

1.5 Governance. The school administration and faculty shall have clearly defined rights and responsibilities concerning school governance and academic policies. Students shall, where appropriate, have participatory roles in conduct of school and program evaluation procedures, policy-setting and decision-making.

Required Documentation

1.5.a A list of school standing and important ad hoc committees, with a statement of charge, composition and current membership for each.

The charge, composition and current membership of each College-level standing committee are in Table 1.5.a.1. Two administrative committees — the Executive Leadership Committee and the Public Health Executive Committee — consist of College administrators appointed by the Dean. Chairs of the interdepartmental steering committees for the Bachelor in Health Science program and the PhD in Rehabilitation Science program are the program directors, appointed by the Dean, and members represent the core areas of the respective curricula. The College Constitution (Criterion 1.5.c) governs the membership of all other standing committees.

Table 1.5.a.1 Charge, Composition, and Current Membership of Standing Committees

Committee Title and Charge	Composition	Current Membership
<p>Executive Leadership Committee The Executive Leadership Committee (ELC) is responsible for facilitating the implementation of strategic plans and other initiatives and operations of the College. Members of this committee also advise the Dean on administrative policy development and implementation.</p>	<p>Dean (chair) Associate deans Assistant dean Department chairs Chair, faculty council</p>	<p>Michael Perri – Dean and Committee Chair Stephanie Hanson – Executive Associate Dean Mary Peoples-Sheps – Senior Associate Dean for Public Health Amy Blue – Associate Dean for Educational Affairs Linda Cottler – Associate Dean for Research and Planning, and Chair, Department of Epidemiology Andrea Burne – Assistant Dean for Finance and Human Resources Peihua Qiu – Chair, Department of Biostatistics Barbara Curbow – Chair, Department of Behavioral Science and Community Health William Latimer – Chair, Department of Clinical and Health Psychology Gregory Gray – Chair, Department of Environmental and Global Health Arch Mainous – Chair, Department of Health Services Research, Management and Policy William Mann – Chair, Department of Occupational Therapy Krista Vandendorne – Chair, Department of Physical Therapy Scott Griffiths – Interim Chair, Department of Speech, Language, and Hearing Sciences Robert Cook – Chair, Faculty Council</p>
<p>Public Health Executive Committee The Public Health Executive Committee oversees all policy decisions related to development and management of interdepartmental public health programs in the College (MPH and Public Health Certificate).</p>	<p>Dean (chair) Senior associate dean for public health (co-chair) Executive associate dean Associate dean for educational affairs Public health department chairs Faculty coordinators of MPH concentrations Director, public health programs Associate director, public health programs Director, public health professional education programs MPH internship coordinator Chair, Public Health External</p>	<p>Michael Perri – Dean and Committee Chair Mary Peoples-Sheps – Co-chair and Senior Associate Dean for Public Health Stephanie Hanson – Executive Associate Dean Amy Blue – Associate Dean for Educational Affairs Peihua Qiu – Chair, Department of Biostatistics Barbara Curbow – Chair, Department of Behavioral Science and Community Health Gregory Gray – Chair, Department of Environmental and Global Health Linda Cottler – Chair, Department of Epidemiology Arch Mainous – Chair, Department of Health Services Research, Management and Policy Amy Cantrell – Biostatistics Concentration Coordinator Tara Sabo-Atwood – Environmental Health Concentration Coordinator Krishna Vaddiparti – Epidemiology Concentration Coordinator</p>

Committee Title and Charge	Composition	Current Membership
	Advisory Committee President, Public Health Student Association (PHSA)	Allyson Hall – Health Management and Policy Concentration Coordinator Michael Moorhouse – Social and Behavioral Science Concentration Coordinator Sarah McKune – Director, Public Health Programs Telisha Martin – Associate Director, MPH Program Susan White – Director, Public Health Professional Education Programs Slande Celeste – MPH Internship Coordinator Barbara Richardson – Chair, Public Health External Advisory Committee Jarred Gray – President, Public Health Student Association
<p>Bachelor of Health Science Oversight Committee The Health Science Oversight Committee is responsible for programmatic decisions regarding curricular requirements, student learning outcomes, program evaluation, and curricular sequencing for the health science major in the Bachelor of Health Science Program. This program currently includes three tracks for which the committee has oversight: general health science, pre-occupational therapy, and pre-public health. The Health Science Oversight Committee also serves in an advisory capacity to the health science director regarding day-to-day operations of the program.</p>	Director, BHS program (chair) All permanent faculty teaching core courses and/or honors courses in the junior-senior health science program. President, Health Science Student Organization (HSSO)	Michael Moorhouse – Program Director and Committee Chair Stephanie Hanson – Executive Director (position to be phased out in 2013-14) Giselle Carnaby – Behavioral Science and Community Health Barbara Curbow – Behavioral Science and Community Health Jamie Pomeranz - Behavioral Science and Community Health Mary Ellen Young - Behavioral Science and Community Health Russell Bauer – Clinical and Health Psychology Stephen Boggs – Clinical and Health Psychology Thomas Kerkhoff – Clinical and Health Psychology Ronald Rozensky – Clinical and Health Psychology Robert Garrigues – Health Services Research, Management, and Policy Daniel Estrada – Health Services Research, Management and Policy Joanne Foss – Occupational Therapy Orit Schechtman – Occupational Therapy Sarah McKune – Epidemiology Krishna Vaddiparti – Epidemiology Lindsey Johnson – President, Health Science Student Organization
<p>Rehabilitation Science PhD Steering Committee The RSD steering committee is charged with oversight of all aspects of the program, including student admissions, annual review of progress, and grievances. The committee reviews curriculum, makes recommendations for Alumni and Grinter Fellowships, and evaluates requests for transfer of credits.</p>	Director, RSD program (chair) At least one faculty member from each participating department	David Fuller – Program Director and Committee Chair Mark Bishop – Department of Physical Therapy Andrew Judge – Department of Physical Therapy TBA – Department of Occupational Therapy

Committee Title and Charge	Composition	Current Membership
<p>Faculty Council The Faculty Council is the representative body for the faculty of the College. The Council serves as a forum for the mutual exchange of ideas between College administrators and the faculty. The Faculty Council develops and makes policy recommendations on all matters of faculty concern for: the educational, research, and service missions of the College; shared governance; faculty awards; faculty welfare; resource allocation; the College strategic plan; and other issues of concern to College faculty. The Council also oversees elections to College-level standing committees.</p>	<p>One elected faculty representative from each department</p> <p>Dean or his representative</p>	<p>Robert Cook, Council Chair – Department of Epidemiology Arlene Naranjo – Department of Biostatistics Tracey Barnett - Department of Behavioral Science and Community Health Dawn Bowers – Department of Clinical and Health Psychology Afsar Ali – Department of Environmental and Global Health Allyson Hall - Department of Health Services Research, Management and Policy Consuelo Krieder – Department of Occupational Therapy Joel Bialosky – Department of Physical Therapy Lisa Edmonds – Department of Speech, Language, and Hearing Sciences Michael Perri - Dean</p>
<p>Research Committee The Research Committee focuses on research activities and awards. Specific duties include:</p> <ul style="list-style-type: none"> • Coordination and/or grant proposal review for specific activities and events • Proposal review of and recommendation for recipients of specific University and College research grants and awards • Provision of input on proposed or new PHHP, University and community research opportunities • Periodic assessment of available research opportunities and recommendations for revisions, deletions, and/or additions to current research activities, awards, and policies. 	<p>One elected faculty representative from each department</p> <p>One doctoral level student</p> <p>One research staff member appointed by the Dean</p> <p>One representative from College administration, appointed by the Dean</p>	<p>Catherine Striley, Committee Chair – Department of Epidemiology Meenakshi Devidas – Department of Biostatistics Jamie Pomeranz – Department of Behavioral Science and Community Health Christina McCrae – Department of Clinical and Health Psychology John Lednický – Department of Environmental and Global Health Jeffrey Harman – Department of Health Services Research, Management and Policy Sergio Romero – Department of Occupational Therapy Danny Martin – Department of Physical Therapy Colleen LePrell, – Department of Speech, Language, and Hearing Sciences Cesar Escobar Viera – Student Representative Tonia Lambert – Dean’s Office, Research Staff Linda Cottler – Dean’s Office</p>

Committee Title and Charge	Composition	Current Membership
<p>Curriculum Committee The College Curriculum Committee acts for the faculty in matters relating to recommendations for College-level approval of undergraduate, graduate and professional instructional programs. Specific duties include consideration and recommendation for approval of new courses and programs, review and recommendation for approval of course and program changes, and participation in accreditation or other academic review procedures when requested by a department or the deans.</p>	<p>One elected faculty representative from each department</p> <p>One student representative</p>	<p>Cindy Prins, Chair – Department of Epidemiology Xiaomin Lu – Department of Biostatistics Mary Ellen Young – Department of Behavioral Science and Community Health Michael Marsiske – Department of Clinical and Health Psychology Song Liang – Department of Environmental and Global Health Christopher Harle – Department of Health Services Research, Management and Policy Joanne Foss – Department of Occupational Therapy Gloria Miller – Department of Physical Therapy Lori Altman – Department of Speech, Language, Hearing Sciences Brittany Hensley – Student Representative</p>
<p>Tenure and Promotion Committee The College Tenure and Promotion Committee considers all matters relating to faculty promotion and tenure. The duties of this committee include:</p> <ul style="list-style-type: none"> • Reviewing all faculty candidates for appointment at the ranks of associate, research associate, or clinical associate professor or higher and/or appointment with tenure • Providing recommendations on those appointments to the Dean <p>After reviewing candidates for tenure and/or promotion, the committee provides recommendations to the Dean.</p>	<p>One representative from each department</p> <p>All members of the Committee must hold the rank of associate, research associate, or clinical associate professor or higher.</p>	<p>Rus Bauer, Committee Chair – Department of Clinical and Health Psychology Ira Longini – Department of Biostatistics Giselle Carnaby – Department of Behavioral Science and Community Health Rick Rheingans – Department of Environmental and Global Health Robert Cook – Department of Epidemiology Jeffrey Harman – Department of Health Services Research, Management and Policy Orit Shechtman – Department of Occupational Therapy Carolynn Patten – Department of Physical Therapy Lori Altmann – Department of Speech, Language, and Hearing Sciences</p>
<p>Financial Aid and Scholarship Committee The Financial Aid and Scholarship Committee advertises, organizes and reviews applications and makes recommendations to the Dean for specific College scholarships, loans and awards. The committee also reviews nomination packets and makes recommendations to the Dean for College and University level faculty and staff awards as requested by the Dean.</p>	<p>Minimum of five faculty members recommended by Faculty Council and appointed by the Dean</p> <p>Financial aid officer (ex-officio)</p>	<p>Kenneth Logan, Committee Chair - Department of Speech, Language, and Hearing Sciences Myron Chang – Department of Biostatistics Steve Boggs – Department of Clinical and Health Psychology Xiaohui Xu – Department of Epidemiology Valery Madsen Beau de Rochars – Department of Health Services Research, Management and Policy Loucha Simon-Francois – Financial aid officer</p>

Committee Title and Charge	Composition	Current Membership
<p>Teaching Excellence Committee The Teaching Excellence Committee solicits and organizes nominations, reviews applications, and makes recommendations to the Dean for recipients of the teaching excellence, teacher-advisor and teacher-scholar awards.</p>	<p>Three faculty members (previous recipients of a teaching award) One student representative</p>	<p>Alba Burns – Department of Behavioral Science and Community Health Gloria Miller – Department of Physical Therapy Michelle Troche – Department of Speech, Language, and Hearing Sciences Shawna Dell – Student Representative</p>
<p>Collaboration Committee The Collaboration Committee promotes collaboration in research, teaching and service. The main objectives are to:</p> <ul style="list-style-type: none"> • Build commitment through learning and networking experiences, such as informal opportunities to socialize with other faculty members from across the college; • Establish commitment by cultivating priorities, developing outcome measures, and strengthening networks; and • Sustain commitment through integrating structures (e.g., highlight collaborative research activities during the College's Research Poster day), providing rewards, and formalizing networks 	<p>One faculty representative from each department Two student representatives</p>	<p>Michael Moorhouse, Chair – Department of Behavioral Science and Community Health Deidre Peirera – Department of Clinical and Health Psychology Andrew Kane – Department of Environmental and Global Health Lucine Yaghjian – Department of Epidemiology Emily Pugh – Department of Occupational Therapy Andrew Judge – Department of Physical Therapy Christopher Spankovich – Department of Speech, Language, and Hearing Sciences Isaac Sia – Student Representative Parker Hinson – Student Representative</p>

In addition to standing committees, the Dean creates time-limited ad hoc committees to achieve specific tasks not assigned to other committees. Three ad hoc committees were established in the last two years and continue to operate: the Diversity Committee, the Blended Learning Task Force and the Accreditation Steering Committee.

In January 2012, the Dean established the ad hoc **Diversity Committee** with faculty representation from the college's nine departments, administration, staff and students. The committee has three goals: 1) meeting the objectives stated in the UF Diversity Action Plan, 2) examining and enhancing multicultural competency in the college, and 3) promoting efforts to understand and enhance health equity and reduce health disparities through education, research and service. The committee meets once a month, and has been instrumental in establishing the diversity and cultural competence goals and plans under Criterion 1.8. The members of the Diversity Committee are listed in Table 1.5.a.2.

Table 1.5.a.2 Members of the Diversity Committee

Member	Category	Organizational Unit
Toth, Cynthia	Committee Chair and Faculty	Health Services Research, Management and Policy
Ali, Afsar	Faculty	Environmental and Global Health
Burne, Andrea	Assistant Dean	Dean's Office
Dermott, Brigit	Administrative Coordinator	Dean's Office
Ewing, Christy	Staff	Dean's Office, MPH Program
Moderie, Brian	Staff	Dean's Office
Naranjo, Arlene	Faculty	Biostatistics
Noel-Thomas, Shalewa	Faculty	Behavioral Science and Community Health
Perri, Michael	Dean	Dean's Office
Schiaffino, Melody	Graduate Student	Health Services Research, Management and Policy
Shechtman, Orit	Faculty	Occupational Therapy
Troche, Michele	Faculty	Speech, Language, and Hearing Sciences
Vaddiparti, Krishna	Faculty	Epidemiology
Whitehead, Nicole	Faculty	Clinical and Health Psychology

The **Blended Learning Task Force** was established in fall 2012 in response to changes occurring in higher education at the intersection between teaching and technology. The overall goal of the Task Force is to develop and implement a five-year plan for a blended, or flipped, classroom model of education for a significant portion of our curricula. The charge to the Task Force includes: identifying courses that are best suited to blended learning, setting targets for implementation by the college, developing an infrastructure to support blended learning, creating a business plan, and assessing the quality of learning for students and faculty. The Blended Learning task Force members are in Table 1.5.a.3.

Table 1.5.a.3 Members of the Blended Learning Task Force

Member	Category	Organizational Unit
Hanson, Stephanie	Executive Associate Dean and Committee Chair	Dean's Office
Bishop, Mark	Faculty	Physical Therapy
Cantrell, Amy	Faculty	Biostatistics
Harle, Christopher	Faculty	Health Services Research, Management and

Member	Category	Organizational Unit
		Policy
Kane, Andrew	Faculty	Environmental and Global Health
Marsiske, Michael	Faculty	Clinical and Health Psychology
Perri, Michael	Dean	Dean's Office
Pomeranz, Jamie	Faculty	Behavioral Science and Community Health
Prins, Cindy	Faculty	Epidemiology
von Castel-Roberts, Kristina	Research Scientist	Dean's Office
White, Susan	Staff	Dean's Office, MPH Program
Schechtman, Orit	Faculty	Occupational Therapy

The **Accreditation Steering Committee** was launched in December 2011 to prepare this self-study and guide the re-accreditation process. The guidance, or steering, role of the committee involved extensive interactions with chairs, program directors/coordinators, other faculty, staff, and students throughout the college. These individuals provided information, wrote parts of the self-study, and reviewed and commented on drafts of the self-study. Members of the Accreditation Steering Committee are listed in Table 1.5.a.4.

Table 1.5.a.4 Members of the Accreditation Steering Committee

Member	Title
Peoples-Sheps, Mary	Senior Associate Dean for Public Health
Perri, Michael	Dean
Hanson, Stephanie	Executive Associate Dean
Foss, Joanne	Associate Chair, Department of Occupational Therapy (former Associate Dean for Academic Affairs)
Blue, Amy	Associate Dean for Educational Affairs
Cottler, Linda	Associate Dean for Research and Planning, and Chair, Department of Epidemiology
Burne, Andrea	Assistant Dean for Finance and Personnel
McKune, Sarah	Director, Public Health Programs

The College has two external advisory groups, the Public Health Advisory Committee and the Development Advisory Board.

The **Public Health Advisory Committee** was originally established in 2006 to advise the College on specific aspects of public health workforce needs, MPH programming, internship opportunities for students, curricular content and ways in which the College could interface effectively with the community. This committee exercised major influence on development of the MPH and other public health programs, such as the Public Health Certificate and continuing education activities, described under Criterion 3.3. Within the past three years, the charge to the committee and the membership has also embraced research collaborations and future directions for the College. The committee meets formally once each year, and individual members are consulted regularly on issues of particular relevance to their expertise. The current membership of the committee is in Table 1.5.a.5.

Table 1.5.a.5 Public Health Advisory Committee, College of Public Health and Health Professions

Name	Position/Title
Richardson, Barbara, PhD, Chair	Program Director, UF Area Health Education Center
Armstrong, John H., MD	Florida Surgeon General and Secretary of Health
Behrman, Andrew	President and CEO, Florida Association of Community Health Centers, Inc.
Bernhardt, Jay, PhD	Professor and Director, Center for Digital Health and Wellness, UF College of Health and Human Performance
Bobroff, Linda PhD	Professor, Department of Family, Youth and Community Sciences, UF Institute for Food and Nutrition Sciences
Challoner, David MD	Vice President for Health Affairs Emeritus, UF
Feller, Jeffrey, MSISE	Chief Executive Officer, Well Florida, Inc.
Gutekunst, Richard, PhD	Dean Emeritus, PHHP
Hartzema, Abraham, MSPH, PharmD, PhD	Professor, Department of Pharmaceutical Outcomes and Policy, UF College of Pharmacy
Latimer, William, PhD, MPH	Chair, Clinical and Health Psychology, PHHP
Lauzardo, Michael, MD, MPH	Director, Southeastern National Tuberculosis Center, Division Chief, Infectious Disease, UF College of Medicine
Locke, Barbara, MPH	Administrator, Levy County Florida Health Department
Morris, J. Glenn, MD, MPH&TM	Director, UF Emerging Pathogens Institute
Myers, Paul, MS	Administrator, Alachua County Florida Health Department
Nelson, David MD	Director, Clinical and Translational Research Center, UF
Sammons, David J. PhD	Dean, UF International Center
Skaria, Arun, MPH	Director for Agency Coordination, Office of Global Affairs, USDHHS
Tomar, Scott, DMD, MPH, DrPH	Professor, Department of Community Dentistry and Behavioral Science, UF College of Dentistry
Troutman, Adewale, MD, MPH	Immediate Past President, APHA, Director of Public Health Practice and Leadership, USF College of Public Health
Vandenborne, Krista, PhD	Chair, Department of Physical Therapy, PHHP
Wood, David, MD, MPH	Professor and Director, Center for Health Equity and Quality Research, UF College of Medicine, Jacksonville, Florida

The **Development Advisory Board** consists of 35 members, many of whom are alumni, former faculty, and/or senior leaders in the practice community. The board, which meets twice each year, advises the College on strategies for generating resources to meet our strategic goals and develop new projects and programs. Biographical sketches of current members of the board are posted on the College website at: <http://phhp.ufl.edu/alumni-giving/alumni-staff/development-advisory-board/>.

1.5.b Description of the school's governance and committee structure's roles and responsibilities relating to the following:

- **General School Policy Development**

Within the governance framework of the University of Florida and the Health Science Center, the College has autonomy to set its own policies and procedures. The Faculty Council provides a primary means for faculty to offer input regarding policy development and revision. In addition, proposals for new College-wide policies or revisions to existing

policies may be brought by any faculty member to College-wide or departmental faculty meetings, or through direct contact with the department chair, program director, an associate dean, or the Dean. Proposals are vetted through the Executive Leadership Committee, which, in consultation with the Dean, determines the appropriate avenue for initial development and drafting. Depending upon the issue at hand, the Dean may appoint a task force to develop recommendations for consideration by the College as a whole, or the Executive Leadership Committee may determine that additional input should be considered from faculty, staff and students, as appropriate, before further action is taken. In the latter case, the issue may be brought to the Faculty Council, chairs may solicit the input of their respective departments, or input may be solicited during a full College faculty meeting or through electronic surveys.

Policies related to building use are vetted through the HPNP Building Committee, comprised of an associate dean or staff member representing each of the three colleges housed in the building, and in conjunction with UF Facilities Planning.

- **Planning and Evaluation**

Each standing and ad hoc committee contributes to planning and evaluation in the College. The Executive Leadership Committee is a major vehicle for identifying priorities, discussing options for addressing them, assuring implementation of selected strategies, and for monitoring progress. The Faculty Council was formed in 2008 and has taken a leadership role in representing faculty interests in college decisions. The chair of the Faculty Council is a member of the Executive Leadership Committee. The Public Health Executive Committee includes chairs and concentration coordinators in the College's Public Health departments. This committee advises the Dean on policy regarding interdepartmental Public Health programs, reviews program progress, approves changes in curriculum before they go forward to the College Curriculum Committee, and monitors Public Health outcome objectives. The other standing and ad hoc committees were established for specific purposes, identified above under 1.5.a, that inform planning and evaluation processes in the College.

- **Budget and Resource Allocation**

The Dean is responsible for the overall fiscal management of the College, including allocation of resources provided to the College. The Assistant Dean for Finance and Human Resources provides monthly fiscal reports to the Dean for review and informs the Dean of any fiscal changes in the interim. Department chairs are responsible for managing departmental budgets and other resources, and center directors are responsible for managing center budgets and associated space. College-controlled research space is allocated by the Dean based on a research productivity formula. Research space in the Health Science Center or affiliated buildings unassigned to a specific college or center is controlled by the Senior Vice President for Health Affairs.

- **Student Recruitment, Admission, and Award of Degrees**

Recruitment occurs through multiple mechanisms including College, Health Science Center and campus initiatives. Colleges have autonomy in selecting recruitment activities to identify and attract potential students who will benefit from and provide enrichment to

instructional programs. Within PHHP, each department and interdepartmental program develops and implements recruitment strategies. Faculty, students and administrators are involved in decisions regarding how to recruit and in the implementation and evaluation of these efforts.

The Public Health Executive Committee reviews applications, admissions and enrollment in the MPH program during each meeting. Plans for future recruitment activities are then discussed and subsequently implemented by staff, faculty, current students and alumni, as appropriate.

Instructional programs have complete autonomy in setting academic entrance criteria beyond the minimal University requirements for application materials, credentials and GPAs. Each instructional program in the College has an admissions committee that reviews applicants' credentials. Applicants who do not meet minimal UF requirements must receive the support of the Dean's office, via the Executive Associate Dean, for admission. With this support, the academic unit can obtain an admission referral from the appropriate University body (graduate admissions or general admissions). The College has complete autonomy in determining whether applicants who meet minimal UF qualifications will be offered or denied admission.

Approximately midway through each semester, the College receives a degree candidate list, which includes all students who have applied to graduate, from the University Registrar's Office. Each instructional program reviews this list and determines whether each student is expected to meet all program graduation requirements in that term. All candidates meeting requirements are certified to graduate at the end of the term by the academic unit and the College. Graduate students are also certified by the Graduate School, which ensures appropriate supervisory committee documentation has been received and that students meet minimal Graduate School requirements for graduation, such as minimum credit hours and GPA.

- **Faculty Recruitment, Retention, Promotion, and Tenure**

New tenure-track faculty positions are approved by the Dean. The Dean confers with the chair of the appropriate department to identify search committee members; the Dean also charges the search committee. Non tenure-track positions are approved by department chairs, who confer with faculty to select appropriate search committees. Search committees include faculty members within the department; they may also include qualified faculty from outside the department. The department in which the position is located oversees and provides support for the search process. Faculty and students have opportunities to assess candidates' qualifications through individual meetings, group interviews, and the candidates' presentations. Both faculty and students are invited to provide ratings and comments on candidates to the search committee. The search committee serves in an advisory capacity to the hiring authority. The Dean (or other hiring authority) and the search committee are expected to communicate with each other throughout the search process. Topics of discussion are likely to include updates regarding search progression and the candidate pool in relation to identified priorities. Upon completion of the search, the committee submits a list of preferred candidates to

the chair of the department, who makes a final recommendation to the Dean. The Dean has the authority to accept or reject the candidate(s) presented or to request that additional candidates meeting search criteria be offered for consideration. The Dean co-signs letters of offer to all faculty members. Letters of offer include the department assigned, percent effort, and a description of initial duties.

The University requires that a mentoring program be established for faculty in the tenure probationary period (UF Regulation 7.019). Department chairs and senior faculty provide mentorship to new faculty to facilitate progress and retention. Each department in the College has a process for assuring that at least one senior mentor is clearly identified for each new tenure-track faculty member. Informal mentoring by other senior faculty is also encouraged.

All faculty members receive an annual letter of evaluation, which reviews progress, identifies impediments to academic success, and specifies goals for the forthcoming year. In addition to annual reviews, a three-year review of tenure-track faculty occurs.

The process of review for tenure and promotion is conducted on a regular annual cycle and begins at the departmental level with significant input from faculty colleagues. Chairs and faculty eligible for promotion and tenure are notified by the human resource unit to prepare a packet of information according to published criteria. Letters from leaders in the candidate's area of scholarship are solicited by the chair. Faculty may choose whether or not to waive the right to see the letters. Senior faculty in the department review promotion packets and vote via secret ballot. The department chair provides his or her recommendation, as well as the results of the departmental vote, in writing to the Dean and the candidate. The College's Promotion and Tenure Committee members then review the packets and register their individual assessments by confidential ballot, the results of which are shared with the Dean. The Dean provides a review and recommendation in writing to the Academic Personnel Board, which serves in an advisory capacity to the President. The President, after consulting with the senior vice presidents as necessary, forwards final tenure recommendations to the Board of Trustees for approval, and successful candidates are notified by letter.

As indicated under Criterion 1.3.d, faculty in Biostatistics and Epidemiology may choose whether they will be reviewed for promotion and tenure according to PHHP or College of Medicine (COM) criteria. At the college level, faculty packets for tenure and/or promotion are reviewed by a Tenure and Promotion committee that is comprised of three tenured professors from each of the two colleges (PHHP and Medicine). In addition, both deans recommend to the Senior Vice President for Health Affairs whether to forward tenure and promotion packets to the UF Academic Personnel Board.

The authority for promotion of faculty on non-tenure accruing lines rests with the President.

- **Academic Standards and Policies, including Curriculum Development**

Each instructional program has a program director or coordinator who provides oversight regarding curricular matters and student progression. The program's faculty members, either through committee representation or as a whole, determine admission requirements beyond University minimal standards, graduation requirements, and the content of the curriculum. Students who do not meet progression standards are managed individually at the program level, although consultation with the Dean's office regarding such cases is common. Curricula are designed to meet existing discipline-specific standards. The College Curriculum Committee reviews recommendations for new and revised curricula and programs. Once approved at the College level, curricular items requiring additional approval are forwarded to the appropriate University committee as described in 1.3.c. The process is managed by the educational affairs area of the Dean's office, with oversight provided by the Executive Associate Dean.

- **Research and Service Expectations and Policies**

The College has a variety of faculty categories (e.g., tenured and tenure-track faculty, lecturers, clinical and research faculty); and the distribution of research and service responsibilities across categories of faculty members varies significantly. Assignment of responsibilities to each faculty member is made by the department chair or Dean (for dean's office administrators) in consultation with the faculty member. However, it is expected that tenure-track and tenured faculty will engage in scientific inquiry, teaching and service. Lecturers typically engage in teaching; clinical faculty typically engage in teaching and/or clinical service; and research faculty primarily conduct research and research-related teaching. Faculty assignment is directly linked with promotion and tenure criteria.

1.5.c A copy of the school's bylaws and other policy documents that determine the rights and obligations of administrators, faculty and students in governance of the school.

Criteria 1.5.a and 1.5.b describe a variety of ways in which administrators, faculty, staff and students are involved in the governance of the College. These roles and responsibilities are codified in the Constitution of the College, which was approved in 2008 and amended in 2010. The Constitution establishes the general principles that guide the governance of the College. This Constitution is governed by and subordinate to the University Constitution, the policies and directives of the Florida Board of Governors, the University of Florida Board of Trustees, and the University of Florida Health Science Center. Operating within these contexts and within the provisions of this Constitution, governance is shared between the administration of the College and the faculty as represented in the Faculty Council. The Constitution of the College is in the Resource File. In 2013-14, the Constitution will be re-examined by the Faculty Council to make recommendations for separating constitutional language from operational by-laws, create a by-laws document, and make any other appropriate changes.

In addition, the rights and obligations of College personnel and students are reflected in UF regulations and personnel documents, including the *Faculty Handbook* <http://handbook.aa.ufl.edu/>, *Employee Handbook* <http://www.hr.ufl.edu/policies/default.asp>, and *Student Handbook* <http://www.dso.ufl.edu/home/about/student-handbook>. Faculty and staff have direct access to these materials from the main University webpage www.ufl.edu. Students have direct access from the Dean of Students website <http://www.dso.ufl.edu/>. UF Administrative Memos are used as a primary mechanism to share information about policy and procedural changes to all colleges. These memos are also catalogued on the University website at <https://administrativememo.ufl.edu/>.

1.5.d Identification of school faculty who hold membership on university committees, through which faculty contribute to the activities of the university.

College faculty members serve on a wide variety of University committees and task forces. A major body representing UF faculty is the Faculty Senate, on which the College has the following six elected members:

Babette Brumback	Department of Biostatistics
Allyson Hall	Department of Health Services Research, Management and Policy
Alice Holmes	Department of Speech, Language, and Hearing Sciences
Jamie Pomeranz	Department of Behavioral Science and Community Health
Nicole Whitehead	Department of Clinical and Health Psychology
Mary Ellen Young	Department of Behavioral Science and Community Health

Overall, 25% of faculty members currently serve on committees outside the College. A list of these faculty members and corresponding committees, which include the important Graduate Council and the University Curriculum Committee, is in Table 1.5.d.1 in the Resource File.

1.5.e Description of student roles in governance, including any formal student organizations.

The University of Florida has over 600 student organizations, giving students tremendous opportunities to become involved in campus activities. The College's primary interdisciplinary student organization is the College Council. The Council interfaces with community-based nonprofit organizations through its selection of specific charities for which students raise money and/or contribute services each year. In addition, the Council participates in fund raising for College scholarships. Several program-specific student organizations are also affiliated with the College, including the Health Science Student Organization, the Public Health Student Association, and student affiliates of the respective national organizations in occupational therapy, physical therapy, health administration, psychology, and audiology. All University sanctioned student organizations are eligible for financial support from UF student government, and the officers of each organization are responsible for managing their own budgets.

In 2012-13, 52% of PPHP students participated in at least one student organization. Forty-four percent indicated a role in an organization. Of this group, 30% held leadership positions (i.e., presidents, chair, and other executive board title) in at least one organization.

Students have representation on departmental and College committees, including the Public Health Executive Committee, the College Curriculum Committee, the Collaboration Committee, the Teaching Excellence Committee, and the Research Committee. Students are also appointed by the Dean's office to serve on the Health Science Center Student Conduct Standards Committee, and they serve on many departmental and ad hoc committees. Students do not presently serve on the Executive Leadership Committee, the Faculty Council, the Tenure and Promotion Committee and the Financial Aid and Scholarship Committee. Student representation on all appropriate committees is encouraged.

Students in the College are also involved in curricular and instructional program development by evaluating faculty and courses, and providing input during exit interviews and student surveys (see criterion 2.7.a). Instructional programs often invite students to participate in meetings devoted to curricular issues.

1.5.f 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:

1. The College has a longstanding history of shared governance with faculty that was formalized by the adoption of a College Constitution and establishment of the PPHP Faculty Council in 2008.
2. The College has a strong foundation of appropriate committees, with broad representation, to advise the Dean on policy, planning and evaluation issues.
3. To supplement essential standing committees, the Dean establishes ad hoc committees that address specific, time-limited College issues, such as diversity, blended courses, and accreditation.
4. Faculty serve as chairs of critical College committees and are active in University governance, including service on such important committees as the Faculty Senate, the Graduate Council, and the University Curriculum Committee.
5. Students have several mechanisms to participate in College decisions, including student surveys, faculty and course evaluations, exit interviews, representation on College committees, and participation and leadership in student organizations.

Weaknesses:

1. The Constitution is five years old, and the need to separate constitutional statements from operational statements has become apparent.
2. Representation on the full range of College committees places a special burden on the faculty of small departments.

3. While the minutes of Executive Leadership Committee meetings are posted on the College website, and chairs are expected to report and discuss issues covered in ELC meetings with faculty, this communication does not always occur.

Plans:

1. In 2013-14, the Faculty Council will review the Constitution and make recommendations for a separate set of by-laws.
2. Faculty Council will also consider alternative strategies that assure representation on College committees while respecting the burden on faculty time, especially for small departments.
3. Beginning fall 2013, minutes of Executive Leadership Committee meetings will be emailed to all College faculty in addition to being posted on the College website.