1.3 Institutional Environment. The school shall be an integral part of an accredited institution of higher education and shall have the same level of independence and status accorded to professional schools in that institution.

a. A brief description of the institution in which the school is located, and the names of accrediting bodies (other than CEPH) to which the institution responds.

Indiana University, an accredited member of the North Central Association of Colleges and Schools, is a major multi-campus public research institution, grounded in the liberal arts and sciences, and a world leader in professional, medical, and technological education. Indiana University’s mission is to provide broad access to undergraduate, graduate, and continuing education for students throughout Indiana, the United States, and the world, as well as outstanding academic and cultural programs and student services. Indiana University seeks to create dynamic partnerships with the state and local communities in economic, social, and cultural development and to offer leadership in creative solutions for 21st century problems. Indiana University strives to achieve full diversity, and to maintain friendly, collegial, and humane environments, with a strong commitment to academic freedom.

Indiana University, founded in 1820, today has eight campuses, including core campuses in Bloomington and Indianapolis, along with six regional campuses in Fort Wayne, Gary, Kokomo, New Albany, Richmond, and South Bend. The official fall 2013 census indicated that Indiana University had a total of 115,412 students enrolled across its campuses, with an operating budget of approximately $3.2 billion.

The SPH-B is located on the flagship campus of Indiana University’s eight campuses. The most recent accreditation review for IU Bloomington by the Higher Learning Commission was conducted during the 2007-2008 academic year, resulting in accreditation for the period 2008-2018. IUB is classified by the Carnegie Classification as a Research University, Very High Activity. On January 13, 2011 IUB was additionally selected for Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching, recognizing the campus’s commitment to engagement through teaching, research, service, and partnerships. Information related to campus and program accreditations is available in Electronic Resource 1.3.a.

Official fall 2014 student enrollment on the IUB campus was 46,416 of which 36,419 were undergraduate and 9,997 graduate students. Among first year students, the average grade point average was a record 3.72. First year students’ average composite SAT/ACT score was 1217, up from last year’s average of 1207. The first year class includes 604 international students representing 36 countries. More than 30% of entering students had an SAT score of 1300 or higher.

In fall 2014 IUB had 1,357 tenure/tenure track faculty; 585 non-tenure track faculty; and 685 academic professionals (librarians, researchers, visiting scientists, and academic specialists). Among the faculty are five recipients of the prestigious John Simon Guggenheim Fellowship for 2013. Additionally, 374 executive/administrative professionals are employed on the IUB campus, supported by a staff of 8,090 full-time and 476 part-time professional, administrative (secretarial/clerical), functional (paraprofessional/technical) and infrastructure (skilled crafts, service/maintenance) staff members.
Indiana University maintains public access to policies that govern IU academic, faculty, and student issues. Topics include administrative authority and faculty governance, academic appointment and review, conditions of academic employment, academic employee benefits, vacations, leaves and separations for academic appointees, academic and student affairs, international affairs, libraries and archives, and university student services and systems. These policies are available online via the University Policies page of the Indiana University website.

b. One or more organizational charts of the university indicating the school’s relationship to the other components of the institution, including reporting lines.

Two organizational charts, one reflecting the Bloomington campus’s relationship to other IU campuses and the second indicating the SPH’s relationship to the other components of the institution, including reporting lines, follow on the next two pages and are located in the electronic resources as Electronic Resource 1.3.b and Electronic Resource 1.3.c, respectively.

c. Description of the school’s level of autonomy and authority regarding the following:
   - budgetary authority and decisions relating to resource allocation
   - lines of accountability, including access to higher-level university officials
   - personnel recruitment, selection and advancement, including faculty and staff
   - academic standards and policies, including establishment and oversight of curricula

Budgetary authority and decisions relating to resource allocation

Indiana University and the SPH operate according to the budget philosophy of responsibility centered management (RCM). Under this system, schools such as the SPH possess budgetary autonomy and fiscal responsibility. RCM is a decentralized budgeting model that produces incentives for fiscal growth and creativity among and within schools (responsibility centers); such incentives are less likely to exist under traditional higher education budgeting systems. The RCM model also requires that schools and their underlying departments become more proficient in their fiscal administration and planning capabilities. A unique feature of RCM is that schools are allocated virtually 100 percent of income streams directly from the campus administration (state appropriation, tuition revenue and related fees, and indirect cost income from contracts and grants). The direct realization of this income enables schools to take greater ownership of their fiscal affairs, resulting in enhanced effectiveness to address important programmatic and operational issues, but also greater financial risk and responsibility to carry out these functions. Within the SPH, the Dean retains overall authority for all budgetary decisions and allocations. Other administrators (department chairs in particular) and faculty leaders maintain responsibility for the management of funds that have been allocated by the Dean to their departments or programs. Additionally, the Dean routinely consults with two groups within the school, the Deans and Chairs, and the Committee on Budget and Planning, on major budgetary decisions and specifically for the purpose of ensuring faculty and staff input on fiscal matters and trends related to the school’s mission.

Lines of accountability, including access to higher-level university officials

The Board of Trustees is Indiana University’s governing board, its legal owner and final authority. The board holds the university’s financial, physical, and human assets and operations
in trust for future generations. The election and appointment of Indiana University’s nine trustees are governed by Indiana Code 21-20-3 et seq. Three IU alumni are elected by their peers (IU alumni) to serve three-year terms. Each year an election is held to fill one of the three positions. The remaining six trustees are appointed by the governor.

The President is the chief officer of the University, and is responsible for the operation of the entire University within the framework of general policies provided by its Board of Trustees in keeping with the laws of the state. The President is directly accountable to the Board of Trustees for accomplishing the objectives of Indiana University, for determining missions and priorities for its several elements, and for the effective and economic planning, utilization, and management of its resources. The President is also charged with responsibility for keeping the Indiana Higher Education Commission, as well as the Indiana University Board of Trustees, informed of current and long-range plans and developments. The President recommends to the Board of Trustees policies and decisions that will enable the University to cope with its many publics and a rapidly changing environment. The President is responsible for the external relations of the University with governmental and private agencies at all levels and represents the University at major functions. Michael A. McRobbie, PhD, began his term as Indiana University’s 18th president on July 1, 2007.

Vice-Presidents all have executive responsibilities as members of the Office of the President, where they function with the President as a team. In addition, they have functional authority over the work assigned directly to their units as it relates to policy-making and coordination for their respective functional areas on a university-wide basis. Where operating authority is involved, as in the case of a university-wide program operating from their respective units, ultimate line authority is exercised.

The Provost at Bloomington also has university-wide responsibilities, serving as Executive Vice President in addition to the campus-based title. The Provost and Executive Vice President, Lauren Robel, JD, is the chief academic officer for the Indiana University Bloomington campus. The Provost oversees academic and budgetary policy and priorities and ensures the quality of the faculty and student body by providing leadership in matters related to academic programs and policies, promotion and tenure, faculty recognition, research, university outreach, and student recruitment and retention. Provost and Executive Vice President Lauren Robel reports directly to President Michael A. McRobbie.

The Dean of the SPH is the academic and administrative head of the school and its principal representative to Indiana University, state and local government, and the community. The Dean is directly responsible for the school’s financial management, under Indiana University’s RCM system. The Dean’s primary objective is to provide innovative leadership to the school (faculty, administrators and students) in all aspects of its operation, including academic affairs, administration, planning, student recruitment, enrollment management, financial aid, financial management, and institutional advancement. The Dean of the SPH, Chancellor’s Professor Mohammad R. Torabi, PhD, MPH, MSPH, reports directly to Provost Robel.

**Personnel recruitment, selection and advancement, including faculty and staff**

**Faculty**
The SPH follows all policies and procedures for faculty recruitment, selection, retention, and advancement established by the Indiana University Faculty Council. These policies and procedures are documented in three important handbooks including the *Indiana University Academic Handbook* ([Electronic Resource 1.3.d](#)), the Indiana University Bloomington Academic
All departments and auxiliaries within the SPH are dedicated to recruiting and retaining the best and brightest minority and senior women faculty, promoting academic research dealing with diverse issues, offering minority students role models, and offering all students the tools necessary to succeed in our diverse world. Prior to initiating faculty recruitment procedures, the Department Chairperson meets with the Search and Screen Committee to provide the committee's charge, and the committee subsequently develops a recruitment plan to generate a large and diverse candidate pool. Following the independent review of each applicant by all committee members the Chair of the Search and Screen Committee considers the recommendations of the committee members and presents to the Department Chairperson three unranked finalists. The Department Chairperson, in consultation with the Committee Chair, invites applicants to participate in the interview process. During the week prior to each candidate's visit to campus for all positions, the curriculum vitae of each candidate is made available to all faculty members in the department for review. Subsequent to each candidate's on-campus interview, all faculty members in the department are asked to provide the Department Chairperson with written feedback about the candidate and a thorough reference check is conducted. This process is repeated for every finalist. Finally, the Department Chairperson, in consultation with the Dean of the SPH, selects and then makes an employment offer to the most qualified candidate.

Tenure and promotion at Indiana University is based upon one’s performance in the areas of teaching, research, or service dependent upon the classification of the candidate’s faculty rank. To earn tenure and be promoted at Indiana University, tenure-eligible faculty members are expected to demonstrate excellence in one of these areas and at least adequacy in the other two areas. Another option for tenure and/or promotion is that faculty achieve a ranking of “very good” in all three areas. The quality and degree of excellence or adequacy of faculty achievement is judged by peers and outside reviewers from comparable institutions of higher education. Non tenure-eligible faculty (e.g. clinical ranks and lecturer ranks) are expected to demonstrate excellence in teaching, with clinical faculty also being assessed for their contributions to service. Lecturers are only evaluated on teaching performance. Review procedures for both tenure and promotion include a critique by a department Tenure and Promotion Committee and a SPH Tenure and Promotion Committee. Combined with assessments by both the Department Chairperson and the Dean, candidate’s complete dossiers are subsequently reviewed by the Campus Tenure Advisory Committee and the Vice Provost for Faculty and Academic Affairs. All tenure and promotion decisions are approved by the Indiana University Board of Trustees upon the recommendation of the Provost and the President.

Contained within the electronic resource file are documents related to the process of promotion and tenure. These include the Indiana University Tenure and Promotion Handbook (Electronic Resource 1.3.g), a copy of the SPH Promotion and Tenure Procedures (Electronic Resource 1.3.h), and a copy of the SPH Promotion and Tenure Criteria (Electronic Resource 1.3.i).

Staff
University Human Resource Services (UHRS) administers personnel policies and collective bargaining agreements for staff and hourly employees. Indiana University is dedicated to providing equal access to its employment environment while at the same time taking affirmative action to recruit and retain outstanding staff from historically underrepresented groups,
veterans, and persons with disabilities. Additionally, IU is an Equal Opportunity-Affirmative Action Employer committed to excellence through diversity.

Indiana University policy prohibits selection criteria that may discriminate against individuals because of age, national origin, citizenship, visa status, ethnicity, race, color, religion, gender, sexual orientation, marital or parenthood status, childbearing or childcare plan, pregnancy, physical or mental disability, veteran status, or arrest record. All screening criteria for staff employment procedures must reflect the content of the position description and departmental needs and clearly distinguish between required and desirable qualifications. All policies and regulations are outlined in Indiana University’s Staff Handbook which is included as Electronic Resource 1.3.j.

All new staff members have an evaluation period, also called a qualifying or probationary period, to assess and ensure satisfactory job performance. Professional staff serve a probationary period of six months and support and service staff serve a probationary period of four months. The University supports filling vacancies whenever possible by promoting existing staff. When deciding promotions and transfers, the University considers many factors, including the candidate’s: a) ability to do the work; b) prior work performance; c) attendance record over the last 12 months; and d) level of university service credits. Staff members are required to work a specified length of time in a position before requesting a transfer or promotion, unless advanced approval is obtained from a supervisor.

**Academic standards and policies, including establishment and oversight of curricula**

The SPH has a single body that governs academic issues, the SPH Academic Council, which consists of the elected faculty members from each of the autonomous departments of Applied Health Science; Environmental Health; Epidemiology and Biostatistics; Kinesiology; and Recreation, Park, and Tourism Studies. The SPH Academic Council develops, reviews and/or revises academic initiatives and policies for the school and subsequently votes to approve or disapprove. The representatives of each department serve as liaisons to their respective faculty members for the process of securing feedback about all Council initiatives. At the school level, a range of strategic committees exist to forward recommendations to the Academic Council regarding the governance of the SPH and its programs. These committees, their respective charge and their membership, are summarized later in the self-study document in Section 1.5.a.

The faculty is charged with the responsibility of governing the academic standards, policies, and overall curricula. Curricular decisions are made through a formal process that is initiated by the faculty within the academic unit proposing curricular revision, and subsequently reviewed and approved by the faculty of the department. Following departmental approval, all curricular decisions are reviewed by the Undergraduate Studies Committee or Graduate Studies Committee, and upon approval, are recommended for adoption by the SPH Academic Council. All curricular decisions are subsequently reviewed by committees and individuals at the administrative levels of Indiana University. Significant amendments to curricula are also subject to review and approval by the Indiana University Board of Trustees and the Indiana Commission on Higher Education.
d. Identification of any of the above processes that are different for the school of public health than for other professional schools, with an explanation.

The above processes are comparable for all IUB professional schools. The only difference between the school and some others on the IUB campus is that some other schools (e.g., School of Public and Environmental Affairs) operate without a departmental structure and instead use academic program-based models that feed into decision making primarily at the level of the school.

e. If a collaborative school, descriptions of all participating institutions and delineation of their relationships to the school.

Not applicable.

f. If a collaborative school, a copy of the formal written agreement that establishes the rights and obligations of the participating universities in regard to the school’s operation.

Not applicable.

g. Assessment of the extent to which this criterion is met and an analysis of the school’s strengths, weaknesses and plans relating to this criterion.

This criterion is met.

Strengths
The school is an integral part of the flagship campus of an accredited multi-campus institution of higher learning and has been among the campus’ leading schools in terms of having had healthy and stable enrollments and resources for decades. On the campus, the school of public health operates with a level of independence and status that is accorded to all other academic units on the campus. The campus and its academic units retain clearly articulated levels of autonomy and authority related to academic standards, policies, and curricular matters, personnel matters, lines of accountability, and budgetary authority and resource allocation.

Weaknesses
None documented.

Future Plans
The SPH, as one of the newly transitioned schools on the IU Bloomington campus, will serve as a catalyst for Indiana University’s continued multidisciplinary efforts to address the health-related challenges of our state, region, and the world. University, campus, and school leadership are committed to ensuring that the SPH remains a well-connected unit that plays an integral role in the university and campus mission.