

## **A1. Organization and Administrative Processes (SPH and PHP)**

**The school or program demonstrates effective administrative processes that are sufficient to affirm its ability to fulfill its mission and goals and to conform to the conditions for reaccreditation.**

**The school or program establishes appropriate decision-making structures for all significant functions and designates appropriate committees or individuals for decision-making and implementation.**

**Schools or program faculty have formal opportunities for input in decisions affecting the following:**

- Degree requirements
- Curriculum design
- Student assessment policies and procedures
- Admissions policies and/or decisions
- Faculty recruitment and promotion
- Research and service activities

**The school or program ensures that faculty (including full-time and part-time faculty) regularly interact with their colleagues and are engaged in ways that benefit the instructional program (e.g., participating in instructional workshops, engaging in program- or school-specific curriculum development and oversight).**

**Required documentation:**

**1) List the school or program's standing and significant ad hoc committees. For each, indicate the formula for membership (e.g., two appointed faculty members from each concentration) and list the current members. (self-study document)**

**Programs should generally focus the response on the specific committees that govern the unit of accreditation, not on departmental or school committees that oversee larger organizational units.**

The standing committees and operational/advisory committees of the Graduate Programs in Public Health are:

### Standing Committees

- Graduate Executive Policy Committee (GEPC)
- Curriculum Committee
- Executive Committee\*

### Operational/Advisory Committees

- Graduate Administration and Operations Committee (GAOC)
- Accreditation Workgroup
- Diagnostic and Comprehensive Examination Committees (PhD)
  - Epidemiology
  - Biostatistics
  - Prevention Science and Community Health
- Biostatistics Admissions Committees (MS and PhD)
- Epidemiology Admissions Committee (PhD)
- Prevention Science and Community Health Admissions Committees (MS and PhD)
- Climate and Health Admissions Committee (MS)
- Public Health Admissions Committee (MPH and MSPH)

\*The Executive Committee is a department oversight committee, which also discusses Graduate Programs issues and provides program oversight, as appropriate.

A complete list of each Committee's formula for membership, list of current members, and meeting schedule is provided in the tables below.

<b>Graduate Executive Policy Committee (GEPC)</b>	
<p><b>Membership Formula:</b> Chaired by the Graduate Programs Director, membership includes the degree program directors or department division director, the Curriculum Committee Chair, Graduate Programs staff and doctoral student representation.</p>	
<p><b>Charge:</b> Oversee policies and procedures related to the Graduate Programs in Public Health including operations, policy changes, recommendations, program creation, decisions and general procedures of the Biostatistics, Epidemiology, Public Health, Prevention Science and Community Health, and Climate and Health admissions committees, the doctoral examination committees, the Graduate Administration and Operations Committee and the Curriculum Committee.</p>	
<p><b>Meeting Schedule:</b> Meets monthly during the fall and spring semesters (September – December and Jan – May)</p>	
Representative	Position
David J. Lee, PhD	Committee Chair, Graduate Programs Director
Viviana Horigian, MD, MHA	Director, Public Health Education
Tatiana Perrino, PsyD	Committee Chair, Curriculum Committee
Hemant Ishwaran, PhD	Program Director, PhD Biostatistics
Tulay Koru-Sengul, PhD, MHS	Program Director, MS Biostatistics
WayWay Hlaing, MBBS, PhD	Program Director, PhD Epidemiology
John Beier, ScD	Division Director, Environmental Health
Eric C. Brown, PhD	Program Director, PhD Prevention Science and Community Health
Sara St. George, PhD	Program Director, MS Prevention Science and Community Health
Begoña Rovira, MBA, MA	Executive Director, Masters Programs in Public Health
Heather Rose, MPH	Senior Director, Accreditation and Doctoral Administration
Alyssa Lozano, MS	Doctoral Student Representative

<b>Curriculum Committee</b>	
<p><b>Membership Formula:</b> Led by a faculty committee chair, membership includes the degree program directors and/or department division faculty representative, Graduate Programs staff and student representation.</p>	
<p><b>Charge:</b> Responsible for facilitating teaching and curriculum development within the Department. Ensures course quality through review of all course syllabi; oversees course composition, sequencing and topic overlap; and conducts peer course evaluations. Prioritizes course offerings and oversees the master course offerings calendar. Task forces or ad-hoc committees are formed to address special issues on an as-needed basis.</p>	
<p><b>Meeting Schedule:</b> Meets bi-weekly during the fall and spring semesters (August – December and January - May)</p>	
Representative	Position
Tatiana Perrino, PsyD	Committee Chair
Viviana Horigian, MD, MHA	Director, Public Health Education
David J. Lee, PhD	Graduate Programs Director
Hemant Ishwaran, PhD	Program Director, PhD Biostatistics
Tulay Koru-Sengul, PhD, MHS	Program Director, MS Biostatistics
WayWay Hlaing, MBBS, PhD	Program Director, PhD Epidemiology
Naresh Kumar, PhD	Program Director, MS Climate and Health

Shirin Shafazand, MD, MS	Director, MD/MPH Program
Raymond Balise, PhD	Faculty Representative, Biostatistics Division
Eric C. Brown, PhD	Program Director, PhD Prevention Science and Community Health
Sara St. George, PhD	Program Director, MS Prevention Science and Community Health
Begoña Rovira, MBA, MA	Executive Director, Masters Programs in Public Health
Heather Rose, MPH	Senior Director, Accreditation and Doctoral Administration
Rosa Verdeja, MEd	Director of Academic Affairs, Masters Programs in Public Health
Yanexy Cardona	Student Representative (Masters Programs)

<b>Executive Committee</b>	
<p><b>Membership Formula:</b> Led by the Department of Public Health Sciences (DPHS) Chair, membership includes the Department Division Directors, the Department Senior Administrative Officer and Public Health Program Directors.</p>	
<p><b>Charge:</b> Advises and assists the Department Chair in governance and decision making by providing collective counsel on matters pertaining to the mission, resources, organization, budget, and planning/evaluation of the Department of Public Health Sciences.</p>	
<p><b>Meeting Schedule:</b> Meets monthly throughout the calendar year</p>	
Representative	Position
David J. Lee, PhD	Committee Chair, Graduate Programs Director and Department Chair
Margarita Jimenez, MA, CRA	Senior Administrative Officer DPHS, Strategic Planning, Finance and Operations
Kathryn McCollister, PhD	Division Director, Health Services Research and Policy
Viviana Horigian, MD, MHA	Director, Public Health Education
J. Sunil Rao, PhD	Division Director, Biostatistics
Adam Carrico, PhD	Division Director, Prevention Science and Community Health
John Beier, ScD	Division Director, Environmental and Public Health
Jennifer Hu, PhD	Division Director, Epidemiology and Population Health Science
Shirin Shafazand, MD, MS	Director, MD/MPH Program

<b>Graduate Administration and Operations Committee (GAOC)</b>	
<p><b>Membership Formula:</b> Chaired by the Graduate Programs Director, membership includes the Director, Public Health Education, the Senior Administrative Officer DPHS, the Executive Director, Master's Programs and the Director, Accreditation and Doctoral Administration.</p>	
<p><b>Charge:</b> Provides a forum for discussion on strategic planning and progress for meeting goals and objectives of the Graduate Programs, reviews program finances, academic, administrative and student affairs policies and procedures, student grievances, program evaluation and recommends changes to policy.</p>	
<p><b>Meeting Schedule:</b> Meets weekly throughout the calendar year</p>	
Representative	Position
David J. Lee, PhD	Committee Chair, Graduate Programs Director
Viviana Horigian, MD, MHA	Director, Public Health Education

Margarita Jimenez, MA, CRA	Senior Administrative Officer DPHS, Strategic Planning, Finance and Operations
Begoña Rovira, MBA, MA	Executive Director, Master's Programs in Public Health
Heather Rose, MPH	Senior Director, Accreditation and Doctoral Administration

<b>Accreditation Workgroup</b>	
<u>Membership Formula:</u> Membership includes the Director of Accreditation and faculty representatives and staff from the Graduate Programs.	
<u>Charge:</u> Compiles, oversees and provides guidance on the completion of the program's CEPH self-study document and all CEPH compliance reporting.	
Meeting Schedule: Meets weekly throughout accreditation self-study process	
Representative	Position
Heather Rose, MPH	Senior Director, Accreditation and Doctoral Administration
Viviana Horigian, MD, MHA	Director, Public Health Education
David J. Lee, PhD	Graduate Programs Director and Department Chair
Tatiana Perrino, PsyD	Chair, Curriculum Committee
Begoña Rovira, MBA, MA	Executive Director, Master's Programs in Public Health
Margarita Jimenez, MA, CRA	Senior Administrative Officer DPHS, Strategic Planning, Finance and Operations
Rosa Verdeja, MEd	Director of Academic Affairs, Masters Programs in Public Health
Vanessa Morales	Student Representative/Graduate Student Assistant

<b>Diagnostic and Comprehensive Examination Committees (PhD)</b>	
<u>Membership Formula:</u> Led by a faculty committee chair, membership includes the appropriate degree program director and faculty representatives who have provided core course instruction within the doctoral program.	
<u>Charge:</u> Responsible for developing, conducting and evaluating the qualifying and comprehensive examinations for doctoral students in biostatistics, epidemiology, and prevention science and community health. Prescribe remedial work for students who fail to reach a passing grade, and re-evaluate student exam performance.	
Meeting Schedule: Examinations for each doctoral program are held during the summer each year (June – August), committees meet to conduct in-class and oral exam sessions and to determine scoring	
<b>Epidemiology Comprehensive Examination (Epidemiology Program)</b>	
Representative	Position
WayWay Hlaing, MBBS, PhD	Committee Chair (Epidemiology Section)
Paulo Pinheiro, MD, PhD	Faculty Representative
Lily Wang, PhD	Committee Chair (Biostatistics Section)
Tulay Koru-Sengul, PhD, MHS	Faculty Representative
Daniel Feaster, PhD	Faculty Representative
Isildinha Reis, PhD	Faculty Representative
<b>Biostatistics Diagnostic Examination (Biostatistics Program)</b>	
Hemant Ishwaran, PhD	Committee Chair
J. Sunil Rao, PhD	Faculty Representative
Daniel Diaz, PhD	Faculty Representative

<b>Prevention Science and Community Health Comprehensive Examination (Prevention Program)</b>	
Eric C. Brown, PhD	Committee Chair
Adam Carrico, PhD	Faculty Representative
Sara St. George, PhD	Faculty Representative
Tulay Koru-Sengul, PhD, MHS	Faculty Representative
Mariano Kanamori, PhD	Faculty Representative
Audrey Harkness, PhD	Faculty Representative
Amy Otto, PhD	Faculty Representative

<b>Biostatistics Admissions Committees</b>	
<u>Membership Formula:</u> Membership includes the appropriate program director and faculty representatives.	
<u>Charge:</u> Reviews all complete master's and doctorate biostatistics applications which meet the minimal acceptable criteria for admission, identifies candidates for further consideration, conducts telephone and in-person interviews with qualified candidates, and makes admissions recommendations to the Office of Admissions and the Office of Graduate Studies (OGS). Admission recommendations (PhD only) are also brought to the GEPC for stipend/financial review. The admissions committees also develop and review criteria for admission and suggest adjustments when necessary.	
<u>Meeting Schedule:</u> Application review conducted online through SOPHAS, committees meet to discuss selections as needed during each review cycle (fall only admissions)	
<b>MS Biostatistics Admissions</b>	
Representative	Position
Tulay Koru-Sengul, PhD, MHS	Committee Chair
J. Sunil Rao, PhD	Faculty Representative
Daniel Diaz, PhD	Faculty Representative
<b>PhD Biostatistics Admissions</b>	
Representative	Position
Hemant Ishwaran, PhD	Committee Chair
J. Sunil Rao, PhD	Faculty Representative

<b>Epidemiology Admissions Committee</b>	
<u>Membership Formula:</u> Membership includes the appropriate program director and faculty representatives.	
<u>Charge:</u> Reviews all complete doctorate applications which meet the minimal acceptable criteria for admission, identifies candidates for further consideration, conducts virtual and in-person interviews with qualified candidates, and makes admissions recommendations to the Office of Admissions and the Office of Graduate Studies (OGS). Admission recommendations are also brought to the GEPC for stipend/financial review. The admissions committee also develops and reviews criteria for admission and suggests adjustments when necessary.	
<u>Meeting Schedule:</u> Application review conducted online through SOPHAS, the committee meets to discuss selections as needed during each review cycle (fall only admissions). Applicant interview visits conducted each January.	
Representative	Position
WayWay Hlaing, MBBS, PhD	Committee Chair
Paulo Pinheiro, MD, PhD	Faculty Representative
David J. Lee, PhD	Faculty Representative
Denise Vidot, PhD	Faculty Representative
Yue Pan, PhD	Faculty Representative

<b>Prevention Science and Community Health Admissions Committees</b>	
<p><b>Membership Formula:</b> Membership includes the appropriate program director and faculty representatives.</p> <p><b>Charge:</b> Reviews all complete master's and doctorate prevention science applications which meet the minimal acceptable criteria for admission, identifies candidates for further consideration, conducts virtual and in-person interviews with qualified candidates, and makes admissions recommendations to the Office of Admissions and the Office of Graduate Studies (OGS). Admission recommendations (PhD only) are also brought to the GEPC for stipend/financial review. The admissions committees also develop and review criteria for admission and suggest adjustments when necessary.</p> <p><b>Meeting Schedule:</b> Application review conducted online through SOPHAS, committees meet to discuss selections as needed during each review cycle (fall only admissions). Applicant interview visits conducted each January.</p>	
<b>MS Prevention Science and Community Health Admissions</b>	
Representative	Position
Sara St. George, PhD	Committee Chair
Adam Carrico, PhD	Faculty Representative
Eric C. Brown, PhD	Faculty Representative
<b>PhD Prevention Science and Community Health Admissions</b>	
Representative	Position
Eric C. Brown, PhD	Committee Chair
Sara St. George, PhD	Faculty Representative
Adam Carrico, PhD	Faculty Representative
Audrey Harkness, PhD	Faculty Representative
Mariano Kanamori, PhD	Faculty Representative
Tatiana Perrino, PsyD	Faculty Representative
Amy Otto, PhD	Faculty Representative

<b>Climate and Health Admissions Committee (MS)</b>	
<p><b>Membership Formula:</b> Membership includes the appropriate program director and faculty representatives from the Department of Public Health Sciences and the Rosenstiel School of Marine and Atmospheric Sciences.</p> <p><b>Charge:</b> Reviews all complete master's applications which meet the minimal acceptable criteria for admission, identifies candidates for further consideration, conducts virtual and in-person interviews with qualified candidates, and makes admissions recommendations to the Office of Admissions and the Office of Graduate Studies (OGS). The admissions committee also develops and reviews criteria for admission and suggests adjustments when necessary.</p> <p><b>Meeting Schedule:</b> Application review conducted online through SOPHAS, the committee meets to discuss selections as needed during each review cycle (fall only admissions)</p>	
Representative	Position
Naresh Kumar, PhD	Committee Chair
John Beier, ScD	Faculty Representative
Brian Soden, PhD	Faculty Representative
Mehdi Mirsaeidi, PhD	Faculty Representative
Casandra Gaston, PhD	Faculty Representative
David Nolan, PhD	Faculty Representative

<b>Public Health Admissions Committee (MPH and MSPH)</b>	
<u>Membership Formula:</u> Membership includes the appropriate program director and faculty representatives.	
<u>Charge:</u> Reviews all complete MPH and MSPH applications which meet the minimal acceptable criteria for admission, identifies candidates for further consideration, conducts virtual and in-person interviews with qualified candidates, and makes admissions recommendations to the Office of Admissions and the Office of Graduate Studies (OGS). The admission committee also develops and reviews criteria for admission and suggests adjustments when necessary.	
<u>Meeting Schedule:</u> Application review conducted online through SOPHAS, the committee meets to discuss selections as needed during each review cycle (fall and spring admissions)	
Representative	Position
Cynthia L. Rowe, PhD	Committee Chair
Hilda Pantin, PhD	Faculty Representative
David J. Lee, PhD	Faculty Representative
Viviana Horigian, MD, MHA	Faculty Representative

**2) Briefly describe which committee(s) or other responsible parties make decisions on each of the following areas and how the decisions are made:**

**a) Degree requirements**

The Graduate Programs Curriculum Committee and the Accreditation Workgroup are responsible for monitoring degree requirements as required by accreditation criteria and University policy set by the Graduate School. Changes in degree requirements are reviewed and approved by the Graduate Executive Policy Committee. At the University level, updates to the Academic Bulletin and changes to degree requirements are submitted through a Curriculum Information Management System (CIM) for review and approval by University governance (i.e., Medical Faculty Council, Graduate Council, General Welfare Committee and Faculty Senate).

**b) Curriculum design**

The Graduate Executive Policy Committee, in collaboration with the Curriculum Committee, reviews curriculum changes or new degree proposals, which can originate from department divisions or individual faculty. The Accreditation Workgroup considers curriculum changes and new degree proposals for compliance with accreditation criteria. At the University level, changes to curriculum plans and the offering of new degree programs are submitted through a Curriculum Information Management System (CIM) for review and approval by University governance (i.e., Medical Faculty Council, Graduate Council, General Welfare Committee and Faculty Senate). For example, as part of the process of curriculum redesign to meet the new CEPH 2016 criteria, the Accreditation Workgroup was formed. The Accreditation Workgroup reviewed MPH program competencies and revised the MPH course requirements to include a 9-credit generalist concentration set of courses. One new course was created, *EPH 607 Interdisciplinary Health Communication*. This curriculum change was reviewed and approved by the Curriculum Committee and Graduate Executive Policy Committee, then processed through University governance, which included review and approval by the Medical Faculty Council, the Graduate Council, the General Welfare Committee, and the Faculty Senate.

**c) Student assessment policies and processes**

The Graduate Executive Policy Committee is primarily responsible for monitoring and making recommendations to Graduate Programs leadership and appropriate committees about modifying or creating new student assessment policies and procedures.

The Graduate Programs in Public Health assesses student achievement at multiple levels.

Course level: The course instructor is responsible for assessing individual students, determining that course learning objectives have been met. Course assignments/assessments and individual course rubrics for grading/evaluation are developed by the faculty of record for the course and are reviewed by the Curriculum Committee within the course syllabi, as course syllabi come up for review.

Degree level: Student achievement is measured by a culminating experience for each degree, including the applied practice experience and integrative learning experience for the MPH and a thesis or dissertation or research project for the academic degrees (MS and PhD). Student handbooks outline the policies and procedures for each of these experiences and the appropriate faculty responsible for review.

Program level: Student assessment policies and procedures are aligned with the university's programmatic assessment, the regional accreditor, Southern Association for Colleges and Schools Commission on Colleges (SACSCOC). The Director of Accreditation is responsible for annual reports to SACSCOC.

#### **d) Admissions policies and/or decisions**

The Graduate Programs Office of Admissions monitors policies and procedures regarding recruitment and enrollment of a diverse and qualified student body. Each degree program/area (biostatistics, climate and health, epidemiology, prevention science and community health and public health) has a designated faculty admissions committee, which reviews applicants for their programs. The Director of Admissions is responsible for communicating the final recommendation from each admissions committee to the Office of Graduate Studies for final processing.

Changes in admissions policies and procedures may be initiated by individual admissions committees or the Office of Admissions, and are reviewed and approved by the Graduate Executive Policy Committee.

#### **e) Faculty recruitment and promotion**

The Department of Public Health Sciences faculty members are bound by the policies and procedures of the University and the Miller School of Medicine. The University of Miami Faculty Manual and the Medical School Bylaws of the School Faculty Council outlines the mission of the faculty and the policies and procedures for both hiring and promotion. Recruitment of faculty is based on the continued needs of the Department, teaching needs of the Graduate Programs, and available funds and resources. Available faculty positions are posted and advertised online through the UM Human Resources/Faculty Affairs Office. Promotion and tenure policies and procedures are detailed in the UM Faculty Manual and Medical School Bylaws and are closely followed by the Department.

The Department of Public Health Sciences follows a standard operating procedure approved by the Executive Committee and department faculty for new faculty hires, which provides full participation of all faculty. The process is as follows; new faculty positions are discussed at the Division level. A job description and business plan are created and submitted to the Medical School JOLT committee (Joint Operations Leadership Team) and Associate Dean for Finance and Faculty Affairs for approval. Once positions are approved and posted, the Division creates a search committee and appoints a search committee chair. Faculty from the five DPHS Divisions and Graduate Programs comprise the search committee. All applications are received, reviewed and discussed by the search committee.

Once a candidate is selected (voting process among search committee members), the search committee will invite them to present a job talk to the entire Department. The job talk will consist of the candidate's relevance and impact to their field and how their work will fit in with the Division, the Department, and the Medical School vision of research, education, and service. The candidate is also required to meet with Division faculty, Department faculty, Department leadership and any collaborators outside the Department. Once the job talk is finalized, Department faculty receive the recording of the job talk and an anonymous voting ballot to indicate if the candidate a good fit. The ballot includes space for written

comments and/or concerns. The anonymous ballot comments and concerns are sent to the Department Chair and Division Director where the open position is assigned. Once questions and concerns are addressed and the vote is positive, the candidate will be invited to meet with the Department Chair, Senior Administrative Officer and Division Director to finalize the negotiations of a hiring package/offer letter.

Decisions regarding faculty promotions follow procedures outlined in the University of Miami Faculty Manual and the Medical School Bylaws of the School Faculty Council. Promotion requires that a faculty candidate has exhibited further excellence and continued productivity since the initial appointment. Faculty must have attained widespread recognition in their major areas of success (instruction, scholarship, service). The specific criteria for faculty advancement depend on the faculty track. For tenure-track faculty, research/scholarship, instruction and service are core considerations. For non-tenure track faculty, instruction and service are core considerations for the Educator track and research/scholarship and service are core considerations for the Research track.

Department faculty receive yearly performance evaluations with the Division Director and Department Chair. These yearly evaluations are designed to set specific goals and focus on complying with promotion requirements of the Medical School. The annual performance evaluations are specifically individualized to review the faculty's performance and adjust promotion plans to keep the faculty member on track. The evaluations prepare them for the yearly department APT review, where eligible voting faculty review progress and performance and determine if promotion requirements have been met. The Department APT committee votes and makes recommendations to the Department Chair based on their review of the faculty CV, personal statement, external review letters, current research/scholarship, publications and impact factors, instructor evaluations and service. Following this process, the Department Chair makes a recommendation and submits to the Medical School APT board for review and recommendation. Committees at the Department, the School of Medicine, as well as the Dean, Provost, and University President are involved in recommendations and decisions regarding faculty promotion.

Additional details on how instruction, research/scholarship and service are considered in promotion decisions are included in the faculty documents noted above and in responses to criteria E3 (Faculty Instructional Effectiveness), E4 (Faculty Scholarship), and E5 (Faculty Extramural Service).

#### **f) Research and service activities**

Faculty may determine their research and service activities in consultation with their division director and the department chair. The sponsoring agency and the University of Miami dictate the research policies and conduct of research. For research expectations, all tenured, tenure-track and research-track faculty are expected to engage in research pertinent to their discipline. This expectation is quantified in the department's salary compensation policy, which states that faculty are expected to cover 95% of their salary from a combination of research, teaching, administration and service, with the majority of funding typically derived from sponsored research funding. The funded research expectations for junior faculty recruits vary, but generally are lowered for the first three years until they have an opportunity to develop independent funded programs of research.

Faculty engagement in service can take several forms, including community service, committee work (including leadership roles within the Department, Miller School of Medicine and University), work on study sections and other peer review committees beyond campus, leadership roles in national and international organizations, editorial responsibilities, and public health service activities including service to student organizations, consulting, expert testimony, technical support and community coalition/board/organization membership. Within the University, decisions for each type of service can occur by various means. A faculty member may be appointed to a role by leadership, including the department chair, elected by his or her colleagues to serve in a role, or volunteer service to a role. As a result of the broad nature of service and how it is approached, a review of faculty service in all forms is included as part of the annual faculty evaluation and the Miller School of Medicine faculty compensation policy.

Service activities for student organizations (e.g., Public Health Student Association, Delta Omega) are determined by the individual student organization, in consultation with appropriate Graduate Programs faculty and staff.

**3) A copy of the bylaws or other policy documents that determine the rights and obligations of administrators, faculty and students in governance of the school or program. (electronic resource file)**

Academic policies for the Graduate Programs are governed by the bylaws and policies and procedures of the Graduate School outlined in the Academic Bulletin. Graduate Programs governance is developed and set by the Graduate Executive Policy Committee (GEPC).

Bylaws, standard operating procedures, policy documents and handbooks for faculty, staff and students (2020 - 2021) are included in the ERF A1.3 and/or provided in the links below.

Faculty: The *Faculty Manual* is available online on the Faculty Senate webpage at <https://fs.miami.edu/assets/pdf/facultysenate/Documents/FacultyManual.pdf>. This manual is updated regularly and includes a description of the University's governance and administrative structure, faculty rights and responsibilities and procedural bylaws.

The Medical School Bylaws of the School Faculty Council includes a description of the School of Medicine's governance and administrative structure, faculty rights, responsibilities and procedural bylaws. [http://medicalcouncil.med.miami.edu/documents/bylaws\\_of\\_the\\_school\\_faculty\\_council\\_signed\\_copy\\_August2019.pdf](http://medicalcouncil.med.miami.edu/documents/bylaws_of_the_school_faculty_council_signed_copy_August2019.pdf)

Administrators/Staff: Policies and procedures for University staff are available through the Office of Human Resources, with secure access to all policies via *PolicyStat*. <https://www.hr.miami.edu/working-at-the-u/index.html>

Students: The *Students Rights and Responsibilities Handbook* is an online publication detailing rights acquired by all students, as well as student responsibilities to the University community. Available: [https://doso.studentaffairs.miami.edu/assets/pdf/policies/student\\_rights\\_and\\_responsibilities\\_handbook.pdf](https://doso.studentaffairs.miami.edu/assets/pdf/policies/student_rights_and_responsibilities_handbook.pdf)

The Graduate School maintains the *Graduate Student Handbook*: <https://www.grad.miami.edu/assets/pdf/graduate-student-handbook-2020-2021.pdf>

Student handbooks for degree programs in the Graduate Programs in Public Health are available online at <https://graduatestudies.publichealth.med.miami.edu/current-students/course-information/forms-handbooks/index.html>

**4) Briefly describe how faculty contribute to decision-making activities in the broader institutional setting, including a sample of faculty memberships and/or leadership positions on committees external to the unit of accreditation. (self-study document)**

Program faculty are strongly encouraged to be active contributors and leaders in institutional committees and initiatives. Program faculty are currently active members throughout the School of Medicine and the University. The following is a sample of program faculty involvement in leadership positions and committee service to the University, 2019 - 2021.

Faculty Member	University Leadership Position/Committee Service
Alberto Caban-Martinez, PhD, DO, MPH	<p>Member, Dean's Task Force for Racial Justice (Admissions), UMMSOM</p> <p>Co-Chair, Administrative Review Committee, UMMSOM</p>
Adam Carrico, PhD	<p>Member, Dean's Task Force for Racial Justice (Research), UMMSOM</p> <p>Member (Representative for DPHS), Faculty Compensation Committee, UMMSOM</p>
Xi Steven Chen, PhD	<p>Member, Personalized Medicine Committee, Sylvester Comprehensive Cancer Center (SCCC)</p>
Viviana Horigian, MD, MHA	<p>Member, Dean's Task Force for Racial Justice (Curriculum), UMMSOM</p> <p>Member, Graduate Council, Graduate School</p> <p>Member, UHealth Community Benefit Committee</p>
Erin Kobetz, PhD	<p>Vice-Provost for Research and Scholarship, University of Miami</p> <p>Associate Director for Population Science and Cancer Disparity, Sylvester Comprehensive Cancer Center (SCCC)</p>
David J. Lee, PhD	<p>Chair, Graduate Program Director Council Office of Graduate Studies, UMMSOM</p> <p>Director, Florida Cancer Data Systems, Sylvester Comprehensive Cancer Center (SCCC)</p> <p>Internal Advisory Board Member, Department of Medicine Research Training Program in Surgical Oncology, UMMSOM</p> <p>Board Member, UM Department of Wellness and Recreation Advisory Board</p>
Tatiana Perrino, PsyD	<p>Associate Provost for Faculty Development, Office of Faculty Affairs</p> <p>Associate Dean, UM Graduate School</p> <p>Ex-Officio Member, University of Miami Senate, Student Affairs Committee</p>
Paulo Pinheiro, MD, PhD	<p>Member, Protocol Review and Monitoring Committee (PMRC) of the Sylvester Comprehensive Cancer Center</p> <p>Council Representative, Medical Faculty Council of the UMMSOM</p>
Isildinha Reis, PhD	<p>Member, UM/Sylvester Comprehensive Cancer Center Data and Safety Monitoring Committee (SCCC)</p>
Shirin Shafazand, MD, MS	<p>Member, Department of Medicine Education Committee, UMMSOM</p>

	Chair, MD Curriculum Renewal Committee, Phase Three, UMMSOM
	Member, MD Executive Curriculum Committee, UMMSOM
Sara St. George, PhD	Member, Postdoctoral Advisory Committee, UM Graduate School
Joan St. Onge, MD, MPH	Senior Associate Dean for Faculty Affairs, UMMSOM  Committee Member, Institutional Academy for Teaching Excellence  Member, COVID-19 Command Team and UHealth Resilience and Recovery Group
Stephen Symes, MD	Member, Center for Global Black Studies Work Group  Member, Dean's Task Force for Racial Justice (Residents/Fellows), UMMSOM
Jose Szapocznik, PhD	Member, Planning Committee for the UM Institute on Wellbeing  Member, Alignment Committee, Miami Clinical and Translational Science Institute, UMMSOM
Lily Wang, PhD	Council Representative, Medical Faculty Council of the UMMSOM

**5) Describe how full-time and part-time faculty regularly interact with their colleagues (self-study document) and provide documentation of recent interactions, which may include minutes, attendee lists, etc. (electronic resource file)**

Program faculty interact regularly and often in department and program committee meetings and other program events, such as student orientation, faculty teaching retreats, faculty workshops, seminars and trainings, and social events. All faculty members of the Department of Public Health Sciences (full-time and part-time) are invited to attend monthly department faculty meetings, led by the Department Chair. Full-time and part-time faculty collaborate on research projects, teaching and advising, and serve together as mentors for the Graduate Programs students.

Documentation of recent faculty interactions, including monthly department faculty meetings for 2020, is available in ERF A1.5.

**6) If applicable, assess strengths and weaknesses related to this criterion and plans for improvement in this area. (self-study document)**

Strengths: The governance of the Graduate Programs is shared with specific rights and responsibilities allocated to administration, faculty, staff and students. Program faculty are well-integrated into the decision-making processes through numerous committees which meet regularly, and program faculty and staff have many opportunities to interact formally and informally. Program faculty are also engaged in institutional committees beyond the Graduate Programs and Department.

Weaknesses: Faculty members who serve as program directors/administrators are asked to participate on multiple Graduate Programs committees.

Plans for Improvement: Achieving a more even distribution of faculty participation in governance is necessary. A review of the existing committee structure, scope and timing of committee work, and membership on committees is needed, given the relatively small size of our faculty.

**A2. Multi-Partner Schools and Programs (SPH and PHP—applicable ONLY if functioning as a “collaborative unit” as defined in CEPH procedures)**

This criterion is not applicable.

### **A3. Student Engagement (SPH and PHP)**

**Students have formal methods to participate in policy making and decision making within the school or program, and the school or program engages students as members on decision-making bodies whenever appropriate.**

**Required documentation:**

**1) Describe student participation in policy making and decision making at the school or program level, including identification of all student members of school or program committees over the last three years, and student organizations involved in school or program governance, if relevant to this criterion. Schools should focus this discussion on students in public health degree programs. (self-study document)**

Within the Graduate Programs in Public Health, students fully participate on the Graduate Executive Policy Committee and the Curriculum Committee. Students are invited to submit their names by contacting the Senior Director of Accreditation or Committee Faculty Chair. Student members on these committees must be in good academic standing. The term of service is typically one academic year. Students engage in regularly scheduled committee meetings and participate and vote as full members of each committee along with program faculty and staff.

All students additionally have opportunities, outside of committee and/or government service, to provide feedback and input for program governance. For example, the Department Executive Committee does not include student representatives in its membership, however, it does invite students from each degree program once per year (each Fall semester) to provide input on the student experience and voice areas of concern. Other open forums for students are held multiple times per academic year, including Chair's Hours and Town Hall meetings. Survey input is solicited each year from the student body (e.g., student interest survey for course offerings/curriculum).

#### Graduate Programs in Public Health

##### Graduate Executive Policy Committee

Alyssa Lozano

Doctoral Representative Prevention Science and Community Health, 2020 - 2021

Richard Singer

Doctoral Representative Epidemiology, 2018 - 2019

##### Curriculum Committee

Yanexy Cardona

Masters Representative (MSPH), 2020 - 2021

Natalie Robles

Masters Representative (MSPH), 2019 - 2020

Ji-Young Lee

Doctoral Representative Prevention Science and Community Health, 2018 - 2019 and 2019 - 2020

Justice King

Masters Representative (MSPH), 2018 - 2019

Lourdes Rojas

Doctoral Representative Prevention Science and Community Health, 2018 - 2019

Sharleen Traynor

Doctoral Representative Epidemiology, 2018 - 2019

## University Student Government

### Graduate Student Association (GSA)

The Graduate Student Association (GSA) is the official student-led governing body representing graduate students at the University of Miami across all three campuses (Coral Gables, Miller School of Medicine and Marine/RSMAS). Student senators act as liaisons between the students in their program and the GSA, communicating student concerns, questions and ideas and informing the public health student body of initiatives, programs and events happening at GSA and across the University. The Senate and its officers are the supreme legislative power of student government. Public Health Senators provide information and feedback to the Graduate Programs students and program administration through regular reporting at the Public Health Student Association (PHSA) assembly meetings, distribute information through email announcement to students, and through recurring meetings with the Director of Academic Affairs, Ms. Rosa Verdeja, who serves as a staff liaison for student government and service organizations.

#### Public Health Senators, 2020 - 2021

Vanessa Morales (MSPH)  
Senator, Masters

Niara Williams (MPH)  
Alternate Senator, Masters

Reese Triana (MPH)  
Senator at Large, Masters

### Student Government (SG), Miller School of Medicine MD/MPH Representation, 2020 - 2021

The Student Government (SG) bridges the medical school with the undergraduate, graduate, and law schools. SG helps coordinate student membership via academic societies, community service via the UM Department of Community Service Program (DOCS), wellness via the Wellness Advisory Council while cultivating student interests to exchange ideas and create a powerful student voice. The foundation of the SG is built upon its broad outreach with the Medical Executive Committees, including the White Coat/Pinning Ceremony, the Organization Fair, the Fall Ball, Cultural Awareness Week, Medical Student Convention, Cabaret Talent Show, Intramural Athletics, Dean's Cup and Facilities. Through SG, medical students can have a significant impact on university policy, curriculum and student life.

#### Executive Board

Historian – Amanda Nwaba  
Director: Allison Draper

#### MS3/MS4 Class Executive Board – Regional Campus

Director: Allison Draper

Treasurer: Maria Sierra

Secretary: Alanna Perlin

Event Coordinator: Rhiya Mittal

IT Representative: Sneh Patel

Diversity Representative: Rhea Patil

MS3 Curriculum Representative: Sirpi Nackeeran

MS4 Curriculum Representative: Rebecca Lynch

MS3 SG Representative: Kathleen Kelly

MS4 SG Representative: Rajika Jindani

MS3 Ethics Representative: Emily Bao

MS4 Ethics Representative: Carly Muller  
MS4 Class Liaison: Jacqueline Baikovitz  
MS2 Class Executive Board – Miami Campus  
Vice President – Jordan Mandell  
Financial Aid Representative: Maya Lubarsky  
Diversity Representative: Alexander Gordon  
Liaison – Hannah Zwiebel  
Ethics Representative – Timothy Fleming  
Curriculum Representative – Samuel Hinkes

MS1 Class Executive Board – Miami Campus  
Not currently assigned

Student Government Association, MD/MPH Representation, 2019 - 2020

Executive Board

Director: Jacqueline Baikovitz

MS3/MS4 Class Executive Board – Regional Campus

Director: Jacqueline Baikovitz  
DOCS Director: Anise Crane  
Treasurer- Harry Levine  
Secretary- Allison Kumnick  
Events Coordinator- Rajika Jindani  
IT Representative- Hardik Patel  
Diversity Representative- Alfredo Valdivia  
MS3 Curriculum Representative- Rebecca Lynch  
MS3 Ethics Representative- Carly Muller  
MS3 Student Government Representative (SG Rep)- Kasha Bornstein  
MS4 Liaison- Catherine Zaw  
MS4 Curriculum Representative- Sarah Hatfield  
MS4 Ethics Representative- Kelsey Franklin  
Academic Societies Director: Khushali Shah

MS2 Class Executive Board – Miami Campus

Webmaster – Kumar Patel  
Liaison – Yingyot Arora  
Ethics Representative – Emily Bao  
Curriculum Representative – Sirpi Nackeeran

MS1 Class Executive Board – Miami Campus

Vice President – Jordan Mandell  
MD/MPH Liaison – Ajay Govindaraj  
MD/MPH Ethics Representative – Tim Fleming  
MD/MPH Curriculum Representative – Uju Akaniru

Student Government Association, MD/MPH Representation, 2018 - 2019

Executive Board

Director: Catherine Zaw

MS3/MS4 Class Executive Board – Regional Campus

Liaison: Catherine Zaw  
Treasurer: Viviana Jimenez

Treasurer: Felicia Yan  
Events Coordinator: Waseem Nosair  
IT Representative: Michael Hu  
Diversity Representative: Jared Lee  
MS3 SG Representative: Camille Scott  
MS4 Curriculum Representative: Rebecca Lane  
MS3 Ethics Representative: Kelsey Franklin  
DOCS Director: Leah Hellerstein

MS2 Class Executive Board – Miami Campus

Webmaster – Kumar Patel  
Liaison – Jean-Paul Bryant  
Ethics Representative – Carly Muller  
Curriculum Representative – Kasha Bornstein

MS1 Class Executive Board – Miami Campus

Secretary – Hailey Robles-Holmes  
Events Coordinator – Rhiya Mittal  
Liaison – Yingyot Arora  
Ethics Representative – Emily Bao  
Curriculum Representative – Brandon Rose

**2) If applicable, assess strengths and weaknesses related to this criterion and plans for improvement in this area. (self-study document)**

Strengths: Master's and doctoral students participate in policy making and decision making, with students serving on administrative committees in the Graduate Programs, the Miller School of Medicine and in student government positions across the University. Numerous opportunities are provided to collect student feedback and inform decision-making/governance in the Graduate Programs (e.g., town halls, Chair's Hour, focus groups, student interest survey (course curriculum)).

Weaknesses: Student participation is not consistent across all appropriate committees, with occasional gaps in representation.

Plans for Improvement: Additional methods of maintaining a close working relationship with students are a priority to ensure continual feedback and improvement opportunities.

**A4. Autonomy for Schools of Public Health (SPH only)**

This criterion is not applicable.

**A5. Degree Offerings in Schools of Public Health (SPH only)**

This criterion is not applicable.