

## CRITERION III.: GOVERNANCE

### **III.1. Description of the program's administrative, governance and committee structure and processes, particularly as they affect:**

- a. general program policy development;**
- b. planning;**
- c. budget and resource allocation;**
- d. student recruitment, admission and award of degrees;**
- e. faculty recruitment, retention, promotion and tenure;**
- f. academic standards and policies;**
- g. research and service expectations and policies.**

The Master of Public Health (MPH) degree is the foundation for all of the six inclusive graduate degree programs offered in the Department of Preventive Medicine and Biometrics (PMB). The PMB Department also offers the Master of Tropical Medicine and Hygiene (MTM&H), the Master of Science in Public Health (MSPH), the Doctor of Public Health (DrPH), and the two Doctor of Philosophy (PhD) graduate degrees. The programs are based at the USUHS campus facilities, with supplemental resources at affiliated teaching hospitals and agencies in the Washington, D.C., area and affiliated overseas laboratories. In *Appendix III-1: Information Handbook for Graduate Medical and Public Health Programs*, there is a detailed description of these programs. This Handbook is also available at <http://www.usuhs.mil/pmb/Handbook.pdf>. The PMB Director of Graduate Programs oversees the day-to-day operations and program policies for the six graduate programs. The overall mission, organization, responsibilities, functions, relationships, authority and governance of the USUHS, at the University and School of Medicine (SOM) level, is described in the chapter on Organizational Setting. The MPH program governance is established through the PMB Department Chair, the SOM, and the USUHS chain of command. This chain of command is outlined in *Figure II-1: Organizational Plan—Office of the President* and in *Figure II-2: Organizational Plan – Office of the Dean, SOM*. In addition, the PMB Department establishes its own internal governance through its Division heads and Program/Concentration leaders, as reflected in *Figure II-3: PMB Department Organizational Chart*. *Figures II-1, II-2, and II-3* appear in the Organizational Setting chapter of this Self-Study.

Program faculty members participate in the governing process at the University level primarily through the Faculty Assembly and the Faculty Senate. The Faculty Assembly consists of all faculty members with current faculty appointments. The Faculty Assembly elects the members of the Senate, as well as its President and other Faculty Senate officers. Officers serve for one year, while Senate members serve three-year terms. The Faculty Senate represents the faculty's collective voice to the USUHS leadership and makes appropriate recommendations on all matters affecting the University faculty. The Senate has seven standing committees: Faculty Welfare and Comparability, Grievance, Constitution, Nominations, Research, Communication, and Education. Each of these committees is chaired by an elected Senator. Faculty members at large may volunteer to serve on any of the Senate committees. The Associate Dean for Faculty Affairs serves as a liaison to the Faculty Senate

from the USUHS administration. A detailed description of the Faculty Senate and its committee structure is available at <http://senate.usuhs.mil/>.

The overall administration of all SOM graduate programs is the responsibility of the Associate Dean for Graduate Education, who is appointed by the Dean. A standing Graduate Education Committee (GEC) is composed of faculty representatives selected by the Dean, SOM, from the SOM faculty. The GEC advises the Associate Dean for Graduate Education on all graduate education matters requiring faculty review. It is also responsible for the initial and periodic review of each graduate education program and periodic review of the academic standards and policies governing the graduate programs. A favorable review by the GEC, approval of the Associate Dean for Graduate Education, and approval by the Dean, SOM, and USUHS Board of Regents are required for all new graduate programs prior their implementation. The voting members of the GEC elect the GEC Chair. The PMB Director of Graduate Programs (currently David Cruess, PhD) represents the Department on the GEC. A description of the membership of the GEC is available at [http://usuhs.mil/medschool/grad\\_ed\\_comm.html](http://usuhs.mil/medschool/grad_ed_comm.html).

### **1.a. General program policy development**

The Chair of the Department of Preventive Medicine and Biometrics (PMB) has overall responsibility for its governance policies. There are currently four Vice-Chairs appointed by the Chair: a Principal Vice-Chair, a Vice-Chair for Biometrics and Program Development, a Vice-Chair for Research and Faculty Development, and a Vice-Chair for Graduate Education. The Vice-Chairs Committee advises the PMB Chair on all Departmental policies and practices and meets on an as needed basis at the call of the PMB chair. The Program and Division Directors (PADD) Committee is comprised of the PMB Vice-Chairs and Program and Division Directors. The six Division Directors are appointed by the PMB Chair. The PADD Committee advises the Department Chair on the execution of all departmental policies and practices. The PADD Committee meets on a biweekly basis.

The PMB Department Chair appoints the PMB Director of Graduate Programs, currently David Cruess, PhD, who also serves as the Vice Chair, Graduate Education. The Department also has a Graduate Affairs Committee (GAC), whose chair is appointed by the Department Chair.

The GAC formulates and reviews Departmental Graduate Programs' policies that include: curriculum development, student admissions, academic standards, academic advising, student performance issues, and program/course evaluation. Recommendations and resolution of minor issues are handled within the PMB Graduate Programs office and may be immediately implemented. Major policy issues are forwarded, through the PMB Director of Graduate Programs, to the PMB Department Chair. The PMB Chair has ultimate decision-making responsibility, with input provided by the Director of Graduate Programs. In selected cases, requests are forwarded, through the PMB Director of Graduate Programs and PMB Department Chair, to the University's GEC for further review and action.

The structure and membership of the GAC, as well as its subcommittees, is detailed in *Figure II-4*. The subcommittees' members serve a 3-year term, with one-third of the committee rotating each academic year. All subcommittee recommendations are ultimately forwarded to the GAC for approval. Meeting minutes are circulated among committee members for approval and maintained by the individual committee chairs. The students are actively involved in all aspects of the graduate program, and have excellent rapport with PMB faculty in general, not just their course directors or academic advisors. Virtually all PMB faculty members are full time with offices located on campus. This provides an opportunity for a unique level of interaction and mentoring, not often available elsewhere. Students are encouraged to comment, ask questions, and state grievances, directly or indirectly through course evaluations or student representatives, and sometimes through informal "town meetings." The graduate students elect class representatives to some departmental committees and the University GEC. The student representatives work closely with PMB faculty advisors and the PMB Director of Graduate Programs, as well as the Graduate Education Office (GEO) to ensure open lines of communication among the students, the Department and the University. The role of student representatives has grown to embrace more responsibilities and formal positions.

The Graduate Student Handbook (*Appendix III-2*), published by GEO and available at <http://cim.usuhs.mil/geo/handbook.htm>, is designed to provide critical information to graduate students. A PMB end-of-year evaluation meeting with all graduating students provides a forum for identifying the program's strengths, weaknesses, needs and opportunities for improvement. The feedback received is analyzed and considered for integration during the planning phase of future iterations of the program.

### **1.b. Planning**

Strategic planning occurs at several levels within the Department. The Department-wide off-site meetings are periodically held to set long-term Departmental objectives. The last such meeting was held in the Fall of 2003. Broad program objectives, including standards, curriculum, and teaching, were discussed at length with action items followed up at the committee level. Committees carry on the planning process throughout the year. The Curriculum Committee, for example, evaluates course relevance and appropriateness, then makes recommendations/ adjustments to meet program goals. Each major PMB division has a specific focus and continuously incorporates new program initiatives to meet the changing needs of the students and to meet new academic requirements.

### **1.c. Budget and resource allocation**

Strategic and operational financial needs at the University level are addressed in the periodic Program Objective Memorandum (POM) submitted to the Assistant Secretary of Defense for Health Affairs (ASD/HA). Current budget executions, budget updates for the upcoming year and projected financial needs for the next six years are included in the POM. All POM issues are directly related to the University's strategic plan. Each department drafts an annual budget, which is reviewed by USUHS Office of Resource Management and approved within the framework of ASD/HA. Requirements for the MPH program are included and addressed

in the PMB budget. The Resource Management staff meets with department heads at mid-year for budget evaluation and redistribution.

At the PMB Department level, the Department Chair, with the advice of the Vice-Chairs, allocates the PMB budget to divisions and programs. The PMB Director of Graduate Programs manages the funding assigned to the Graduate Programs budget.

#### **1.d. Student recruitment, admission and award of degrees**

Consistent with the USUHS mission and strategic plan, our students are educated to provide healthcare to Department of Defense (DoD) beneficiaries (active duty military, retirees, and their families) and to those in the U.S. Public Health Service (PHS). MPH students are recruited and admitted from this target population after meeting academic standards without discrimination. Basic admission requirements are prescribed by USUHS and described in the Information Handbook for Graduate Medical and Public Health Programs (*Appendix III-1*). Uniformed students must be approved for graduate study by their respective Service. Some additional requirements for student admission are program-specific. The under-representation of minorities and persons with disabilities reflects the demographic composition, accession requirements, and rigorous physical standards of serving in the Uniformed Services.

PMB recommends students to the Board of Regents (BOR) for award of MPH, MTM&H, MSPH, DrPH and PhD degrees, once all graduation requirements have been met. Each candidate's record is reviewed and, if approved by the BOR, the student is invited to participate in the USU graduation ceremony in May.

#### **1.e. Faculty recruitment, retention, promotion and tenure**

Faculty recruitment conforms to University and federal guidelines. Recruitment of new faculty is closely tied to the USUHS Strategic Plan and its needs. Once a need for additional faculty has been identified, a search committee is formed to recruit eligible applicants. The PMB Committee for Appointments, Promotion, and Tenure (PMB-CAPT) reviews prospective and current faculty curriculum vitae and makes recommendations for appointments, promotion, and tenure to the PMB Department Chair. The PMB Chair forwards appropriate packages to the USUHS Committee for Appointments, Promotions, and Tenure (CAPT), following guidelines established in USUHS Instruction 1100, Appointments, Promotion, and Tenure of Faculty, which can be found online in the USUHS Faculty Handbook at <http://www.usuhs.mil/handbook/1100.htm>. Instruction 1100 was revised in 1998, with extensive input from the faculty through the Faculty Assembly and Faculty Senate. Further governing policy and procedures concerning faculty appointments, promotion, and tenure are identified at <http://www.usuhs.mil/handbook/enclosure3a.htm>.

#### **1.f. Academic standards and policies**

Oversight of PMB academic standards and policies is the charge of the Graduate Affairs Committee. The PMB Information Handbook (*Appendix III-1*) describes academic standards and policies including student application and admission, status, evaluation, academic

honesty, promotion, probation, and dismissal. The handbook is available to prospective applicants on the USU website at <http://www.usuhs.mil/pmb/Handbook.pdf> and is distributed to incoming students. All faculty members are provided the opportunity to review and update the handbook annually. Changes are submitted to the Graduate Programs Director who approves the changes prior to the Handbook's publication. In addition, the Graduate Student Handbook (*Appendix III-2*) further elaborates on University policies regarding grading, standards of conduct, and the graduation process.

### **1.g. Research and service expectations and policies**

Driven by the guidelines set forth in the USUHS Strategic Plan, PMB has made great strides in the advancement of public health with significant implications for health in the Uniformed Services communities. Extensive faculty and student research services are enumerated in the sections pertaining to Research and Service Criteria. Their collective contributions are diverse and range from local projects to complex global initiatives. The research complements the learning objectives of the MPH program and contributes to meeting the continuing education requirements of the Uniformed Services. The Office of Research (REA) reviews and monitors research and facilitates communication between assurance committees and investigators while ensuring compliance with all Federal, DoD and USUHS regulations and policies pertaining to research—the details can be viewed at <http://www.usuhs.mil/research/Homepage/index.htm>.

<b>III.2. A list of standing and important ad hoc committees, with a statement of charge and composition.</b>
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A list of the 13 major committees and subcommittees of the PMB Department, along with a statement of charge, composition, and reporting relationship of each, is given in *Table III-1*.

<b>III.3. A list, including membership, of program, school and university committees through which program faculty contribute to the activities of the program, school and university.</b>
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**University-level committees** (*with current PMB faculty members*) are the following:

- Continuing Health Education Committee (*Galen Barbour, MD*)
- Homeland Defense Committee (*Gary Gackstetter, DVM, MPH, PhD*)
- MDL Advisory Committee (*Tomoko Hooper, MD, MPH*)
- University Space Committee (*David Cruess, PhD*)
- University Special Events Committee (*Charles Privitera*)

**School of Medicine-level committees** (*with current PMB faculty members*) are the following:

- Appointments, Promotion and Tenure Committee (*Galen Barbour, MD – Chair*)
- Biomedical, Instrumentation Center Committee (*Thomas Johnson, PhD*)

- Dean's Advisory Group (*David Cruess, PhD*)
- Executive Committee on Curriculum (*David Trump, MD, MPH*)
- Graduate Education Committee (*Gary Gackstetter, DVM, MPH, PhD*)
- Institutional Animal Care and Use Committee (*Cara Olsen, MS, MPH*)
- Interservice Transfer; Board on Review (*David Trump, MD, MPH* and *Gerald Quinnan, MD*)
- Laser Safety Committee (*Thomas Johnson, PhD*)
- Student Promotions Committee (*David Cruess, PhD – Vice Chair*, and *David Trump, MD, MPH*)

Complete description of the membership of the University committees is available at <http://usuhs.mil/committee/>, and of the SOM committees at <http://usuhs.mil/medschool/commit0405.html>.

<b>III.4. Assessment of the extent to which this criterion is met.</b>
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#### **III.4.a. Strengths**

Oversight of the University's graduate education programs under the Associate Dean for Graduate Education and the GEC provides coordination and establishes minimum academic standards across all graduate programs within the SOM. The Office of the Associate Dean for Graduate Education provides administrative support to the departmental graduate programs, including the admissions process, stipends for doctoral students, and registrar functions. The GEC provides overall policy oversight and curriculum and program review.

The organization of the PMB Department's Graduate Programs, with the Department Chair and the Director of Graduate Programs as key decision makers, is efficient and effective. Responsibility and authority for many areas are delegated to operational levels, and a spirit of initiative is encouraged. Individual faculty members are responsible for designing courses they teach and coordinating their research projects. Division Directors coordinate courses within their area of responsibility and oversee research within their division. The Director of Graduate Programs is responsible for the overall direction and coordination of the Graduate Programs in Public Health. The Departmental GAC represents each degree and in house residency program, as well as each academic division of the Department, consistent with the organizational structure of the Department. The structure of the various GAC subcommittees provide for broad faculty input into major decisions. The Students are represented on key committees and also provide extensive feedback through established course evaluation and program evaluation mechanisms.

Departmental faculty members are well-represented on important University and SOM committees. The PMB Department has had more elected members on the Faculty Senate in the past three years than any other academic department in USUHS, and one of its members (David Cruess, PhD) recently completed his term as Faculty Senate President.

#### **III.4.b. Weaknesses**

The USUHS has a readily available collection of University Instructions that address all aspects of University governance. The Department also has policies for every aspect of its governance. However, it was recognized in the course of this self-study that Departmental policies did not exist in a standard form or in a central location. As the Graduate Programs have matured and expanded over the years, there is now a recognized need for the development of a formal process related to Department policies and procedures for program governance. There should be a standardized format for such policies and a process established for initial and periodic review. Oversight of the review process should be centralized, as should mechanisms for storage and retrieval of policy documents, and documents should be widely disseminated.

#### **III.4.c. Recommendations**

The PMB Department should begin to create a central collection of Departmental policies that relate to governance of the Department and its Graduate Programs. These policy statements should be aligned with USUHS or SOM instructions or policies, dealing specifically with Departmental-level issues. This process has been initiated as a result of the self-study process and should be continued as an integral part of ongoing activities related to governance.

**This criterion is met.**

**Table III-1. Committees**

<b>Committee</b>	<b>Charter Statement</b>	<b>Membership</b>	<b>Meeting Schedule</b>	<b>Reporting Relationship</b>
Vice-Chairs Committee	Advises Department Chair on new directions and policies	Department Chair (ex officio) Vice Chair – Administration Vice Chair – Graduate Programs Vice Chair – Research Vice Chair – Biometrics	At call of PMB chair	Advisory relationship directly to Department Chair
Program and Division Directors Committee (PADD)	Functions as the principal administrative group for all PMB operations.	Department Chair (ex officio) Vice Chairs Division Directors Residency Directors Centers Director Program Directors	Biweekly	Advisory relationship directly to Department Chair
Graduate Affairs Committee (GAC)	Recommends and reviews all graduate education matters (admissions, curriculum, scheduling, grading, program review) within PMB; advises Vice Chair – Graduate Programs on graduate education policies	Committee Chair (appointed by PMB Chair) Vice Chair – Graduate Programs (ex officio) Division Directors (or representatives) Program Directors (or representatives) Residency Directors 2 Student representatives (elected by students)	At least quarterly	Advisory relationship to Vice Chair – Graduate Programs
Program Evaluation Subcommittee of GAC	Oversees regular, systematic program review at least yearly. Obtains and analyzes student feedback.	Subcommittee Chair (appointed by GAC chair) 5-7 faculty members (appointed by GAC/Dept Chair) 1-2 students (elected by students)	Monthly	Reports to the Chair of the GAC
Masters Programs Subcommittee (MPS) of GAC	Oversees admissions, grading, and remediation of students, and overall program planning of MPH, MTM&H, and MSPH degree programs	Subcommittee Chair (appointed by GAC chair) 5-7 faculty members (appointed by GAC/Dept Chair) 1-2 students (elected by students)	Monthly	Reports to the Chair of the GAC
Practicum and Independent Project Subcommittee of MPS	Reviews practicum sites and policies for completion of student independent projects	Subcommittee Chair (appointed by GAC Chair) 5-7 faculty members (appointed by GAC/Dept Chair)	At least quarterly	Reports to Chair of MPS
Curriculum Subcommittee of GAC	Reviews and recommends for approval new graduate courses, reviews student feedback and instructor responses, makes recommendation to GAC about curriculum updates	Subcommittee Chair (appointed by GAC chair) 5-7 faculty members (appointed by GAC/Dept Chair) 1-2 students (elected by students)	Monthly	Reports to the Chair of the GAC
Doctoral Programs Subcommittee (DPS) of GAC	Oversees admissions, grading, and remediation of students, and overall program planning of DrPH and PhD degree programs	Subcommittee Chair (appointed by GAC chair) 5-7 faculty members (appointed by GAC/Dept Chair) 1-2 students (elected by students)	Monthly	Reports to the Chair of the GAC
DrPH Qualifying Exam Subcommittee of DPS	Creates, administers, and grades the DrPH Qualifying Examination	Subcommittee Chair (appointed by GAC Chair) 5--7 faculty members (appointed by GAC/Dept Chair)	As needed	Reports to the Chair of the DPS
Medical Zoology PhD Subcommittee of DPS	Reviews applications for admission, grading, remediation, qualifying exams, and thesis committees for Med Zoo PhD program	Subcommittee Chair (appointed by GAC Chair) 3-5 faculty members (appointed by GAC/Dept Chair)	As needed	Reports to the Chair of the DPS
Environmental Health Sciences PhD Subcommittee of DPS	Reviews applications for admission, grading, remediation, qualifying exams, and thesis committees for EHS PhD program	Subcommittee Chair (appointed by GAC Chair) 3-5 faculty members (appointed by GAC/Dept Chair)	As needed	Reports to the Chair of the DPS
PMB Committee on Faculty Appointments, Promotion, and Tenure (PMB CAPT)	Reviews and advises Department Chair on all faculty appointments, and tenure and promotion requests	Committee Chair (appointed by Department Chair) 7-10 tenured faculty members at the rank of Professor (appointed by PMB Chair) 1-2 military clinical educator track faculty at the rank of Associate Professor or higher (appointed by PMB Chair)	At least quarterly	Advisory relationship directly to Department Chair
PMB Medical Education Committee	Recommends and reviews all undergraduate medical education matters in PMB, such as curriculum, grading, and scheduling.	Committee Chair (appointed by Department Chair) 3-5 faculty members (appointed by Department Chair)	At least quarterly	Advisory relationship directly to Department Chair

### Graduate Affairs Committee

This is a key committee that reviews Graduate Programs issues (student performance, academic policies, curriculum issues, etc.), reviews reports from various subcommittees, and makes recommendations to the Director, Graduate Programs. It is chaired by a senior faculty member and PMB Department Vice-Chair, who also heads the Self-Study Committee.

### Masters' Program Review and Evaluation Committee

A major function of this committee is the Masters Programs admissions process. They perform this function in line with Graduate Programs mission, goals, and objectives and understand that any process of program quality improvement would necessarily take into account admissions policy. An exit survey of graduates was initiated within this committee, but ongoing tasking has stayed with the individual who developed the instrument, currently Deputy Director, Graduate Programs. The process of summarizing the information from the survey is done outside the Graduate Programs Office, through administrative support personnel in the Division of Health Services Administration.

### Doctoral Program Review and Evaluation Sub-Committee

The three divergent doctoral programs within the PMB Department have historically operated independently. The Doctoral Programs Sub-Committee was established to provide leadership, establish standards or policies, and initiate activities for the overall planning, development, and coordination of all of the PMB doctoral programs. The oldest of the doctoral programs, the PhD in Medical Zoology is headed by senior faculty with a focus on field-oriented medical parasitology or vector biology. The newest doctoral program, the PhD in Environmental Health Sciences, prepares students for research careers particularly in the area of military-relevant exposure assessment. Faculty charged with overseeing this program are relatively junior in their career fields. Review of the DrPH program is headed by the Director of the Division of Epidemiology and Biostatistics. Although assessment of mission, goals, and objectives as they relate to the doctoral programs did take place as part of the self-study, this process is not ongoing or systematic.

### Planning and Evaluation Subcommittee

The current committee charter states that the mission of the Program and Evaluation Subcommittee (PES) is periodic, systematic program review (*Table III-1*). Currently, the activities of this subcommittee are focused on an alumni survey, a pilot program completed in April 2005. Other aspects of program evaluation, such as course evaluations, exit surveys, and faculty evaluations remain to be addressed. In addition, there is still need for the development of a quality improvement process within which planning and evaluation components can be linked.

### Residency Advisory Committees

These National Capitol Consortium residency advisory committees meet on a regular basis for the two residency programs housed within the PMB Department, General Preventive Medicine/Public Health (GPM) and Occupational and Environmental Medicine (OEM). GPM and OEM residents are enrolled in the MPH or MTM&H programs for the first year of their residency training. This forum provides an opportunity for the Graduate Program Director and other faculty leaders to assess the effectiveness of the Graduate Programs in meeting competencies for successful completion of these residency programs.

### Development of Competency-Based Curriculum

An ad hoc committee was established by the Director, Graduate Programs to review existing documents pertaining to public health competencies. Mapping of competencies to specific courses has been done and is available for review. Mapping of competencies to program mission, goals, and objectives has been completed, as well as the mapping of learning objectives to courses currently being taught.

### Curriculum Committee

This standing committee resolves issues of scheduling, reviews proposals for new courses, and modifications to existing courses. These issues are addressed within the context of Graduate Programs mission, goals, and objectives.