

Appendix A

Senate Questionnaire for Establishment, Dissolution, Merging, or Major Restructuring of Colleges, Schools, Institutes, and Other Units, as listed in Rutgers University Policy 10.1.2

1. Indicate your name and title
Perry N. Halkitis, PhD, MS, MPH, Dean, Rutgers School of Public Health
2. Who is requesting this change?
 Rutgers University Central Administration
 The Faculty of the school/department/unit
 The administration of the school/department/unit
 Mandated by state legislation
 Rutgers University Senate
 Other (Specify)
3. Describe the proposed creation, modification, dissolution, or restructure.

The merger of the following:

1. Department of Social & Behavioral Health Sciences and the Department of Health Systems & Policy
2. Department of Epidemiology and the Department of Biostatistics

The changes we propose do not affect the academic programs of any of these administrative units.

4. What type of unit(s), is this?
 Academic Unit
 Administrative Unit
 Research Center or Institute
 Other (Specify)
5. Will the name of the department, unit or school change or remain the same? If new, what is the proposed name of the respective unit(s)?

The department names will change. The names are to be determined. The faculty will be asked to propose new names upon which they will vote.

6. Describe the reason for this change.
These departments are relatively small and as such are not efficiently structured either for leadership or administrative support. The mergers will facilitate administrative efficiency and create larger bodies of faculty who can collectively help to grow the individual concentrations within the departments. The concentrations will continue to exist. These mergers will reorganize the School from six small departments into four substantive departments. The mergers will also

allow for departmental budgeting (currently budgeting is managed at the school level), as well as, lessen the need for ad hoc review groups for tenure and promotion (e.g., no department is large enough to fully meet the requirement of six tenured full professors for promotion and tenure reviews). Finally, the accreditation criteria established by the Council for Education in Public Health adopted in 2016 do not require that Schools maintain a specific number of departments.

7. When would you like this proposed change to take place?

July 1, 2018

8. Is there statutory or contractual requirement that this change take place?

No

9. Is there a uniform process and procedure being harmonized? If so, describe in detail.

The School's Bylaws¹ specify that "In order to fulfill the School's mission and goals, departments shall be established or abolished by the Board of Governors upon recommendation of the Dean and approval of the Chancellor. The Executive Council and Faculty shall advise the Dean regarding such recommendations prior to referral to the Chancellor and the Board of Governors."

We have undertaken an interactive process at the School. Dialogue within the School leadership has been undertaken for the past several months; input from faculty has been gathered during two sets of meetings and continues to be considered actively via a series of open forums and meetings designed to facilitate Q & A, as well as, to discuss processes. A faculty vote on the mergers is anticipated during Spring 2018. Likewise, the proposed mergers have been discussed with members of Executive Council and the merger will be formally discussed at the May 2018 Executive Council meeting.

10. If this is an academic unit responsible for undergraduate and/or graduate instruction, can you provide documentation that will help inform the Senate regarding related curriculum issues and how they will be addressed?

Our accrediting body, the Council for Education in Public Health (CEPH), requires each discipline specific MPH to have a "lead" faculty or Concentration Director. Currently, each department offers an MPH in their respective disciplines. Moving forward within the merged departments, there will be a faculty member who will serve in the role as Concentration Director for each concentration within the unit. As such, there is no change from an academic or accreditation perspective.

11. How will the name of the combined, dissolved or changed unit or school appear on diplomas? Will students be allowed to choose the school name to appear on their diploma if they are currently enrolled in one of the existing units?

There is no impact to diplomas. Diplomas will not change.

12. Are there any accrediting bodies involved? If so, what information and processes do they require?

¹ <http://sph.rutgers.edu/about/docs/Bylaws.pdf>

We are accredited by the Council for Education in Public Health (CEPH). CEPH does not specify any particular administrative structure. In fact, the current criteria encourage mergers such as the two proposed, since the new criteria seek to break down the silos that have artificially existed between disciplines. CEPH's oversight is specific to the academic programs, to which there are no changes.

13. What is the impact of the restructuring on enrollments?

We do not anticipate any effects on enrollment as our educational offerings have not changed.

14. How will the restructuring affect other programs or areas of the university?

The restructuring has no impact on other programs or areas at Rutgers University.

15. If the leadership team of each unit is merged, how will the new leadership be decided?

The School's Bylaws specify that the Chair for each Department is appointed by the Dean with the approval of the Chancellor and that Department Chairs shall serve at the pleasure of the Dean. As such, the Dean will appoint the new Chairs. Of note, the School is currently conducting a search for two Chairs. It is expected, if the two searches are successful, that the new hires will serve as Chairs of the merged departments.

16. Is the size, complexity, and cost of the administrative structure in the preliminary proposal sent to the Senate comparable to those of the administrative structures in peer schools or disciplines?

Yes, we are a relatively small School of Public Health with 61 primary faculty. It is not atypical for similarly sized Schools or Colleges of Public Health (see below) to have departments in number comparable to what we propose.

CUNY School of Public Health: 63 faculty in 4 departments

Ohio State College of Public Health: 63 faculty in 5 divisions (not Departments)

University of Iowa School of Public Health: 78 faculty in 5 departments

Thus, 61 faculty within four departments aligns with other comparable schools.

17. What steps were taken to ensure that faculty members were involved in all aspects of the restructuring process?

Faculty have participated in two sets of open forum discussions and continue to engage in discussion with the Dean and with leadership. In addition, faculty will vote on the proposed merger and will be responsible for the new department names. A set of slides prepared by the Dean for the second set of meetings is attached.

18. Have the faculty been consulted in an open forum and have they had an opportunity to vote for or against this change?

Yes.

No.

19. If yes, what is the result of the vote?

Vote is anticipated for Spring 2018.

20. Describe the precautions taken to ensure that votes were confidential.

The voting process will be overseen by the School's Bylaws and Election committee. The IT unit at the School will create an electronic ballot for voting that will require each faculty member to enter a unique passcode indicating a vote has been cast. The vote of the faculty member will never be linked to the passcode, and the passcode is established to ensure one vote per faculty member. We will design the ballot so IP addresses will not be traceable. The vote will ask the faculty member to respond to the following:

I agree to the administrative merger of the Department of Health Systems and Policy and the Department of Social and Behavioral Health Sciences with an understanding that each concentration will remain academically intact.

Yes

No

Abstain

I agree to the administrative merger of the Department of Biostatistics and the Department of Epidemiology with an understanding that each concentration will remain academically intact.

Yes

No

Abstain

All 61 primary faculty members will be asked to vote on these two questions.

21. How will faculty reappointments, promotions, or other personnel matters be handled?

We follow the Rutgers A&P process which requires six full professors with tenure to vote on faculty reappointments and promotions. These processes will not change. Currently, the four impacted departments frequently populate each other's departmental committees. In the new merged structure, the Chairs of the departments would prepare faculty action reports in consultation with the Concentration Directors in their respective departments.

22. How does the size and staffing (including faculty) of the merged unit compare to i) the individual units prior to the merger; and ii) comparable units at aspirant AAUs?

- i) There will be no reduction of the number of administrative staff in the discussed units, but administrative processes will be streamlined with the mergers.
- ii) Our staffing is smaller than our aspirant AAUs (Michigan and Minnesota).

23. Did you follow each unit's bylaws during the consultation and deliberation process?

Yes, there is only one bylaw to consider and it was followed.

24. What stakeholders have been consulted? (Please list).

- i) School faculty
- ii) School leadership team (Deans and Directors)
- iii) Chancellor Strom and the RBHS leadership team
- iv) Donna Petersen, Dean of the College of Public Health, University of South Florida and one of the architects of the CEPH criteria.
- v) Rutgers Senate Executive Committee

25. What is/are their position(s) on the matter?

- i) School faculty: Pending vote
- ii) School leadership team (Deans and Directors): Supportive
- iii) Chancellor Strom and the RBHS leadership team: Supportive
- iv) Donna Petersen, Dean of the College of Public Health, University of South Florida and one of the architects of the CEPH criteria: Supportive
- v) Rutgers Senate Executive Committee: Pending

26. What other stakeholders might be involved and/or impacted?

This merger will have no impact on the academic programs we offer and thus we expect no impact on students or other stakeholders.

27. What impact will the restructuring have on the individual unit budgets?

There will be no overall impact. Currently, these individual unit budgets are centrally managed. Post-merger, we can move to a parsimonious and departmental based budget model, thus empowering the departments with budgetary oversight.

28. How will the budgets be reconciled upon restructuring?

Not applicable.

29. What are the costs involved in restructuring?

No added costs are expected.

30. What are the financial benefits if any?

The merger likely will lead to budgetary efficiencies. Additionally, since departments will be responsible for managing their expenditures, as well as, incentivized to grow their academic programs and/or research agenda, it is expected that departmental budgets will grow over time.

31. What are approximate cost projections for the merger? What are expected long-term savings?

There are no additional costs nor savings. We are not reducing faculty or staff.

32. If money is being taken from a budget reserve to help cover merger costs, then what are the expected short- and long-term impacts of that diminishment of the budget reserve?

Not applicable.

33. What are the costs of not restructuring, if any?

If we do not restructure, we perpetuate the antiquated organizational structure that is not in-line with the current state of the field. As a result, we would not be able to move to departmental budgeting which we believe is essential to incentivizing faculty productivity in terms of scholarship and teaching. We would lose an opportunity to foster team science which is essential to modern schools of public health.

34. Is there any other information that should be known here concerning this proposed change? If so, provide in detail.

None.