrangements for the site visit.

Report

The site visitors shall be asked to draft their report during the final half-day of their visit and shall have an exit interview with the Dean and Associate Dean for Faculty and Academic Affairs. The final report shall be expected within one month and the honoraria shall not be paid until it is received.

Approved by the Executive Council
April 19, 2007
Amended July 10, 2013

PROCEDURE FOR DETERMINING TIME COMMITMENTS OF SECONDARY FACULTY

Under Article II, Section 1.4, the School Bylaws hold that “votes at Faculty meetings of Faculty holding secondary appointments shall be in proportion to their time commitments to the School, as detailed in the School’s Procedural Code.” The time commitments of secondary faculty shall be estimated by the Associate Dean for Faculty and Academic Affairs, in consultation with the relevant Department Chair, each year between August 1 and September 15, or as soon as possible thereafter. The estimates shall be based on activities in the preceding academic year and shall be used until new estimates are generated.

For this purpose, specific teaching and service contributions shall generally be assigned a percent effort according to the values given below. However, the total contributions thus obtained may be adjusted by mutual agreement of the Associate Dean for Academic and Faculty Affairs and the Department Chair to reflect other contributions to the School or other relevant circumstances that are not reflected in these values. Secondary faculty members who feel that their contribution is greater than is recognized by this process may appeal to the Dean for recognition of a larger time commitment. The Dean’s determination shall be final.

Faculty Time Commitment Estimates

Teaching	Time Commitment
Department Chair	20%
Sole/major instructor of a course If there is more than one instructor, the above amount shall be pro-rated so that, for instance, a 3-credit course equally shared between two faculty members would be worth 7.5% each.	5% per credit (15% for most courses)
Supervision of MPH Fieldwork	3% per student (limited to one year for any one student)
Independent Study	1% per student credit to maximum of 15%
Chair Doctoral Dissertation	3% while student is doing dissertation
Member Doctoral Dissertation	1% while student is doing dissertation
<i>Note that no allowance is made for routine student advising since it is primarily conducted by Department Chairs (as part of their 20%) and, in any case, is very hard to quantify.</i>	
Service to the School of Public Health	
School of Public Health Executive Council (except Department Chairs)	2%
Campus Executive Committee	2%

Service to the School of Public Health	Time Commitment
Other School and Campus Committees	
Chair	5%
Committee Member	2%
5% each for chairing and 2% each for being a member (other than chair) of school and campus committees that meet at least four times annually (e.g., the doctoral committee, curriculum, academic progression, admissions, etc.).	
IRB	10%
Faculty who are representing both the School of Public Health and another school shall have this prorated to 5%.	
Secretary of the Faculty	5%

Approved by the Executive Council
March 22, 2006

EXECUTIVE COUNCIL

I. Committee Charge

The Executive Council shall advise the Dean on matters affecting the operation and policies of the School, develop the Procedural Code of the School and act on behalf of the Faculty with regard to the duties and powers of the faculty enumerated in the Bylaws for the Governance of the University of Medicine and Dentistry of New Jersey (Article III, Title A, Section 2).

II. Membership

The Executive Council shall consist of the Dean, , Department Chairs, Associate/Assistant Deans for each campus, the Secretary of the Faculty and an elected faculty representative eligible for AAUP membership from each campus. The elected faculty representatives shall serve three year terms. There shall be one officer representative from the School of Public Health Student Government Association for each Campus. The student members shall not vote or be present on faculty personnel, student financial aid, and student academic performance matters but shall have a vote on all other matters. The Associate/Assistant Deans not serving as campus academic officers, Directors of University-recognized Centers or Institutes, and Department Vice-Chairs shall serve ex officio without vote. Other individuals may be invited to attend meetings without vote on the approval of the Dean and the Executive Council. Each member of the Executive Council may designate alternates to attend a cumulative total of no more than three meetings during each academic year. The Dean or designee shall serve as Chair, without vote, except in case of a tie.

Procedure for Selecting Faculty Representatives

All eligible faculty on each campus shall elect one faculty representative for their campus who is eligible for AAUP membership as the campus faculty representative to the Executive Council. The selected faculty representative shall also serve as a member of the Committee on Committees.

III. Schedule of Meetings

The Executive Council shall meet at least eight times during the academic year. Extraordinary meetings may be convened by the Dean or on written request of at least one-fourth of the members of the Executive Council submitted to the Dean, who shall then convene the meeting.

A quorum shall be a majority of the voting members of the Committee present plus the Chair or a designated alternate.

Agenda items shall be forwarded to the Office of the Dean with relevant attachment(s) at least one week prior to the meeting in which the item shall be reported unless otherwise noted. Meeting notes shall be recorded and distributed for approval of the Executive Council. Action items shall be followed up by the responsible individual(s) or appropriate School of Public Health Office as indicated in the meeting notes.

IV. Duties

The Executive Council shall receive and ratify:

- Actions of the Committee on Committees
- Requirements for admission as developed by the Admissions Committee;
- Guidelines for appointments and promotions as prepared by the Appointments and Promotions Committee;
- Academic rules and regulations as formulated by the Academic Progression Committee;
- Policies concerning the faculty as prepared by the Faculty Affairs Committee;
- Curriculum changes for academic programs approved by the Curriculum Committee;
- Policies to ensure due process rights of students by the Student Affairs Committee;
- The policies related to research as presented by the Research Committee; and
- Evaluation of the conduct of other committees that may be established.

Upon approval of the Campus Executive Committee, each Campus Associate/Assistant Dean shall forward a list to the Dean identifying student candidates for graduation by Degree or by Certificate Program to be conferred. The list is to be received at least two weeks prior to the March Executive Council meeting for May/October candidates for graduation and two weeks prior to the October Executive Council for January candidates for graduation. If an Executive Council meeting is not scheduled for the month of March or October, the memo and list are to be forwarded to the Office of the Dean no later than the tenth day of March or October

V. Campus Executive Committees

Each Campus shall have a Campus Executive Committee to advise the Campus Associate/Assistant Dean about Campus and School matters.

Membership

The Campus Executive Committee will include the Campus Associate/Assistant Dean, who will serve as Chair, one-two faculty members (as determined by the Associate/Assistant Dean) from each Department represented on the Campus, the Campus Field Work Coordinator, and one student from the Campus. Faculty representatives shall be selected in such a way to ensure representation from each partner university and from each Rutgers partner school that sponsors School of Public Health courses on the Campus. The Campus Administrator will serve without vote. The Associate/Assistant Dean may appoint another faculty member of the Committee to act as Chair when he/she is not present.

Schedule of Meetings

The Campus Executive Committee will meet at least twice a semester during the regular academic year. Meetings may be canceled by the Associate/Assistant Dean if there is no business.

Duties

- Serves in advisory role to the Campus Associate Dean;
- Approves graduates from the Campus;
- Assists in coordination of activities among Rutgers Schools that are participating in the Campus School of Public Health teaching programs;
- Serves as an information conduit between the Campus faculty and students and the School Administration;
- Routinely reviews reports from other Campus subcommittees (admissions, curriculum, etc) and may endorse, object or comment on the recommendations of these groups to school level committees; and
- Requests oral reports from its student representative on topics of concern to students.

COMMITTEE ON COMMITTEES

I. Committee Charge

The Committee on Committees shall select the chairs and members of *ad hoc* and standing committees except where another selection process is specified in the Rutgers School of Public Health Bylaws. The Committee on Committees shall be responsible for ensuring continuity of membership and expertise among standing committee members, shall review and evaluate the role, activities and progress of standing and *ad hoc* committees and, in the event of uncertainty about a matter, for determining the scope of responsibility of standing and *ad hoc* committees.

II. Membership

The Committee on Committees shall consist of the Dean (or the Dean's designee), who shall be the Chair, the Secretary of the Faculty and the faculty representative from each Campus who has been elected to serve on the School's Executive Council. The elected members shall serve for a three year term with the term to begin on March 1, in order to provide time for the Committee to take action on committee appointments that take effect on September 1. All members of the Committee are eligible to vote, except the Dean or his/her designee, who shall only vote in case of a tie.

III. Schedule of Meetings

The Committee on Committees shall meet as needed in person or by teleconference to move forward the appointment process of chairs and members of *ad hoc* and standing committees.

ACADEMIC PROGRESSION COMMITTEE

I. Committee Charge

The duties of the School-wide Academic Progression Committee shall be as specified in the School of Public Health Bylaws. The School Committee shall review and, as appropriate, act upon recommendations of campus committees regarding policy concerning student standing and academic progression. The School Committee may, itself, also initiate policy changes. Policy recommendations approved by the School Committee, whether initiated at the campus or school level, shall be forwarded to the Dean, who, upon his/her approval, shall be responsible for disseminating the new policy to the faculty and students. The Dean may seek the advice of the Executive Council before approval and dissemination.

II. Membership

The Academic Progression Committee shall consist of the Associate Dean for Academic and Faculty Affairs who shall serve as Chair and the Chairs of the Campus Academic Progression Subcommittees. The other campus Associate/Assistant Deans, Associate/Assistant Dean for Student and Alumni Affairs, the Fieldwork Coordinator(s) and the Registrar(s), shall serve ex officio, without vote, when requested to provide input to the Committee.

III. Schedule of Meetings

Meetings shall be regularly scheduled throughout the academic year with additional meetings called by the Chair when necessary. The Chair may waive regularly scheduled meetings when there is no business.

A quorum shall be a majority of the voting members of the Committee present, plus the Chair or a designated alternate appointed by the Chair from among the members of the Committee.

IV. Campus Subcommittee(s)

Each campus shall establish a local Academic Progression Committee for the purpose of monitoring academic performance of students, considering admission of non-matriculated students to matriculated status, placing students on or removing students from academic probation, setting conditions for lifting of probation and recommending students for dismissal.

Membership

- The campus committees shall consist of at least four voting members who have an academic rank of assistant professor or higher.
- Administrative personnel and other appropriate members (such as a registrar or program administrator) may sit on the campus committee ex officio, without vote.
- Members of each campus committee shall be appointed by the Associate/Assistant Dean in charge of each campus.
- The Campus Associate/Assistant Dean shall also appoint the chairperson of the campus committee.
- The term for each member of the committee shall be three years except that the Associate/Assistant Dean may initially appoint some members for longer terms to achieve staggered terms.

Schedule of Meetings

- The campus committees shall meet each semester after grades have been reported or as needed for special circumstances.
- A quorum shall consist of at least 50% of the voting members or three members whichever is greater.

Duties

- At a minimum, the campus committees shall review the Academic Standing of all students on their campus at the end of the Fall and Spring semesters. At the end of Spring semester, the campus committees shall review the Satisfactory Academic Progress (SAP) of all students on their campus. The standard of Academic Standing measures a student's performance by their cumulative grade point average (GPA) and the standards of Satisfactory Academic Progress (SAP) measure a student's performance in three areas: completion rate, cumulative grade point average (GPA) and maximum time frame. Refer to the Academic Standing and Satisfactory Academic Progress (SAP) policies for specific information on policy implementation and criteria.

- The campus committees will also review students who applied for matriculation but were admitted as non-matriculated to the School. This review takes place at the end of the first term in which they have accumulated 12 credits. Normally, matriculation will be reserved for students who have a GPA of 3.0 or better, but the campus committees have the prerogative to matriculate a student who has a slightly lower GPA into matriculated probationary status, if committee members believe the student is likely to be able to bring his/her GPA to 3.0 and/or to correct other academic deficiencies within 9 credits or one calendar year, whichever comes first.
- The campus committees may make recommendations for changes in policy regarding student academic standing and satisfactory academic progress which shall be forwarded to the School-wide Academic Progression Committee for consideration.
- Copies of minutes or other documentation of campus committee actions shall be forwarded to the Chair of the School-wide Academic Progression Committee, but responsibility for maintaining minutes of the campus committee meetings shall rest at the campus offices.

ADMISSIONS COMMITTEE

I. Committee Charge

The School of Public Health School-wide Admissions Committee shall be charged with setting the requirements for admission to the School subject to review by the Faculty. The School-wide Admissions Committee shall also assure comparability of admission standards and processes across the campuses and may also evaluate the quality of students admitted. An annual written report shall be presented to the Faculty prior to a regularly scheduled meeting of the Faculty.

II. Membership

The Admissions Committee shall consist of the Associate/Assistant Dean responsible for Admissions, who shall serve as Chair, and the Chairs of the Campus Admissions Subcommittees.

III. Schedule of Meetings

Meetings shall be convened by the Chair as needed and not less than once a year. A quorum shall be a majority of the members of the Committee present plus the Chair or a designated alternate appointed by the Chair from among the members of the Committee.

IV. Campus Subcommittees

Campus Committees shall be charged with reviewing applicants for admission to their respective campuses under common School-wide admission policies. Additional responsibilities include reviewing criteria and processes for admission and making recommendations for any needed policy changes to the School-wide Admissions Committee.

Membership

Each Campus Admissions Committee shall consist of the Campus Associate/Assistant Dean and Campus Department Chairs or their representatives. The Chair of the Campus Admissions Committee shall be the Associate/Assistant Dean for each campus or his/her designee who shall serve at the discretion of the Campus Associate/Assistant Dean. As long as the Stratford Campus has only two members under the above criteria, the Chair of the New Brunswick Campus Admissions Committee shall also serve on the Stratford Campus Admissions Committee. Administrative personnel and other appropriate persons may be invited by the Campus Associate/Assistant Dean to sit on the Campus Admissions Committee without vote.

Schedule of Meetings

- Meetings shall be convened by the Associate/Assistant Dean or by the Chair of the Campus Admissions Committee as needed.

Duties

- Campus Admissions Committees shall meet each semester to review applicant folders. The relevant Department Chair or his/her designee shall make recommendations on each departmental applicant. The Chair of the Campus Admissions Committee shall read all files and makes recommendations.
- Each applicant shall be presented to the Campus Admissions Committee for discussion and determination of status. For each applicant, the Campus Admissions Committee may vote to matriculate, admit as non-matriculate or reject.
- General Public Health Certificate applicants shall be reviewed by the Chair of the Campus Admissions Committee on each campus and presented to the Campus Admissions Committee for discussion and determination of acceptance or rejection.

APPOINTMENTS AND PROMOTIONS COMMITTEE

I. Committee Charge

The Appointments and Promotions Committee shall review and make formal recommendations to the Dean regarding all appointments and promotions of Faculty, and shall ensure the consistency of standards for academic rank. The Committee shall also review and make recommendations for the designations of Emeritus Faculty, Distinguished Professor and other similar honors. The Committee shall, with the approval of a majority of the membership of the Faculty, establish guidelines for faculty appointments and promotions, and conduct periodic review and make necessary modification of the guidelines. In addition, the Committee shall review and make recommendations to the Dean regarding requests for Faculty Renewal Leave. The Committee shall carry out these functions through approval of Department recommendations. Department actions for primary faculty presented to the Appointments and Promotions Committee must include a report of the vote of the senior Faculty (Professor and Associate Professor) holding primary appointments in the Department following consultation by the Department Chair. The Committee shall present a written annual report to the Dean and a summary written report to the Faculty at a regularly scheduled meeting. Verbal reports shall be provided at the School's Executive Council meetings.

II. Membership

The Appointments and Promotions Committee shall consist of seven full title primary faculty members of Associate Professor or Professor rank. They shall be selected as follows: one from each of the Core Departments of the School who shall be elected by the full academic rank faculty of their department; and two who shall be appointed by the Dean. Members shall have primary, full title appointments with the School and hold a rank of Associate Professor or Professor, Each member's term is three years. No member shall serve more than two consecutive terms. The Dean shall appoint one of the seven members to be the Chair of the Committee. A member of the Committee who is absent for four consecutive meetings of the Committee may be replaced on the recommendation of the Committee Chair after discussion of the matter with that member and the Dean. The Coordinator for Faculty and Staff Affairs and Associate Dean for Academic and Faculty Affairs shall staff the meetings of the Committee.

If a vacancy of a member occurs before the expiration of his/her term, a new Committee member shall be elected or appointed to fulfill the balance of the term. The replacement of a member shall be chosen by the same process as that originally used to seat the member (i.e., appointment or election). The newly elected/appointed member shall fulfill the balance of the term. The process of election of a member shall be handled by the Bylaws and Elections Committee.

III. Schedule of Meetings

Meetings shall be convened by the Dean or by the Chair. There shall be at least four meetings each year. All members of the committee shall be eligible to vote, except the Dean or his/her designee, who shall only vote in case of a tie. A quorum shall be a majority of the members of the Committee plus the Chair or a designated alternate appointed by the Chair from among members of the Committee. Meeting notes shall be recorded and distributed for approval of the Committee. Meeting notes shall be retained by the Coordinator for Faculty and Staff Affairs.

FACULTY AFFAIRS COMMITTEE

I. Committee Charge

The Faculty Affairs Committee shall review and recommend policies governing faculty other than appointments, promotion and tenure. The Committee may appoint *ad hoc* committees and make recommendations on faculty grievances and matters involving faculty rights, unless the grievable matter is covered by a faculty contract.

II. Membership

The Committee shall consist of three tenured senior faculty members elected by the faculty and be chaired by the Associate Dean for Faculty and Academic Affairs. Members shall serve for a three year term.

III. Schedule of Meetings

The Committee shall meet on the basis of need and report its findings to the Dean.

IV. Duties

The duties of the Committee shall be established when the Committee is convened following approval of the School of Public Health amended bylaws by the Rutgers Board of Governors.

CURRICULUM COMMITTEE

I. Committee Charge

The Curriculum Committee shall develop, review and make policy recommendations regarding the curricula for the degree and certificate programs of the School, including dual and joint degrees, and shall develop standards for the evaluation of each educational program for the School. The Committee may elect to establish subcommittees for each degree program curriculum.

The Curriculum Committee shall have the responsibility of making recommendations to the Dean in the following areas: educational goals and learning objectives for each program of study; content of courses to assure broad understanding of the areas of knowledge basic to public health; methodology of

teaching; culminating experience; and evaluation of courses. A review of required courses must be conducted at least every three years.

II. Membership

The Curriculum Committee shall consist of the Campus Associate/Assistant Deans, Chairs of the Campus Curriculum Committees, one faculty member from each campus, elected by the faculty of that campus, and two students, one from the master's degree programs and one from the doctoral degree programs. All student representatives shall be elected by their classmates. A designee of the School's Alumni Association shall be a member *ex officio* without vote. A quorum shall be a majority of the voting members of the Committee present plus the Chair or a designated alternate appointed by the Chair from among the members of the Committee.

If a faculty member holds two or more positions on the Committee, the Dean shall have the option of appointing additional committee members, up to the maximum number of committee seats, to achieve broad departmental representation.

Faculty and *ex-officio* members may not be represented by alternates. Student members may designate alternates if they are unable to attend a meeting.

Faculty members shall serve for a three year term (maximum of three consecutive terms or nine consecutive years). Students shall serve one-year terms and may be reelected for a maximum total of four years.

III. Schedule of Meetings

The Committee shall meet at least six times each academic year. The Dean shall be invited to attend at least one meeting. The Chair may waive meetings when there is no business.

IV. Duties

The Committee shall review and approve all proposed changes in the curriculum of any Department and recommend the creation of new Departments or programs within the School. The appropriate constituents shall be consulted. The Committee shall carry out these functions mainly through approval of Campus Committee recommendations (Curriculum and Executive Committees). Upon request of three members of the Curriculum Committee, any recommendation of the Committee shall be presented to the Faculty. The recommendations for curricular changes approved by the School-wide Curriculum Committee must be ratified by a majority vote of the Executive Council.

All new course proposals shall be reviewed and approved by the School-wide Curriculum Committee following review and approval by the appropriate Campus Curriculum Committee. In addition, all required courses for each concentration on all campuses must be reviewed at least every three years. The responsibility for this review is delegated by the Committee to Department Chairs.

The Curriculum Committee shall designate the School's Doctoral Committee as a sub-committee for purposes of doctoral curriculum review and recommendations.

All new certificate programs shall be reviewed and approved by the School-wide Curriculum Committee following review and approval by the appropriate Campus Curriculum Committee. Such programs must comply with guidelines for certificate programs approved by the School Executive Council.

The minutes shall be approved following each meeting and forwarded to the Dean, the Office of the Registrar, and Campus Administrators.

V. Procedures for Dissemination of Committee Actions

Following the approval of a new course by the Committee the following actions shall be taken.

- The Chair shall provide the Registrar with the signed Course Proposal Form and request a course number. The Registrar shall provide this number to the appropriate Campus Administrator and shall arrange for the addition of the course in the School catalogue and on the appropriate School web page.
- The Chair shall notify the Campus Administrators of all new course approvals.
- Upon receipt of the course number, the Campus Administrator shall notify students and faculty of the new course (via e-mail).

Following the Committee's approval of Department curriculum changes, recommendations for new Departments and other curriculum matters that have campus wide impact, the following actions shall be taken.

- The Chair shall forward the recommendation to the Executive Council and the Dean for review and approval; and
- The Committee shall present a written annual report to the Dean through the Faculty.

VI. Campus Subcommittees

Membership

- The campus committees shall consist of the campus Associate/Assistant Dean and one faculty member from each of the campus departments. A student representative and administrative personnel (such as a registrar or program administrator) may also sit on the campus committee ex officio, without vote. Members of each campus committee and the committee chair shall be appointed by the campus Associate/Assistant Dean of each campus. The term for each member of the committee shall be three years.

Schedule of Meetings

- The campus committees shall meet at least four times each academic year or more frequently as required. The Chair may waive meetings when there is no business.

Duties

- All new course proposals, curricular changes, and certificate and collateral programs shall be reviewed by the campus committee and campus executive committee.
- The Chair of the campus committee shall be responsible for forwarding approved actions of the committee to the School-wide Curriculum Committee.

VII. School-Wide Doctoral Committee

Membership

The Doctoral Committee shall be composed of those faculty in the School who serve or have served within the preceding four years as principal advisor to one or more doctoral students. Members shall generally hold the rank of Professor or Associate Professor although Assistant Professors with appropriate experience may be appointed from time-to-time.

The Chair of the Doctoral Committee shall be appointed from among its members by the Dean in consultation with the Dean of the Graduate Division, New Brunswick of Rutgers University. The Chair shall serve as the Graduate Director for Public Health in the Graduate Division, New Brunswick of

Rutgers University. The Chair shall be appointed for an indefinite term and shall serve at the pleasure of the Dean.

A faculty member from each department offering a doctoral degree shall be appointed by the Chair of the Doctoral Committee, in consultation with the relevant Department Chair, to serve as coordinator for doctoral studies in that discipline. The disciplinary coordinators and the Chair of the Doctoral committee may act as an administrative subcommittee to make decisions about the doctoral programs between meetings of the full Committee. These decisions shall be reviewed and, as appropriate, approved by the full committee when it meets.

Schedule of Meetings

The Doctoral committee shall meet four times a year although the frequency of meetings may be adjusted according to need. A quorum shall consist of at least six faculty members including at least two disciplinary coordinators or their designees and representation from at least three departments sponsoring doctoral degrees. Decisions shall be by majority vote of those present. Policy decisions shall be forwarded to the Executive Council of the School for ratification with copies to other cognizant school committees such as the Admissions and Curriculum Committees. The Chairs of these other School Committees may request delay in ratification of doctoral committee decisions by the Executive Council if they believe the decisions need further consideration, and such requests shall be ruled upon by the Dean.

Duties

- Oversees the operation of the academic programs leading to the Doctor of Philosophy (PhD) and Doctor of Public Health (DrPH) degrees;
- Responsible for recommending admissions standards for doctoral degree applicants and for the selection of applicants to be offered places in the doctoral programs of the School;
- Sets guidelines for doctoral curricula and approve curricula that may be recommended by the departments offering doctoral level training; and
- Monitors the progress of doctoral students and oversees the qualifying examinations and the establishment of dissertation committees.

STUDENT AFFAIRS COMMITTEE

I. Committee Charge

The Student Affairs Committee shall have the responsibility for hearing allegations of misconduct against students and for ensuring the due process rights of students. The Committee shall make determinations of fact and make recommendations to the Dean for disciplinary action regarding infractions of rules, regulations and standards of the University

The Committee shall conduct all hearings and all deliberations in accordance with the policies of the University and the School.

II. Membership

The Committee shall consist of five members and three alternates, with two members and one alternate elected from the faculty, two members and one alternate elected by the students, and one

administrative faculty member and one alternate designated by the Dean. The members shall elect a Chair from among themselves. The faculty shall serve staggered three-year terms; students shall be elected annually. Members may serve up to two consecutive terms.

III. Schedule of Meetings

Meetings shall be convened by the Chair or on request of the Dean or any member of the Committee. All members of the Committee shall be eligible to vote, except alternates shall have a vote only when sitting for a regular member. A quorum shall be a majority of the voting members of the Committee present or their alternates plus the Chair or a designated alternate appointed by the Chair from among the members of the Committee.

RESEARCH COMMITTEE

I. Committee Charge

The Research Committee shall have the responsibility of encouraging research activities by faculty and students and serve in an advisory capacity to the Office of Research and Sponsored Programs and the Dean on matters of general policy related to research.

II. Membership

The Research Committee shall consist of seven members, including the Associate/Assistant Dean for Research who shall serve ex-officio without vote, two members appointed by the Dean, and four members elected by the faculty. The term of office of elected members shall be three years. The Chair shall be elected by the voting members of the Committee from among themselves to serve a term of one year.

III. Schedule of Meetings

The Committee shall meet at least twice a year; meetings may be convened by the Dean or Chair.

BYLAWS AND ELECTIONS COMMITTEE

I. Committee Charge

The Bylaws and Elections Committee shall have the responsibility of insuring that the Bylaws of the School are in conformity with the Bylaws of the University and insuring that the procedures of the School are in accordance with the Bylaws of the University and with the Bylaws of the School. The Committee shall supervise all elections and other ballots conducted among the faculty. The Committee shall have the responsibility of framing a formal statement of amendments to the Bylaws as specified in Article IV of the School of Public Health Bylaws.

II. Membership

The Bylaws and Elections Committee shall consist of nine full title Faculty members, including the Secretary of the Faculty. Five members shall be elected by the Faculty through a Schoolwide vote and three appointed by the Dean, ensuring representation across all campuses. A person may serve as Chair of this Committee a maximum of six consecutive years. Members shall serve for a three year term.

III. Schedule of Meetings

Meetings shall be convened by the Chair or on request of any member including the Secretary. All members of the Committee are eligible to vote. A quorum shall be a majority of the Committee present plus the Chair or a designated alternate appointed by the Chair from among the members of the Committee.

COMMUNITY HEALTH COMMITTEE

I. Committee Charge

The Community Health Committee is charged with advising the Dean on all those aspects of the operation of the School's involvement in community health education, and nurture and maintain liaisons between the School and community agencies. The Committee will provide information to the Faculty and Dean concerning the conduct of the community service and research programs with regard to their objectives and quality, involvement of the School Faculty and students, and resources from all supporting institutions.

II. Membership

The Community Health Committee shall consist of members selected as follows: Associate/Assistant Dean responsible for Community Health, two faculty representatives, the Fieldwork Coordinators, representatives from supporting community institutions, and three students selected by their peers. The term of office of non-student members shall be indefinite. The term of office of student members shall be one year. The Associate/Assistant Dean responsible for Community Health shall serve as Chair. Existing members shall be allowed to recommend for consideration by the full committee, appointment of additional members deemed essential for carrying out the committee's charge.

III. Schedule of Meetings

The Community Health Committee shall meet at least four times a year. Meetings will be convened by the Chair who will be responsible for posting meeting notes following each meeting, forwarding meeting notes to the Dean's Office following each meeting, and providing an annual report at the end of each academic year.

IV. Duties

The Community Health Committee is responsible for:

- Promoting community-campus partnerships
- Promoting student community engagement
- Providing information to the Faculty and Dean on the conduct of the community service and community research programs within the School

Approved by the Executive Council
February 23, 2004

Amended (Appointments and Promotions Committee)
Approved by the Executive Council
December 16, 2009

Amended (Bylaws and Elections Committee, Curriculum Committee and Faculty Affairs Committee)

Approved by the Executive Council
February 17, 2011

Amended (Executive Council, Committee on Committees, Academic Progression Committee,
Appointments and Promotions Committee and Faculty Affairs Committee)
Approved by the Executive Council
July 10, 2013

Amended (Academic Progression Committee)
Approved by the Executive Council
September 23, 2013

APPENDICES

APPENDIX I**WRITTEN MATERIALS FOR REVIEW OF ADMINISTRATIVE OFFICES**

1. Organizational Chart of the Unit
2. History of the Unit
3. Annual Reports of the Past Two Years
4. Administrator's Assessment of Office Including:
 - Current Strengths of the Unit
 - Current Weaknesses of the Unit
 - Plans for the Future Development of the Unit
5. CV of Unit Administrator
6. Educational Programs to Promote Research and Research Excellence in the School of Public Health
 - CE programs offered by the unit
 - Training programs offered by the unit for faculty, staff and students
7. Research Accomplishments
 - Identify major research themes developed and promoted
 - Provide list of grant support for School's faculty over the past five years
8. University and Community Service Activities for Past Two Years

Approved by the Executive Council
April 19, 2007
Amended July 9, 2009

APPENDIX II**ISSUES FOR REVIEW OF ADMINISTRATIVE OFFICES PREPARING THE FINAL REPORT**

1. Overview of the Unit, Including Its Effectiveness
2. Vision and Leadership of the Unit Administrator
 - Including Unit Administrator's written views of the current strengths and weaknesses of the unit
 - Including Unit Administrator's written plans for the future development of the unit
3. Scholarship of the Administrator
4. Unit Structure and Function Including the Last Two Annual Reports of the Unit
5. Institutional Relationships
 - Relationship with other Unit Administrators
 - Research collaboration with other units and/or affiliates
6. Faculty Development
 - Administrative and personal support
 - Mentoring
 - Unit environment, morale, freedom to exercise ideas
7. Educational Programs
 - CE programs
 - Training programs
8. Research Activities
 - Grants and awards
 - Major accomplishments
9. Summary
 - Strengths
 - Weaknesses
10. Recommendations

NOTES:

- A list of all individuals interviewed shall be included.
- The Dean and Associate Dean for Academic and Faculty Affairs shall meet with the Internal Review Committee to discuss the report; this meeting shall be scheduled by the Dean's Office.
- The final report and key supporting materials shall be retained in the Office of Faculty and Academic Affairs.

Approved by the Executive Council
April 19, 2007
Amended July 9, 2009

APPENDIX III**WRITTEN MATERIALS FOR REVIEW OF DEPARTMENTS/DEPARTMENT CHAIRS**

1. Organizational Chart of the Unit
2. History of the Unit
3. Vision and Leadership of the Director/Chair
 - Written views of the current strengths and weaknesses of the unit including plans for the future development of the unit
4. Identify Concerns Raised by the Last Review, Both Internal and External (if applicable)
 - Desirable actions taken to rectify concerns (attach copy of the previous reports, internal and external)
5. CVs of Chair and Faculty
6. Educational Programs
 - Masters Degree Programs
 - Doctoral Degree Programs
 - Certificate Programs
 - Fellowship Programs (if applicable)
 - Accreditation reports, most recent
 - CE programs offered by the unit
7. Research
 - Identify major research themes and accomplishments over the past five years
 - List grant support for faculty over the past five years
 - Identify track record of junior faculty
8. Faculty Development
 - Attrition over the past five years
 - Promotions over the past five years
 - Mentoring system
 - Evaluation process
9. Clinical Programs of the Unit (if applicable)
 - Define resources
 - Patient increases
 - Clinical activities of all faculty in the unit
10. Community Service Activities

Approved by the Executive Council
July 9, 2008

APPENDIX IV**ISSUES FOR REVIEW OF DEPARTMENTS/DEPARTMENT CHAIRS
FOR PREPARING THE FINAL REPORT**

1. Overview of the Unit, Including its Structural Organization and its National/International Reputation
2. Vision and Leadership of the Chair
 - Including Chair's written views of the current strengths and weaknesses of the unit
 - Including Chair's written plans for the future development of the unit
3. Scholarship of the Chair and Unit
4. Institutional Relationships
 - Relationship with other chairs
 - Research collaboration with other units and/or affiliates
5. Faculty Development
 - Appointments
 - Attrition
 - Administrative and personnel support
 - Mentoring
 - Evaluation process
 - Unit environment, morale, freedom to exercise ideas
6. Educational Programs
 - Graduate education
 - CE programs
7. Research Activities
 - Grants and awards
 - Publications
 - Major accomplishments
8. Summary
 - Strengths
 - Weaknesses
9. Recommendations

NOTES:

- A list of all individuals interviewed shall be included.
- The Dean and Associate Dean for Academic and Faculty Affairs shall meet with the Internal Review Committee to discuss the report; this meeting shall be scheduled by the Dean's Office.
- The final report and key supporting materials shall be retained in the Office of Faculty and Academic Affairs.

Approved by the Executive Council
July 9, 2008

APPENDIX V**WRITTEN MATERIALS FOR REVIEW OF INSTITUTE DIRECTORS**

1. Organizational Chart of the Unit
2. History of the Unit
3. Annual Reports of the Past Two Years
4. Vision and Leadership of the Unit Director - written views of the current strengths and weaknesses of the unit including plans for the future development of the unit
5. Identify Concerns Raised by the Last Review, Both Internal and External, and Actions Taken to Rectify (attach copy of the previous reports, internal and external)
6. CVs of Unit Director and faculty
7. Educational Programs
 - Fellowship Programs (if applicable)
 - Accreditation reports, most recent
 - National Resident Matching Program results, past five years
 - Graduate students/postdoctoral fellows
 - CE programs offered by the unit
8. Research
 - Identify major research themes
 - List grant support for faculty over the past five years
 - Identify track record of junior faculty
9. Faculty Development
 - Attrition over the past five years
 - Promotions over the past five years
 - Mentoring system
 - Evaluation process
10. Clinical Programs of the Unit (if applicable)
 - Define resources
 - Patient increases
 - Clinical activities of all faculty in the unit
11. Community Service Activities

Approved by the Executive Council
April 19, 2007

APPENDIX VI**ISSUES FOR REVIEW OF INSTITUTE DIRECTORS
FOR PREPARING THE FINAL REPORT**

1. Overview of the Unit, Including Its National/International Reputation
2. Vision and Leadership of the Unit Director
 - Including Unit Director's written views of the current strengths and weaknesses of the unit
 - Including Unit Director's written plans for the future development of the unit
3. Scholarship of the Director and Unit
4. Unit Structure and Function Including the Last Two Annual Reports of the Unit (if applicable)
5. Institutional Relationships
 - Relationship with other Unit Directors
 - Research collaboration with other units and/or affiliates
6. Faculty Development
 - Appointments
 - Attrition
 - Administrative and personal support
 - Mentoring
 - Evaluation process
 - Unit environment, morale, freedom to exercise ideas
7. Educational Programs
 - Graduate education
 - CE programs
8. Research Activities
 - Grants and awards
 - Publications
 - Major accomplishments
9. Summary
 - Strengths
 - Weaknesses
10. Recommendations

NOTES:

- A list of all individuals interviewed shall be included.
- The Dean and Associate Dean for Academic and Faculty Affairs shall meet with the Internal Review Committee to discuss the report; this meeting shall be scheduled by the Dean's Office.
- The final report and key supporting materials shall be retained in the Office of Faculty and Academic Affairs.

Approved by the Executive Council
April 19, 2007