

**BY-LAWS OF THE GOVERNANCE COUNCIL  
OF THE CUNY GRADUATE SCHOOL OF PUBLIC HEALTH AND HEALTH POLICY (SPH)  
As amended and approved on May 12, 2021**

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## **ARTICLE I. PREAMBLE**

These revised By-Laws implement the Governance Plan that was approved by the CUNY Board of Trustees (Board) on December 14, 2020.

## **ARTICLE II. ADMINISTRATIVE AND PERSONNEL MATTERS**

### Section 1. General

SPH has an administrative structure and administrative officers, which may change in title and function as SPH grows. Therefore, wherever the Governance Plan or these By-Laws refer to a specific administrative officer (e.g. Dean, Registrar, etc.), or academic unit (e.g., program or department, etc.), or academic position (e.g., clinical professor, distinguished lecturer, etc.), such language should be construed to include any equivalent officer, academic unit, or academic position regardless of the particular language that is currently in use. In all such instances not fixed by the Governance Plan or these By-Laws, the equivalencies shall be determined by the Governance Council after consultation with the University, as appropriate.

### Section 2. Assignments

Responsibility for interdisciplinary courses shall be assigned to a department by the Dean or the Dean's designee, with consultation by the department chair. The department responsible for interdisciplinary courses shall consult with faculty in other programs on course content as needed. SPH courses may be cross-listed by other CUNY units and SPH may choose to cross-list other CUNY courses.

### Section 3. Joint and Affiliated Faculty

Joint and affiliated faculty shall serve three-year renewable terms, but may be removed at any time at the discretion of the Dean after consultation with the host department's Committee on Appointments, Promotion and Tenure.

### Section 4. Deputy Department Chairs

After consultation with the Dean, a department chairperson may invite a faculty member with faculty rank within the department to serve as deputy chair to assist in the administration of the department. The deputy chair shall serve a renewable term of one year. They may be removed at any time at the discretion of the Dean after consultation with the host department's Chair. The deputy chair may not assume the responsibilities of the chair even on a temporary basis unless the department has first followed the procedure set forth in Article II.C.2. of the Governance Plan.

### Section 5. Degree Program Directors

Department or program faculty may nominate to the Dean by majority vote of faculty members in the respective department(s) or program(s) an individual from their department to serve as program director for that department or program, as needed. Such directors shall serve three-year renewable terms provided they are reappointed in their underlying faculty title for each year of their term, or are tenured. They may be removed at any time at the discretion of the Dean after consultation with the host department chair(s). Their responsibilities include coordinating departmental offerings for each degree program; serving as liaison with other CUNY degree programs in which SPH students take courses; ensuring the academic quality and integrity of each degree program is maintained; and consulting students, employers and others about cross-cutting issues affecting each degree program and making recommendations based on their findings.

### **ARTICLE III. GOVERNANCE COUNCIL**

#### **Section 1. Procedures**

- 1.1. Attendance of all voting members at Governance Council meetings is expected unless the member is excused by the Governance Council Chair with options for attendance defined by the Steering and Elections Committee. A voting member who fails to attend two meetings during a semester without good cause shown may be recalled by the Steering and Elections Committee. In such case, the resulting vacancy shall be filled in accordance with Articles III.2.e. and III.4 of the Governance Plan.
- 1.2. To provide SPH faculty and staff with guidance to help resolve SPH or University-related issues or conflicts, the Governance Council may, in consultation with the Dean, elect an ombudsperson from within SPH to offer confidential, neutral, informal and independent guidance. The ombudsperson will serve a three-year renewable term, but may be removed at any time at the discretion of either the Dean or the Steering and Elections Committee after consultation with the other. Specific duties of the ombudsperson shall be articulated in a written position description approved by the Governance Council, which may be amended in the Governance Council's discretion to best serve the needs of the SPH community.
- 1.3. The Order of Business at regular Governance Council meetings shall include:
  - 1.3.1. Call to Order
  - 1.3.2. Record Attendance
  - 1.3.3. Approval of Minutes
  - 1.3.4. Administrative Report
  - 1.3.5. Any Elections to be Conducted
  - 1.3.6. Standing Committee Reports
  - 1.3.7. Temporary and Ad Hoc Committee Reports
  - 1.3.8. Unfinished Business
  - 1.3.9. New Business
  - 1.3.10. Adjournment

- 1.4. The duties of the Parliamentarian appointed pursuant to Article III.6. of the Governance Plan are to ensure that meetings of the Governance Council are conducted in accordance with the latest edition of Robert's Rules of Order, as prescribed by Article III.5. of the Governance Plan. Any questions or disagreements with respect to the application of the Rules at Governance Council meetings or at meetings of the Governance Council's committees or subcommittees shall be settled by the Parliamentarian, whose ruling shall be final.
- 1.5. Minutes of Governance Council meetings shall be disseminated to members no later than two weeks after the meeting at which they are approved. Voting by the Governance Council members on business matters may be recorded in the minutes as raw votes e.g., "on the motion to do x, 30 voted yes, 10 voted no, 2 abstained" with the corresponding percentages of the votes versus the number of voting members present at the meeting included as well e.g., 30/42 would be reported as 71%. A full record of how the members voted must be maintained at SPH and be made available to the public on request. Votes may be made electronically, on paper, by a show of hands, or by voice.

## Section 2. Voting Members on Leave or Separating from Service

- 2.1. Voting members of the Governance Council who are on fellowship leave (sabbatical), temporary disability (sick) leave, an approved leave of absence, or Travia may vote in Governance Council elections and on all business matters for consideration by the Governance Council as a whole. Notwithstanding this provision, the number of members in leave status described in this paragraph shall not be considered when calculating the number of members needed for a quorum.
- 2.2. Voting members who have submitted their resignations or received notice of non-reappointment are excluded from voting.
- 2.3. Voting for the election of student members to the Governance Council shall be limited to matriculated students within the same department or degree program as the nominee.

## Section 3. Election Processes

- 3.1. Elections of all upcoming vacant faculty and staff positions shall normally be held during the 12<sup>th</sup> week of every spring term, for service in the following academic year. Vacancies shall be announced at least thirty calendar days prior to elections whenever possible.
- 3.2. Vacancies in any elected position referenced in the Governance Plan occurring before expiration of the term of office shall be filled by new elections as promptly as possible, in compliance with the Governance Plan and these By-Laws.

- 3.3. Election shall be by a majority of those eligible to vote.
- 3.4. In accordance with Board policy (Section 9.1.b.), and unless further modified by the Board, all elected terms for department chairs shall be for three years and shall begin on July 1 and end on June 30 of the designated last year of service. For all other elected positions within SPH's governance structure, terms shall be based on the academic calendar, beginning on the first day of the fall term and ending on the last day of the spring term preceding commencement. For good cause shown, terms may be extended into the faculty annual leave period, at the request of the Dean or the Steering and Elections Committee.
- 3.5. All voting for elected positions shall be by closed, written or electronic ballot. Voting on business matters before the Governance Council must comply with the New York State Open Meetings Law and the Freedom of Information Law and are therefore open to the public. Advance notice of Governance Council meetings shall be placed on the SPH website.
- 3.6. For closed, written and electronic votes during elections, ballots shall be distributed by tellers appointed for this purpose by the chair of the Governance Council.
- 3.7. A count of those eligible to vote on a business matter, the number needed for quorum, the number present, and the number needed for passage shall be made and announced at the Governance Council meeting at which the business matter will be voted. Similar data concerning elections held at Governance Council meetings or over a period of time utilizing electronic means, or by a combination thereof, shall be made available to the members of the Governance Council.
- 3.8. Electronic voting shall be monitored and results reported by at least one nonmember of the Governance Council. Physical votes shall be counted by two nonmembers of the Governance Council appointed by the Chair of the Governance Council. The results shall be announced and recorded the same day.

## **ARTICLE IV. SCHOOL COMMITTEES**

### **Section 1. The Department Committee on Appointments, Promotion and Tenure**

- 1.1. Faculty with faculty rank may either be nominated by voting members with faculty rank from their own department or may self-nominate for election to the Department Committee on Faculty Appointments, Promotion and Tenure, in accordance with Article II.C.3. of the Governance Plan. Faculty with faculty rank may also nominate eligible faculty from other departments if there exists an insufficient number of faculty members within their own department eligible to serve.
- 1.2. Each Department shall elect an alternate, who will serve for a three-year term. The alternate shall serve, in the event that a regular member must recuse themselves on

a given matter or is unable to attend a meeting of the Department Committee on Appointments, Promotion and Tenure.

- 1.3. Each member shall be elected by closed, written or electronic ballot or by other closed voting procedures approved by the Steering and Elections Committee, for staggered terms by the voting members of the department.
- 1.4. The department chair shall serve as chair of the Department Committee on Appointments, Promotion and Tenure.
- 1.5. All five members must vote on each recommendation for appointment, promotion or tenure, consistent with Board policy.
  - 1.5.1. In accordance with Board policy, no member shall vote on their own promotion or tenure, nor be present at or participate in deliberations concerning their case. Such members will need to withdraw from participation and voting for the entire academic year during which their case is to be reviewed and voted upon.
  - 1.5.2. The determination of a quorum at department committee meetings shall be based on the latest edition of Robert's Rules of Order.

## Section 2. School-wide Committee on Appointments, Promotion and Tenure

- 2.1. One member with faculty rank from each department shall be elected to the School-wide Committee on Appointments, Promotion and Tenure by closed, written or electronic ballot, for a term of three years, by the voting members with faculty rank from within their department. Terms shall be staggered whenever possible.
- 2.2. No member shall vote on their own promotion, nor be present at nor participate in deliberations concerning their case. Such members will need to withdraw from participation and voting for the entire academic year during which their case is reviewed and voted upon. Should a member need to withdraw from participation for this reason, the respective department, in the case of a department chair or member elected by a department, or the eligible voting members of the Governance Council, in the case of the at-large member, will elect a new member for that year.
- 2.3. The determination of a quorum at committee meetings shall be based on the latest edition of Robert's Rules of Order.
- 2.4. In accordance with Article II, Section C3 and Article IV, Section A.1. of the Governance Plan, the School-wide Appointments, Promotion and Tenure Committee is authorized to:

- 2.4.1. Educate the faculty regarding academic personnel actions including retention, tenure and promotion, and provide a forum for discussion and feedback on the requirements and procedures concerning these actions.
- 2.4.2. Periodically review the procedures for conducting teaching observations and annual faculty evaluations.
- 2.4.3. Confirm that annual evaluations address teaching, research and service activities across all relevant departments and other units consistent with Board policy.

## **ARTICLE V. STANDING AND AD HOC COMMITTEES**

### Section 1. General Considerations

Elected and appointed faculty and staff members of Committees shall serve staggered three-year renewable terms; students shall serve one-year renewable terms; unless otherwise specified herein.

### Section 2. Steering and Elections Committee

- 2.1. The Steering and Elections Committee shall ensure that all elections are fairly carried out. In an effort to maximize participation in voting, the Committee shall ensure that voting methods are consistent and equitable, and that standards for voting on various types of issues (e.g., elections, resolutions) are distributed to the SPH community at the start of the academic year.
- 2.2. The Steering and Elections Committee shall convene at least three times per semester and more frequently if necessary, at least two weeks prior to the Governance Council meetings. During the prior spring term, the Committee shall set and distribute the Governance Council meeting schedule for the upcoming academic year.

### Section 3. Curriculum Committee

- 3.1. Composition: The Curriculum Committee shall be composed of seven voting members, as follows: one faculty member from each department, one faculty representative teaching in any of the PhD programs in any concentration, one administrative staff member and one student member selected as described in Article III, Section 7 of the Governance Plan. The Senior Associate Dean for

Academic and Student Affairs and/or their designee shall serve on this committee as ex-officio non-voting members.

- 3.2. Selection: Each department shall elect one faculty member to serve on the Curriculum Committee. The doctoral program directors shall designate the teaching faculty member to serve on the Curriculum Committee.
- 3.3. The voting members of the Curriculum Committee shall elect one faculty member to serve as chair, who shall serve a three-year renewable term.
- 3.4. The Curriculum Committee may establish subcommittees to address specific curricular issues, such as within a particular degree program, component program or specialization area and may invite other faculty, students or staff to serve as non-voting members of such sub-committees.
- 3.5. Duties: In collaboration and consultation with other committees and administrative units of the School, as relevant, the Curriculum Committee shall:
  - 3.5.1. Review proposals for the establishment, modification, and termination of programs, concentrations and courses, following approval at the departmental level.
  - 3.5.2. Review curriculum proposals from other relevant schools to determine their potential impact upon SPH or programs' admissions standards or curricula.
  - 3.5.3. Assist faculty in preparing curriculum proposals.
  - 3.5.4. Establish policies and procedures for developing and revising interdisciplinary curricula, assuring coordination and review of curriculum proposals and periodic review of degree programs and/or specialization curricula, in collaboration with the Senior Associate Dean for Academic and Student Affairs.
  - 3.5.5. Assure the on-going and systematic review of degree programs and/or specialization curricula, in accordance with its established procedures and with accreditation and other requirements.
  - 3.5.6. Publish and maintain a schedule for curriculum review.
  - 3.5.7. Routinely make reports at Governance Council meetings.
  - 3.5.8. Carry out other curricular functions, as appropriate.

#### Section 4. Assessment Committee



- 4.1. Composition: The Assessment Committee shall be composed of seven voting members, as follows: at least one faculty member from each Department, one faculty representative teaching in any of the PhD programs in any concentration, one administrative staff member and one student member, selected as described in Article III, Section 7. of the Governance Plan. The Senior Associate Dean of Academic and Student Affairs and/or Director of Academic Affairs shall serve on this committee as ex-officio non-voting members.
- 4.2. Selection: Each department shall elect one faculty member to serve on the Assessment Committee. The doctoral program directors shall designate one teaching faculty member to serve on the Assessment Committee.
- 4.3. The voting members of the Assessment Committee shall elect one faculty member of the Committee to serve as chair, who shall serve a three-year renewable term.
- 4.4. The Assessment Committee may establish subcommittees to address specific assessment issues, such as assessment of curricular instruction; and students', faculty, staff, alumni, fieldwork preceptors', or employers' experiences, based on identified needs or feedback from the Governance Council and its Committees. Other SPH faculty and students may be invited to serve as ad hoc non-voting members of such subcommittees.
- 4.5. Duties: In collaboration and consultation with other committees and administrative units of the School, as relevant, the Assessment Committee shall spearhead the following activities, with the goal of assuring the overall quality of instruction, and student satisfaction with instruction and with the School's learning environment:
  - 4.5.1. Develop and implement assessment plans.
  - 4.5.2. Evaluate the impact of curricular instruction.
  - 4.5.3. Assess student, alumni, faculty, staff, preceptor and employer experiences.
  - 4.5.4. Assure adherence to accreditation requirements.

#### Section 5. Admissions Committee

- 5.1. Composition: The Admissions Committee shall be composed of at least one faculty member from each Department, one faculty representative teaching in any of the PhD programs in any concentration, and two administrative staff members, as designated by the Dean, and as described in Article III, Section 7. of the Governance Plan.

- 5.2. Selection: Each department shall elect a faculty member to serve on the Admissions Committee. The doctoral program directors shall designate a faculty member teaching in any PhD program to serve on the Admissions Committee.
- 5.3. The voting members of the Admissions Committee shall elect one faculty member of the Committee to serve as chair, who shall serve a three-year renewable term.
- 5.4. The Admissions Committee may establish subcommittees to address specific admissions issues, such as within a particular degree program, component program or specialization area. Other SPH faculty may be invited to serve as ad hoc non-voting members of such subcommittees.
- 5.5. Duties: In collaboration and consultation with other committees and administrative units of the School, as relevant, the Admissions Committee shall recommend standards for admissions for each program within SPH and shall recommend to the departments the qualifications of students proposed for admissions, following consideration and approval by the Governance Council. The Committee shall also recommend timelines and procedures for coordinating among the Departmental Admissions Committees and administrative offices involved in admissions processing. The doctoral program faculty representative shall inform the Admissions Committee about the progress of doctoral admissions periodically throughout the admissions period.

#### Section 6. Budget Committee

- 6.1. Composition. The Budget Committee shall be composed of seven voting members, as follows: the Chair of the Governance Council or a member of the Steering and Elections Committee, one faculty member from each department, one administrative staff member and one student member selected as described in Article III, Section 7. of the Governance Plan. The Dean and the Senior Associate Dean for Administration and/or their designee shall serve on this Committee as ex-officio non-voting members.
- 6.2. Selection: Each Department shall elect one faculty member to serve on the Budget Committee.
- 6.3. The voting members of the Budget Committee shall elect one faculty member to serve as chair, who shall serve a three-year renewable term.
- 6.4. The Budget Committee may establish subcommittees to address specific budget issues, such as discussing fiscal priorities. Other SPH faculty, staff and students may be invited to serve as ad hoc non-voting members of such subcommittees.
- 6.5. Duties: In collaboration and consultation with other committees and administrative units of the School, as relevant, the Budget Committee shall review SPH's financial

plans to ensure alignment among planning, budget and assessment. The Committee reviews and analyzes the annual budget, makes reports to the Governance Council regarding SPH's budgetary priorities and makes recommendations to the Dean based on the strategic plan and mission of the School.

### Section 7. Committee for Equity and Inclusion

- 7.1. Composition: The Committee for Equity and Inclusion shall be composed of thirteen diverse members, as follows: five elected faculty (represented by two tenured, two tenure-track and one non-tenure track faculty), five staff members, and two students elected by the Student Government Association (GSGA). The Chief Diversity Officer or their designee shall serve as an ex-officio non-voting member.
- 7.2. Selection: Members of the Governance Council shall nominate and elect two tenured faculty, two tenure-track faculty, one non-tenure track faculty, and five staff members. There should be at least one faculty representative from each department.
- 7.3. The elected members and staff members of the Committee will each elect one faculty and one staff member as co-chairs, who will serve renewable three-year terms. The elected student members will serve one-year terms, renewable for up to three years.
- 7.4. The Committee for Equity and Inclusion may establish subcommittees to address specific issues on equity and inclusion, and to lead specific projects and activities related to advancing equity, diversity and inclusion at SPH. The Dean, in consultation with the Chair and Chief Diversity Officer, may appoint other SPH faculty, staff and students to serve as ad hoc non-voting members to the Committee and/or sub-committees to lead these activities.
- 7.5. Duties: In collaboration and consultation with other committees and administrative units of the School, as relevant, the Committee for Equity and Inclusion shall center SPH's commitment to nurturing a diverse, equitable and inclusive campus climate, and will support and foster representation in leadership and progressive thought and action. The Committee shall make recommendations and advocate for
  - equity and inclusion to be valued and recognized at all levels and sectors of SPH,
  - foster a culture that promotes equity, diversity and inclusion by acknowledging and responding to the voices of SPH faculty, staff, and students as well as the community in which SPH resides,
  - work diligently to develop thoughtful and innovative approaches to solve complex SPH community issues related to equity and inclusion, and
  - develop long-term and short-term goals, as set forth in SPH's current strategic plan.

### Section 8. Other Committees

The Governance Council shall establish such standing and temporary committees as it deems necessary, as described in Article III, Section 7. of the Governance Plan. Additionally, the Dean shall have the authority to establish ad hoc committees as described in Article III, Section 7. of the Governance Plan. Such committees may be filled by elections or appointment, as determined by the Governance Council.

## **ARTICLE VI. CENTERS AND INSTITUTES**

1. All Centers and Institutes housed at SPH are subject to the Board's Policy Guidelines for Centers, Institutes, Consortia, and Special Initiatives at The City University of New York ("Policy 1.09"), as revised from time to time.
2. Center and Institute Directors may be appointed by the Dean for additional terms beyond the two five-year terms specified in Policy 1.09 provided the Dean's request for such additional term(s) is approved pursuant to the process set forth in Policy 1.09. Deputy Directors shall be appointed by their respective Center/Institute Director for one-year terms that start and end on the dates of their underlying faculty appointment.
3. Centers and institutes shall adopt and periodically review operational guidelines and formulate strategic plans, aligned with their strategic mission, goals and objectives.
4. Center and Institute Directors will be evaluated by the Dean for their service as directors in accordance with Policy 1.09 (currently at the end of every third year as Director). Deputy Directors will be evaluated at least annually by their respective Center/Institute directors for their service as Deputy Directors. Department Chairpersons may consult with the Dean and Center/Institute Directors concerning scholarship and service by Center/Institute Directors and Deputy Directors, respectively, that pertains to their work with Centers and Institutes; however, Department Chairpersons must evaluate and form their own independent judgments of such efforts for inclusion in the annual performance evaluations of these individuals.
5. Tenure-track and tenured faculty may be affiliated with more than one Center or Institute according to established guidelines by each Center or Institute. Faculty shall consult with their Department Chairpersons upon formal consideration for affiliation with a Center or Institute by a Center/Institute Director as well as upon approval by the Center/Institute Director of such affiliation, and shall also communicate any changes with respect to such affiliation. The length of such affiliations shall be determined by the respective Center/Institute Director. Department Chairpersons may consult with Center/Institute Directors concerning scholarship and service by affiliated tenure-track and tenured faculty that pertains to their work with Centers and Institutes; however, Department Chairpersons must evaluate and form their own opinions of such efforts for inclusion in the annual performance evaluations of these individuals.

## **ARTICLE VII. AMENDMENT, DISTRIBUTION AND EFFECTIVE DATE**

### Section 1. Amendment

- 1.1. Any five voting members of the Governance Council, as defined in Article II. Section E of the Governance Plan may initiate a proposal for amendment of these By-Laws. Such proposals must be submitted in written form to the Chair of the Governance Council for circulation to the Governance Council members at least two weeks prior to the Governance Council meeting at which the proposed amendment is to be considered.
- 1.2. An amendment to these By-Laws shall become effective when it has been approved by a majority of the eligible voting members of Governance Council.
- 1.3. The sections of these By-Laws that reflect policies of the Board shall be superseded by any subsequent conflicting amendments to such Board policies.

### Section 2. Distribution

Once adopted, a copy of these revised By-Laws as well as any revisions approved in the future shall be posted on the SPH website and distributed to each member of the Governance Council, and to each person who becomes eligible for membership on the Governance Council.

### Section 3. Effective Date

The revised By-Laws and any duly approved revisions thereto shall be effective immediately upon approval by the Governance Council.