

University of Kentucky
University Senate Academic Organization and Structure Committee

Report on Proposed Reorganization and Accompanying Transfer of Degree Programs within the College of Health Sciences

The Senate Academic Organization and Structure Committee (SAOSC) met Nov. 7, 2018, in 107 Main Building to consider the proposed Reorganization and Accompanying Transfer of Degree Programs in the College of Health Sciences. Committee members David Atwood, Adib Bagh, Al Cross (chair), Gregory Hall, Paul Kearney and William Smith were present, constituting a quorum.

The committee discussed the proposal with Karen Badger, Ph.D., interim chair of the college's Department of Clinical Sciences. The college has one other corollary unit, the Department of Rehabilitation Sciences, and each department has three or four divisions, plus the rehabilitation sciences doctoral program. The plan would create five departments, put the doctoral program and its director under the supervision of the dean's office, and reallocate academic programs, degrees, faculty and staff among the units, creating a flatter organizational structure and a streamlined reporting process, which the college says will make it more efficient. It seeks no changes for any degrees and academic programs; no changes in faculty lines, other than departmental reassignments; and no reductions or additions to staff, which the college says makes the plan budget-neutral.

Dr. Badger said the reasons for the college's current structure are lost to history, but she suggested that it stems from its origin as a professional school that developed undergraduate programs. Dr. Kearney said the reorganization resembles the one accomplished by the College of Medicine, and they both said the approach follows the advice of accrediting bodies. Dr. Badger said discussions of changing the structure go back approximately 20 years, and has been documented since 2009.

The background material on the proposal makes clear that faculty and staff of the college were very much involved in developing and vetting the proposal, which SAOSC members considered an excellent example of faculty governance. Dr. Badger said all faculty members in the college have been consulted about their individual assignments and would get their preferences. A ballot of the 71 faculty resulted in 46 votes for approval, one abstention and no opposition.

The effective date of the proposal would be July 1, 2019.

Motion by Kearney, seconded by Atwood: We recommend endorsing the proposed Reorganization and Accompanying Transfer of Degree Programs within the College of Health Sciences. Passed, 6-0.

Respectfully submitted on behalf of the SAOSC:
Al Cross, Chair

ADDENDUM

The committee met via email and approved the following substitute motion:

"We recommend endorsing the proposed Reorganization and Accompanying Transfer of Degree Programs within the College of Health Sciences, and approving the proposal based on academic merit." Voting yes were Cross (11/18), Mardini (11/18), Atwood (11/17), Smith (11/16), Hall (11/16) and Bagh (11/16). Debski abstained (11/17), on grounds that she did not attend the meeting.

Proposal for College of Health Sciences Organizational Realignment

(Revised 10-1-2018)

Executive Summary

This proposal outlines an organizational realignment in the College of Health Sciences (CHS) that would change the two-department structure with divisions to a 5-department structure and no divisions. Such realignment would include transferring commensurate degrees/academic programs and reporting faculty to the new departments.

The proposed realignment will flatten the organizational structure and streamline reporting lines for more efficient decision-making and operations. The proposal is designed to support a) program autonomy and efficiency, b) educational programs, c) the success of undergraduate and graduate students, d) faculty development and advancement, and e) coordination of shared processes at the College level to promote collaboration and minimize duplication of effort.

There are no changes requested for any CHS degrees and academic programs themselves; the proposal requires only moving existing academic degrees and programs to newly established departments.

No changes in faculty lines (other than department assignments) will result from this realignment effort. The College has consulted with the Office of the Associate Provost for Faculty Advancement for procedural and process advice regarding transition of faculty appointments to newly established departments. No reduction or additions to staff will result from this re-alignment and is thus budget neutral.

Regulations, procedures, and expected processes at the University and College levels were followed and will continue to be employed post-change approval. No changes to College-level rules will result from this realignment. The Appointment, Promotion, and Tenure process for promotion are currently at the College level. Evidences for promotion and tenure were developed by the CHS Faculty Council and adopted by each department via faculty vote and are the same across all departments. Following approval of the proposal and the establishment of new departments, rules and regulations will be constructed by each new department that align with those of the College. Existing faculty members operating under current evidences for promotion and tenure will not have a shift in expectations unless they individually choose to do so. Following Senate approval, the Faculty Handbook will be revised by the faculty to reflect the new department names and any other changes for rules and regulations at the College and department level.

The effective date requested for this organizational change is July 1, 2019.

The CHS Faculty Council in collaboration with the CHS Academic Affairs Committee circulated the proposal to all CHS Faculty and convened a meeting on September 28, 2018 for discussion. An electronic vote opened following the meeting. At its close at 5:00pm on October 1st 47 faculty votes were received out of a possible 71, representing a 66% response rate. The proposal was approved with 46 votes in support, 1 abstention, and 0 votes not in support.

The specific details of the process used to create the Proposal follow this summary.

Current CHS Organizational Alignment

The academic units of the CHS currently consists of 7 divisions divided into 2 departments- the Department of Clinical Sciences and the Department of Rehabilitation Sciences:

- 1) The Department of Clinical Sciences consists of the divisions of Clinical Nutrition**, Physician Assistant Studies, Medical Laboratory Sciences, Health Sciences Education & Research (in which the Human Health Sciences and Clinical Leadership Management programs reside) – and their respective degrees and reporting faculty. Each Division has a Director and the Department has a Chair.

****Note:** The Division of Clinical Nutrition consists only of reporting faculty and a Certificate in Nutrition for Human Performance. The Clinical Nutrition degree program was established in the Department of Medicine in 1966 and transferred to the College of Health Sciences (then the College of Allied Health Professions) in 1968. In 2002 a Graduate Center for Nutritional Sciences was established, which consolidated two master's programs into one with integration into the PhD program. The Graduate Center reported directly to the Graduate School. Administrative functions moved to the College of Medicine. Faculty teaching in the clinical nutrition program remained in their respective Colleges/Departments. In 2006 the Graduate Center for Nutritional Sciences was moved to the College of Medicine, with faculty reporting lines unchanged. Clinical Nutrition faculty in the CHS Division of Clinical Nutrition remain in this College.

The Department of Rehabilitation Sciences consists of faculty assigned to the Divisions of Physical Therapy, Athletic Training, Communication Sciences and Disorders, and their respective degrees. The Rehabilitation Sciences Doctoral program is located in this department. The Rehabilitation Sciences PhD Program is multidisciplinary with primary contributions from CHS faculty in Divisions of Athletic Training, Physical Therapy, Communication Sciences and Disorders and Occupational Therapy (who are faculty at Eastern Kentucky University).

The current department structure of College of Health Sciences is below as Figure 1:

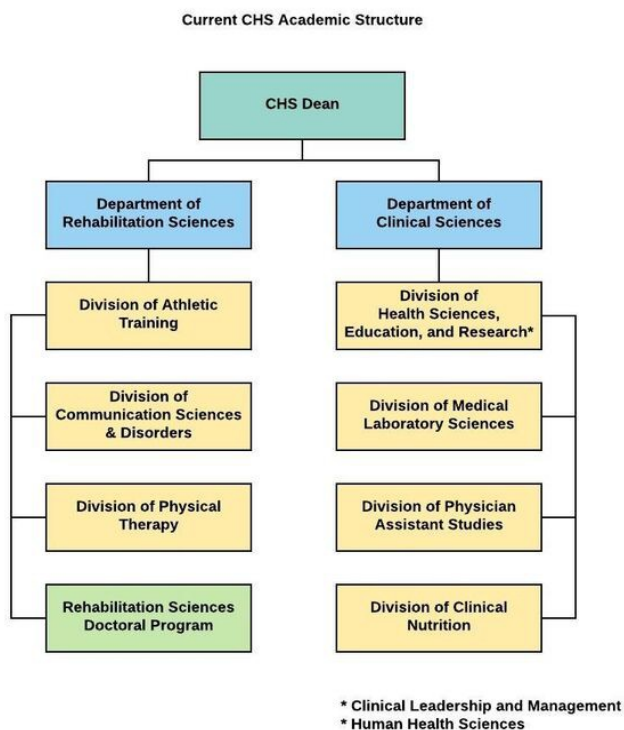


Table 1. Current placement of academic programs and degrees

Department of Clinical Sciences	Department of Rehabilitation Sciences	Housed at the College level in the Dean's Office
Clinical Leadership and Management (BHS)	Athletic Training (MS)	Certificate in Research in Human Health Sciences
Human Health Sciences (BS)	Communication Sciences and Disorders (BHS and MS)	
Medical Laboratory Sciences (BHS)	Physical Therapy (DPT)	
Minor in Health Advocacy	Rehabilitation Services (PhD)	
Clinical Healthcare Management Certificate		
Physician Assistant Studies (MSPAS)		
Certificate in Nutrition for Human Performance		

Please see Appendix 1 for a diagram of the current CHS organizational structure in its entirety. Please see Appendix 2 for the current placement of faculty.

Proposed CHS Organizational Structure

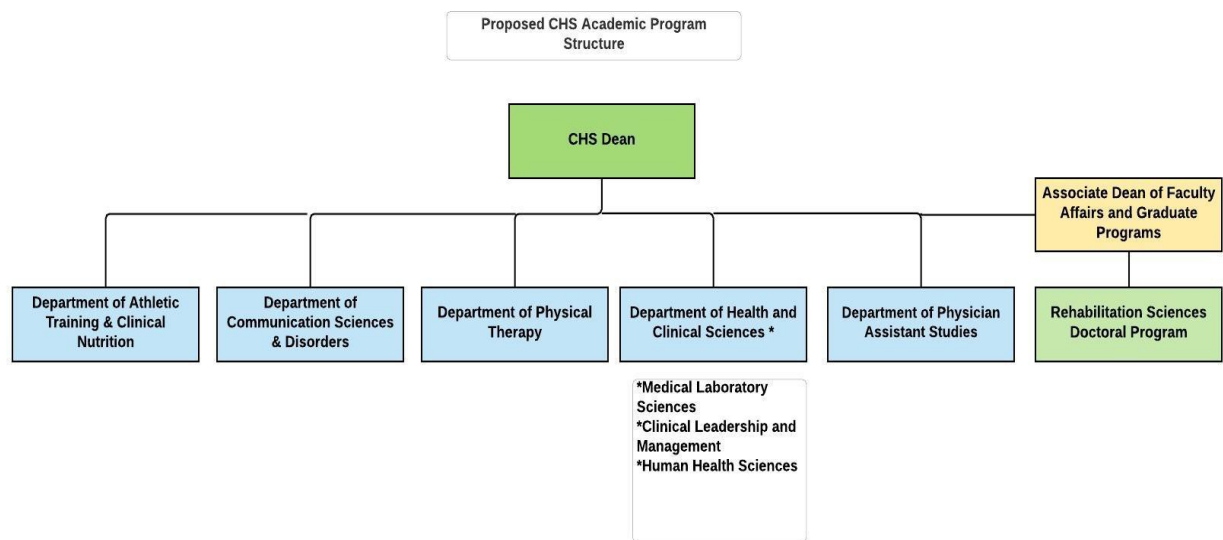
In response to College of Health Sciences' self-study/external review processes and subsequent internal workgroup recommendations, the CHS is requesting approval for the following structural realignment (see Figure 2 and Table 2) and the commensurate transfer of academic degrees and reporting faculty. The aim of this effort is to enhance CHS undergraduate and graduate education, support the advancement of faculty and the College, and streamline the current administrative structure and communications:

- 1) Changes related to the Department of Clinical Sciences:
 - a. Move the Divisions of Physician Assistant Studies and Clinical Nutrition from the Department of Clinical Sciences to new Departments. The Department would then consist of undergraduate programs/degrees (Human Health Sciences, Clinical Leadership and Management, Medical Laboratory Sciences).
 - b. Change the name of the Department of Clinical Sciences to Department of Health and Clinical Sciences to better reflect the emphasis of its educational programs and research focus with commensurate transfer of academic programs/degrees and reporting faculty. (See Appendix 3 for Faculty support) The department will be led by a Chair with direct report to the Dean.
 - Reorganize the Health Sciences, Education, and Research Division through the establishment of Clinical Leadership Management and Human Health Sciences as separate programs.
 - Eliminate the use of 'division' and establish Medical Laboratory Sciences, Clinical Leadership and Management and Human Health Sciences as programs within a shared department. Medical Laboratory Sciences would have a Program Director in place (per accreditation requirements) and Clinical Leadership Management and Human Health Sciences would each have a Director of Undergraduate Studies.

- 2) Changes related to the Department of Rehabilitation Sciences:
- a. Dissolve the Department of Rehabilitation Sciences
 - b. Create individual departments named a) Department of Physical Therapy and b) Department of Communication Sciences and Disorders – which are currently housed in the Department of Rehabilitation Sciences—with commensurate transfer of academic degrees and reporting faculty to their respective new departments. Each department will have a Program Director and/or other positions as required by accreditation bodies and will be led by a Chair with direct report to the Dean. Use of Divisions will be eliminated.
 - c. Create a department named Department of Athletic Training and Clinical Nutrition, with the commensurate transfer of reporting faculty and the Athletic Training MS degree and the Certificate in Nutrition for Human Performance to the new department. The Department will have a Program Director and/or other positions as required by corresponding accreditation bodies of its programs. The department will be led by a Chair with a direct report to the Dean. This change reflects the requests of faculty in both the Clinical Nutrition and Athletic Training divisions and creates opportunities for collaborations around research, education, and service initiatives. (See LOS from CAFÉ and COM Nutritional Sciences for department name, Appendix 14a and b)
 - d. Establish the Physician Assistant Studies program as its own department with commensurate transfer of academic degrees and reporting faculty. The department will have a Program Director and/or other positions as required by accreditation bodies and be led by a Chair with direct report to the Dean.
 - e. Move the Rehabilitation Sciences Doctoral program (RHB) from the Department of Rehabilitation Sciences to the Dean’s Office with commensurate transfer of the academic degree and students enrolled in the RHB PhD program. The faculty of record remain unchanged and are in support of this shift (see Appendix 4 for faculty Letter of Support). The Program Director will report to the Associate Dean of Faculty Affairs and Graduate Programs.
 - f. Already housed in the Dean’s Office, the Undergraduate Certificate in Research in Human Health Sciences will move from the Associate Dean of Research to the Associate Dean of Undergraduate Education (a recently established position). The Faculty of Record remains unchanged. (See Appendix 5 for Certificate Faculty of Record Support).
 - o **Note:** The following programs are currently under review by the University Senate for suspension:
 - BACH-AH Undeclared
 - RESI-MS Reproductive Biology
 - RESI-PHD Reproductive Biology
 - RESI-CERTG Reproductive Biology

The suspension of these courses is the result of an administrative cleanup of SAP. These programs are not part of the current structure and are not included in this proposal.

The proposed structure of the departments of the College of Health Sciences is below as Figure 2 and Table 2:



Department/Office	Academic Programs/ Degrees
Department of Health and Clinical Sciences	Medical Laboratory Sciences (BHS) Clinical Leadership and Management (BHS) Human Health Sciences (BS) Minor in Health Advocacy Clinical Healthcare Management Certificate
Department of Athletic Training and Clinical Nutrition	Athletic Training (MS) Certificate in Nutrition for Human Performance (undergraduate)
Department of Communication Sciences and Disorders	Communication Sciences and Disorders (BHS and MS)
Department of Physical Therapy	Physical Therapy (DPT)
Department of Physician Assistant Studies	Physician Assistant Studies (MSPAS)
Housed at the College level in the Dean's Office	Rehabilitation Sciences (PhD) Undergraduate Certificate in Research in Human Health Sciences

Table 2. Proposed location of Academic Programs and Degrees

Please see Appendix 6 for a diagram of the proposed CHS organizational structure in its entirety, Appendix 7 for a Diagram of Proposed Structural Change and Reporting Lines, and Appendix 8 for the proposed placement of faculty.

Rationale for the Proposed Realignment

CHS External and Unit Review Recommendations: This proposed structural realignment is supported by recommendations from both internal and external review and CHS committee activities. A number of CHS reviews occurred from 2009 through 2016 that included the periodic review of the Department of Clinical Sciences, self-studies of the undergraduate programs (Human Health Sciences, Clinical Leadership and Management, and Medical Laboratory Sciences), and the periodic review of the Department of Rehabilitation Sciences (and self-study of Communication Sciences and Disorders). The College of Health Sciences External Review took place in 2017 after all other review activities.

Recommendation examples:

- The CHS External Review Committee (CHS ERC) endorsed the intention shared by the Dean to review the structure of the CHS to “create a “flatter,” more efficient organization (with transparency and input from the CHS community)” (CHS ERC Report, p. 7). The ERC shared some possible ways through which this goal could be achieved, including to “convert some professionally oriented divisions (and perhaps other divisions) to departments with a direct report to the Dean or his designee” (CHS ERC Report, p. 7.) The proposed realignment is consistent with this ERC recommendation.
- The Department of Rehabilitation Sciences (DRS) ERC recommended: (1) “The Department and College should engage in conversation about its administrative structures that may appear awkward to the outside reviews, and (2) “Broader review of roles and responsibilities of each program and faculty/staff role in relationship to the College’s mission” (DRS ERC Report, p. 10).
- The CHS ERC recommended “...an undergraduate department to oversee admissions standards, advising, policies and procedures, and curricula, and collaborate with the Office of Research on the undergraduate research certificate...” (CHS ERC report, page 7) and “may want to consider appointing a (College) Director of Undergraduate Studies to coordinate and facilitate the curriculum management process.” (CHS ERC report, page 7).

CHS Undergraduate Education Initiative Workgroup: The Dean initiated a college-wide Undergraduate Education Student Success Project in 2016. Subsequent recommendations and those of previous reviews resulted in the creation of a faculty position of Director of Undergraduate Initiatives and the establishment of an Undergraduate Education (UGE) Initiative Workgroup in 2017. The goals of the CHS UGE Initiative Workgroup were to: 1) establish a college-level identity for CHS UGE, 2) recommend/develop initiatives and programs to enhance CHS UGE, and 3) formulate CHS UGE structural/functional recommendations to increase efficiency, reduce redundancy, carry-out the CHS undergraduate mission, and design programs/courses to best meet CHS UG students’ needs.

The membership of UGE Workgroup included faculty and professional staff from each CHS program, support unit, and the Dean’s office. The UGE’s Workgroup recommendations (consistent with previous recommendations) were: (1) create a College-level Undergraduate Education Office with faculty leadership and strong collaboration with Office of Student Affairs for CHS exploratory and undergraduate pre-major students, (2) establish a College-level UGE Leadership Committee to connect all undergraduate programs and tie to the professional/graduate programs and other CHS resources (Office of Student Affairs), (3) establish a faculty Director of Undergraduate Studies for each undergraduate program, and 4) *re-configure the Clinical Sciences Department by removing Physician*

Assistant Studies and Clinical Nutrition, eliminate its divisions, separate the Clinical Leadership and Management and Human Health Sciences programs, and revise the leadership structure.

The workgroup's recommendations (particularly # 4) had implications for other areas of the College, such as the professional and graduate programs. The CHS UGE Workgroup's report and recommendations were discussed by the CHS Executive Council (consisting of CHS Associate and Assistant Deans and the Dean), Division Directors, and faculty and professional staff in each educational program and support unit. These discussions informed this re-alignment proposal.

Benchmark Data: The College of Health Sciences (CHS) UG Student Success Initiative Report (AY 2016-17) and CHS UGE Initiative Workgroup Report (2017-2018) included organizational structure benchmarking data. This proposed re-alignment is consistent with benchmarking results.

University of Kentucky College Benchmarking: Benchmarking included a review of administrative structures found on UK Colleges' websites (See Table 3). The proposed re-alignment will organize CHS using Chairs and Departments-- consistent with the majority of UK's Colleges. Without exception, Departments also appear to have their own faculty Chairs. All but five of the UK Colleges employ solely a Department structure for academic programs. Three of these Colleges include one or more Schools in addition to Departments. One College (Design) has only Schools. Dentistry is the only College with Departments made up of Divisions (which is similar to how CHS is currently organized) and the College of Medicine has a combination of Departments and Chairs and Divisions and Division Chiefs. The College of Communication and Information has a Division in addition to Schools and a Department.

Table 3: UK College academic program and leadership structure summary*

UK College	Schools	Director	Depts.	Chair	Division	Chief	Associate Deans **
Agriculture, Food &	1 (has 4)	1	14	14			
Arts & Sciences			18	18			
Business &			5	5			
Communication &	2	2	1	1	1		
Dentistry			2	2	Depts. have Divisions & Division		
Design	2	2					
Education			7	7			
Engineering			8	8			
Fine Arts	2	2	2	2			
Law							X
Medicine			Has a structure of Departments and Chairs; Divisions & Division Chiefs				
Nursing							X
Pharmacy			2	2			
Public Health	MHA	1	6	6			
Social Work							X

* DUS and DGS positions are not included in the above table

** Associate Deans are noted only for Colleges in which the role of chairs, directors, or chiefs were not found on College websites- all Colleges use an Associate Dean structure of some sort.

External Institution Benchmarking: The CHS Undergraduate Education Initiative effort included benchmarking with other institutions on a number of variables, including organizational structure. A sampling of top Physical Therapy, Communication Science and Disorders, Physician Assistant Studies, and Athletic Training programs served as benchmarks. Structure varied across these institutions as did the use of unit terms such as “program”, “department”, and “division”. Websites were reviewed for evidence of free-standing status (or direct report to the Dean or School Director) of programs similar to the professional and graduate programs in UK CHS.

Physical Therapy: The top Physical Therapy programs were commonly their own departments with a faculty Chair (e.g., University of Delaware, University of Pittsburgh, and University of Iowa). The Physical Therapy program at Washington University in St. Louis was located in the School of Medicine and therefore had a Director. Only Duke University had Physical Therapy as part of a Division; at this institution Physical Therapy was part of the Department of Orthopaedic Surgery in the School of Medicine.

Communication Sciences and Disorders: Likewise, a review of the top Speech-language pathology programs showed that programs were usually constructed as their own Departments (e.g., University of Iowa, Vanderbilt University, and Purdue University). A review of similar programs at other institutions showed programs as part of a Department (rather than a stand-alone Department) to be an exception. The organizational structure of a Communication Sciences and Disorders Department with leadership by a faculty Chair is also one that its’ accrediting organization views as simpler and more standard.

Physician Assistant Studies: We reviewed the organizational structure of the top 10 Physician Assistant Studies programs and found multiple structural arrangements summarized below.

- One program is organized as a Department in a College (University of Iowa)
- Two programs are organized as Departments in Schools (George Washington University, Wake Forest University),
- One program is a free-standing Division (Oregon University),
- One program is a Division housed in a College (University of Nebraska Medical Center)
- Two are programs located in Schools (University of Colorado, Quinnipiac University)
- Three are Divisions located in Departments that are housed in Schools (Duke University, Emory University, University of Utah).

Athletic Training Program: We examined the organizational structure of 10 strong Athletic Training programs. Two of these institutions benchmarked for Athletic Training are also part of the Santa Fe consortium (discussed below). Eight schools (in addition to the Santa Fe consortium) offered Athletic Training as a specific degree or as a specialization or concentration in Kinesiology. All eight programs were housed with other programs. Five programs were located in a College Department consisting of multiple programs (Temple University, Boston University, University of Illinois-Champaign, Michigan State, and University of Connecticut).

In two Colleges, the Athletic Training program counterparts were located in multi-program Divisions as housed within a School (University of Michigan-Ann Arbor and Ohio State University). University of Michigan-Ann Arbor also co-located a Certificate of Physical Activity and Nutrition with the Athletic Training program, which is a comparable arrangement with our proposal that calls for co-locating Athletic Training and Clinical Nutrition in the same Department. One Athletic Training program was located in a Department that consisted of multiple programs (University of North Carolina) and was located in the College of Arts and Sciences.

Santa Fe Consortium: In 2004 a small group of Deans of Schools of Health Sciences with specific NIH agendas met in Santa Fe New Mexico and formed a consortium to learn from one another and advance the research agendas of Colleges of Health Sciences. Six of the CHS counterparts in the Santa Fe Consortium with programs similar to those offered by UK CHS were examined as overall organizational structure benchmarks. Although structures varied, many of the Colleges organize their professional/graduate programs as Departments with a faculty Chair, similar to the proposed CHS realignment (See Table 4). Only graduate/professional programs housed in a Medical College/University were called Divisions.

In this sample, Physical Therapy and Athletic Training programs were found as co-existing in the same Department in addition to being organized as separate Departments. Communication Sciences and Disorders programs in the Santa Fe group were all organized as independent Departments. Physician Assistant Studies graduate programs were organized as Divisions or a Program in the Santa Fe Consortium universities.

This benchmarking effort did not include a comparison of number of faculty, clinical services, or research dollars and their correlation to level of program autonomy.

Table 4: Santa Fe Consortium Structure Benchmarking for Graduate/Professional Programs

University	Structure	Organization	PT	AT	CSD	PAS
Boston U	College of Health and Rehabilitation Sciences	Depts. Of program(s)	Together – one Department		Own	Division in School of Medicine
U of Missouri	School of Health Professions	Depts. of program(s)	Together in one Department (AT is a Division in PT Dept)		Own	Division in School of Medicine
Medical U of S. Carolina	College of Health Professions	Depts. of divisions (s)	Division in Dept. of Health	NA	NA	Division in Dept. of Health
Alabama-Birmingham	School of Health Professions	Depts. of program(s)	Own	NA	NA	Program in Dept. of Clinical & Diagnostic
Ohio State	School of Health and Rehabilitation	In COM-divisions in School	Own Division	Own Division	NA	NA
Utah	College of Health	Depts. of program(s)	Together- one Department		Own	Division in Depart. Family & Preventive Medicine

Rationale and Benefits

Benefits for the College: The rationale for the proposed realignment is multi-dimensional and has advantages for CHS undergraduate and professional programs.

Graduate and Professional Education: The proposed structure allows for increased program autonomy, creates a direct line of communication to the Dean (via each Department Chair) for more efficient decision-making, allows for coordinating shared processes at the College level and strategic targeting of program specific needs with Department-level faculty, staff, and resources.

This proposed structure would allow departments to better focus student initiatives to more easily demonstrate compliance with their specific professional accreditation standards. The CHS graduate and professional degree programs are accredited—each by different organizations. The simpler arrangement of independent Departments with faculty Chairs provides the autonomy and leadership within the program to support program-specific efforts, in accordance with expectations of their respective accrediting bodies rather than requiring universal norms of a shared Department:

- *Physician Assistant Studies* (PAS): Accreditation Review Commission on Education for the Physician Assistant (ARC-PA)
- *Physical Therapy* (PT): Commission on Accreditation in Physical Therapy Education (CAPTE)
- *Athletic Training* (AT): Commission on Accreditation of Athletic Training Education (CAATE)
- *Communication Sciences and Disorders* (CSD): Council on Academic Accreditation (CAA) in Audiology & Speech-Language Pathology of the American Speech-Language-Hearing Association

Clinical Nutrition does not consist of enough faculty to be an individual Department, which necessitated completing the process outlined in the CHS Faculty Handbook (<https://www.uky.edu/chs/faculty-handbook>) through which faculty were asked about their preferences for assignment. The decision to create a Department of Athletic Training and Clinical Nutrition was a result of the request from the Clinical Nutrition and Athletic Training Faculty (See Appendix 9). This co-location arrangement creates opportunities for synergistic research and educational efforts that align compatible areas of interest and initiatives for innovative and collaborative programming.

This proposal calls for the Communication Sciences and Disorders (CSD) Division to be its own Department, a structure consistent with that of counterpart programs in other institutions and accreditation expectations. Both the undergraduate and graduate CSD programs would be housed in this department since the faculty is shared across programs and there is an educational trajectory driven by accreditation standards. The faculty support this arrangement to best serve its students. The CSD Director of Undergraduate Studies would be connected to the other CHS undergraduate programs via participation in a CHS Undergraduate Leadership Team, in which all CHS Directors of Undergraduate Studies will be members.

Shifting the Physician Assistant Studies Division from the Department of Clinical Sciences to create an independent Department would align it with the other accredited graduate and professional programs in the College as it would have a similar structure. Moving it from its existing Department also allows for the creation of a Department of Health and Clinical Sciences that consists of only undergraduate programs, thus allowing for Department planning to focus on the needs and success of undergraduates.

Although departmental/program autonomy is supported by this proposal, communication processes will be established to promote cross-college collaboration and function and is consistent with the College's overall goal of Interprofessional education and practice. Each Department will have a faculty Chair to serve as a liaison and participate in College planning in interprofessional education and as well as practice, with support from the Associate Dean of Clinical Engagement. The proposed structure includes communication processes/forums facilitated by the Associate Dean of Faculty Affairs and Graduate Programs that includes all Chairs and Program Directors to maintain the collaborative culture in CHS and promote shared operations where appropriate, joint planning and programming, avoid isolation of individual programs, and guard against the creation of silos.

Undergraduate Programs and Students: Creating one department that includes only undergraduate programs (with plans to collaborate and coordinate with the Communication and Sciences Disorders undergraduate program) allows faculty and professional staff to provide support and services to the CHS undergraduate students as a total cohort while also meeting their program-specific needs. The other recommendations of the UGE Workgroup's report that were previously outlined have already been implemented in CHS to better serve our undergraduate students, particularly the exploratory and pre-major students. This proposal outlines implementation of the final recommendation of the report. These changes are anticipated to positively impact student retention rates, progression and time to degree.

Rehabilitation Sciences Doctoral Program: The Rehabilitation Sciences Doctoral Program is multidisciplinary with primary contributions from associated faculty in the CHS Department of Rehabilitation Sciences Divisions of Athletic Training, Physical Therapy, and Communication Sciences and Disorders; along with Occupational Therapy faculty from Eastern Kentucky University (a partnering institution). All faculty associated with the Rehabilitation Sciences Doctoral program are aligned with a division in the current Department of Rehabilitation Sciences. To date, in CHS, only the graduate/professional programs in the Department of Rehabilitation Sciences have contributed. Moving this program to the College level will not change the current faculty involvement in the Rehabilitation Sciences Doctoral Program, but it will create the opportunity for the Physician Assistant Studies and the Department of Clinical Sciences Faculty to also contribute to the program. The reporting line of the RHB Program Director will change from the Chair of the Department of Rehabilitation Sciences to the Associate Dean of Faculty Affairs and Graduate Programs, in recognition of the multidisciplinary and collaborative nature of the degree and faculty contributions. The Rehabilitation Sciences Doctoral Program will continue to have faculty leadership via a Program Director who will hold regularly scheduled forums to foster the collaboration among department faculty that is integral to the success of the program and its students.

Support Services for Student Success: In addition to the College level and Department specific support previously described, the professional/graduate programs and undergraduate programs will continue to interface with and be supported by the Associate Dean and CHS Office of Student Affairs (OSA). The OSA will continue to offer program and student engagement support at all program levels and serve as a resource for faculty. For example, OSA would continue to be involved and facilitate student applications to programs, provide support for admissions processes, provide professional advising, assist with student registration, orientations, and address student behavioral concerns for all CHS programs and students. This re-structuring effort creates an opportunity to strengthen the OSA and academic program interface in areas such as co-curricular events and program initiatives to support students.

Proposal Development Process

This proposal is the result of an extended examination of recommendations received from external College, Department, and Academic Program Reviews and CHS initiated projects. An inclusive process that allowed for broad-based faculty and staff involvement was used. Phases of the development process are described below and outlined in the Development Process Timeline (Appendix 10).

CHS Undergraduate Success Initiative: In Fall 2016, the Dean initiated the faculty-led *CHS Undergraduate Success Project*. Created in response to increased undergraduate enrollment and external review recommendations, its aims were to build upon the previously generated external reviews and self-reports and 1) assess the current state of CHS Undergraduate education (UGE), 2) identify strategies (including structural) to improve student outcomes, and 3) describe potential models to consider to support CHS student success moving forward. A CHS Undergraduate Success Project Advisory Committee with cross-college representation provided input throughout by serving as representatives of their respective areas, reviewing data summaries of meetings with divisions and units, and discussing recommendations to finalize the report.

Discussions were held with faculty of each CHS UG program, Division Directors, Department Chairs, CHS Undergraduate Research Director, Directors of the Graduate and Professional Programs, professional staff from the Interprofessional Healthcare Residential College (IHRC) and Office of Student Affairs (OSA), as well as undergraduate student representatives. All meeting summaries were member checked. A draft of report content and recommendations were reviewed by the Advisory Committee and Dean Lephart and discussed in two open meetings to which all CHS faculty and staff were invited.

Resulting recommendations were shared College-wide in Spring 2017 that highlighted opportunities for collaboration, program/service enhancement, and structural change. A faculty position - Director of Undergraduate Initiatives—was created to provide leadership for continued development of this effort.

CHS Undergraduate Initiative Workgroup: The *CHS Undergraduate Education Initiative Workgroup* was formed to 1) establish a College-wide identify for undergraduate education, 2) make recommendations to enhance undergraduate program/support, and 3) review options for structure re-organization to meet undergraduate student needs and enhance efficiency and reduce redundancy. Workgroup members included representatives from each CHS division and undergraduate program, program, and the Offices of Student Affairs, Assessment, and the Dean, in addition to the Director of the Undergraduate Research Certificate and Department Chairs. Workgroup members represented their areas in all activities and served as liaisons for their respective divisions/units. Meeting notes were member-checked and posted on a password protected webpage accessible to all CHS faculty and staff, created to share information about this Initiative. The site also has a link through which any CHS faculty/ staff member could submit questions/comments to the Director of Undergraduate Initiatives.

Workgroup Members worked together to articulate a common CHS Undergraduate Educational Framework and associated learning outcomes that also had relevance for graduate and professional programs. This shared conceptualization—along with recommendations from CHS self-studies and external reviews, benchmarking information, the CHS UGE Initiative Project Report, and the extant literature – informed the Workgroup’s discussion and subsequent recommendations related to function and potential structural realignment. Since the focus of the CHS UGE Initiative Workgroup was on CHS undergraduate education, its structural recommendations did not include how the graduate programs recommended for removal from their current department (or other graduate programs) should be structurally accommodated. Subsequent vetting and discussion of the Workgroup’s proposal did address these topics, beginning with Executive Council (Dean, Associate and Assistant Deans).

The recommendations that emerged from the CHS Executive Council discussion of the CHS UGE Initiative Project Report and agreed upon by Division Directors shaped those found in this proposal. The simpler and flatter CHS organizational chart created by establishing separate Departments with faculty Chairs who report directly to the Dean was requested unanimously by the Division Directors during structural discussions. Following the roll-out of the proposed plan in the All College Meeting, the Dean and the Assistant Dean of Operations met with each College Division (program) and Unit to discuss the plan, answer questions, hear suggestions, concerns, etc. This feedback was discussed by the Dean with the Executive Council and then the Division Directors before finalizing a draft proposal.

Timeline of Proposal Vetting Events: Following the receipt of the *CHS Undergraduate Education Initiative Workgroup* report on February 2, 2018, the Dean began the process of vetting the realignment proposal:

- The CHS Executive Council was provided the report and met on February 5, 2018 for an overview of its recommendations, summarized by the Director of Undergraduate Initiatives.
- This initial CHS Executive Council meeting was followed by another CHS Executive Council meeting on February 7, 2018 to answer questions that were asked since the first meeting.
- The Dean then sent a College-wide announcement to all faculty and staff on February 12, 2018 that summarized the Workgroup recommendations and the subsequent vetting process that involved a full vetting and discussion across the College.
- A meeting with the CHS Division Directors occurred on February 14, 2018 to discuss the Workgroup's structural/organizational recommendations. Division Directors were asked to forward the proposal to their faculty and staff, discuss it, and forward questions, ideas, etc. to the Dean to then discuss with the Executive Committee.
- A CHS Leadership Retreat was held on February 15, 2018, which was attended by all CHS Executive Council members to further discuss and operationalize the recommendations.
- The report was posted on the UGE Initiative website (password protected and available to all CHS faculty and staff). The Dean distributed an email College-wide on February 26, 2018 to inform all faculty and staff of its availability and that Division Directors would be discussing the report and its recommendations with their respective areas and would forward comments, questions, and concerns to the Dean and Leadership Team.
- All Division Directors forwarded any questions and comments they received to the Dean's Office for response. Additionally, several questions were submitted via the UGE Initiative Webpage, which were forwarded for response. This feedback was received prior to the Dean's visits to each Division/Unit and were specifically addressed during each of these discussions.
- The Associate Dean of Faculty Affairs and Graduate Programs and the Assistant Dean of Operations met with the staff of the CHS Dean's Office, IT, Advancement, Creative Services, and the Business Office on March 8, 2018 to review the report, its recommendations and gather feedback and questions to bring back to the Dean.

- The Dean and the Assistant Dean of Operations met with each Division’s faculty and staff, support units/staff, and College and Department level staff to discuss the proposed structure, gather ideas, hear concerns, and answer questions. These meetings began on March 26, 2018 and were completed by April 12, 2018. The Assistant Dean took notes at the meetings (filed in OneNote) and also answered resource/budget-related questions. Department Chairs were asked not to attend any of the Division meetings so that faculty and staff could speak more freely.
 - Schedule of meetings the Dean and Assistant Dean of Operations held with the faculty and staff of the Divisions and Units of CHS:
 - 3/26/18: Communication Sciences and Disorders Faculty and Staff
 - 3/30/18: Physician Assistant Studies Faculty and Staff
 - 4/02/18: Athletic Training Faculty and Staff
 - 4/03/18: Human Health Sciences and Clinical Leadership and Management Faculty and Staff (HSER Division)
 - 4/09/18: Physical Therapy Faculty and Staff
 - 4/10/18: Department Administrative Staff
 - 4/11/18: College Administrative Services (CHS Dean's Office, IT, Advancement, Creative Services, Business Office, Office of Student Affairs)
 - 4/12/18: Clinical Nutrition Faculty and Staff
 - 4/12/18: Medical Laboratory Sciences Faculty and Staff
- The Dean also met with the Division Directors and Executive Council together on March 20, 2018 to discuss the proposed realignment.
- The Dean and Assistant Dean of Operations met only with the Division Directors on April 25, 2018—after concluding all division/unit visits—to continue to vet and develop a plan.
- A resulting draft of a CHS realignment plan was shared with CHS faculty and staff at the Spring College Meeting on April 27, 2018. The Dean also announced the forming of a new Workgroup to create a proposal describing the proposed CHS structural realignment for vetting by CHS faculty and other College constituents and submission through the approval process according to University Rules and Regulations and College of Health Sciences By-laws (as outlined in the CHS Faculty Handbook: <https://www.uky.edu/chs/faculty-handbook>).
- The CHS Graduate and Professional Program Restructuring Proposal Workgroup was established and held its inaugural meeting on May 24th. The Workgroup membership included representatives from each professional and graduate program, and the CHS Associate and Assistant Deans.
- CHS Directors and Executive Council were provided an update of the CHS Graduate and Professional Program Restructuring Proposal Workgroup process in a July 30, 2018 meeting.
- A draft of the structural realignment proposal was provided to the CHS Realignment Workgroup for review and discussion in a meeting on August 9, 2018.
- The proposal was revised in response to the feedback/comments received from the CHS Realignment Workgroup in a follow-up meeting on August 14, 2018. The Workgroup agreed that

an edited report should be sent to the CHS Faculty Council for continued vetting as described in the College procedures outlined in the *Faculty Involvement in Proposal Vetting* section below.

- An update of the proposal development process and remaining steps for vetting was shared at the College-wide meeting on August 13, 2018 by the Workgroup co-chairs.

Faculty Involvement in Proposal Vetting: CHS faculty participated in all phases of the Realignment effort. Each academic program had faculty representation on the Workgroups, CHS faculty were able to review documents, ask questions, receive answers, express concerns and objections, as well as offer ideas throughout the process. The CHS followed its internal procedures in reviewing this proposal, and acted in accordance with University expectations. According to the GR VII.A.4, the faculty of each college shall establish its own rules—which includes the committee or council structure deemed necessary for the performance of the faculty’s functions in educational policy-making.

To assure that proper processes were followed, we adhered to CHS guideless as outlined in the Faculty Handbook (available at <https://www.uky.edu/chs/faculty-handbook>), specifically the Ad Hoc Policy for Determining the Future of Academic Programs that was approved by the CHS Faculty Council in 2017 (<https://www.uky.edu/chs/sites/chs.uky.edu/files/Ad%20Hoc%20Policy%20for%20Academic%20Programs%20Final%20Version.pdf>). The policy outlines the process and procedures for consolidation, transfer, discontinuation or significant reduction of an academic program that may occur under two conditions: 1) requests resulting from a proposal initiated from within a unit and 2) requests that originate from a source outside of an academic program. The second condition applies to this proposal.

The policy states that the Faculty Council will lead this process in cooperation with the Academic Affairs Committee: *“Because the Academic Affairs Committee, a committee appointed by the Faculty Council, has the final vote to determine the recommendation about a given proposal, the Faculty Council will be designated as the faculty governance body to handle this process”* (page 1).

Based on College policy and guidelines, subsequent CHS proposal review included:

1. Faculty Council met with Academic Affairs Committee to review the submitted proposal and discussed how to proceed and present the proposal to the faculty.
2. Faculty Council elected to engage the broader faculty in further discussion. Faculty Council sent the proposal to the broader faculty (*and CHS staff*).
3. Faculty Council members scheduled and led a forum for discussion. Faculty representing both the affected unit(s) and the originator(s) of the proposal were present to review the proposal and discuss their positions.
4. Faculty in attendance were able to submit questions in writing to discussion leaders or pose questions during the discussion. Time was allotted during the forum to allow for open discussion. Faculty who were unable to attend were asked to submit questions in writing before and after the discussion.
5. Following the forum, a few edits were made to the proposal reviewed in response to faculty discussion and feedback. The revised proposal was sent to Faculty Council and then out to all CHS faculty with a tracking sheet that identified changes made. A faculty vote was taken by electronic ballot- each faculty member received an electronic ballot after the meeting to allow each faculty member to vote on the motion put forward by the Faculty Council. The ballot form provided an option for respondents who voted ‘yes’ or ‘no’ to provide comments..
6. The results of the vote were tallied by Faculty Council and forwarded with a recommendation (See Appendix 11) to the Academic Affairs Committee for final disposition.

Some current faculty administrative positions will be eliminated and others added or transformed. The overall increase in administrative DOE is less than 18% FTE and distributed across the departments. We were able to decrease the overall administrative effort to deliver the programs. The increase in DOE was the result of adding Directors of Undergraduate Studies in two departments and normalizing the DOE for Directors of Undergraduate Studies and Director of Graduate Studies across the college. This proposal will have a very minimal impact on the college budget and time allotment and the additional funding has been allocated and approved from the current recurring budget, and as such is best described as budget neutral.

Faculty Proposal Review and Vote: The CHS Faculty Council in collaboration with the CHS Academic Affairs Committee circulated the Proposal for College of Health Sciences Organizational Realignment to all CHS Faculty for their review and convened a meeting on September 28, 2018 for discussion. Forty-two CHS faculty members were in attendance. Action items in the proposal were reviewed, open discussion and Q & A occurred, and two requests for additional amendments to the proposal made and approved. An electronic vote opened following the meeting and the announcement of the vote included mention of the changes made to the proposal since its first circulation to the faculty. The revised proposal was also sent to all faculty following the close of the Faculty Meeting. Meeting minutes and wording of the voting ballot can be found in Appendix 11.

When the vote closed at 5:00pm on October 1st 47 faculty votes were received out of a possible 71, representing a 66% response rate. The proposal was approved with 46 votes in support, 1 abstention, and 0 votes not in support. Faculty were able to make comments on the voting ballot and the following comments were received:

- I appreciate the thoroughness of the process and communication to all involved. Well done.
- The wording for the PAs has not been changed to be lead by a Chair and a Division Director or Chair/Division Director as one position. There are concerns having one person filling both positions of the Chair and Division Director
- Thanks to the committee and leadership for all of the hard work in bringing this concept to fruition.
- Makes good sense

Appendices

Appendix

- 1 Current CHS Organizational Chart
- 2 Current Departmental Homes of CHS Faculty
- 3 Department Faculty support for name change to Department of Health and Clinical Sciences
- 4 RHB Doctoral Program Faculty Letter of Support
- 5 UG Certificate in Research in Human Health Sciences Faculty of Record support
- 6 Proposed CHS Organizational Chart
- 7 Diagram of Proposed Structural Change and Reporting Lines
- 8 Proposed Departmental Placement of Faculty
- 9 Faculty Letter (Athletic Training and Clinical Nutrition) for Department Placement
- 10 Development Process Timeline
- 11 Faculty Council Vote and Minutes
- 12 Academic Affairs Committee Letter of Support
- 13 CHS Division Faculty Letters
- 14 Support Letters
 - a. COM letter (department name AT and Clinical Nutrition)
 - b. CAFÉ email (department name of AT and Clinical Nutrition)
 - c. OSPIE Review
 - d. Dean's Letter
 - e. Provost Letter

Appendix 1

Current CHS Organizational Chart

Appendix 2 Current Departmental Homes of CHS Faculty

Department of Clinical Sciences		
Faculty	Rank	Title Series
Badger Karen	Professor	Special
Black William	Associate Professor	Special
Brady Christy	Assistant Professor	Special
Bruckner Geza	Professor	Regular
Campbell Kim	Senior Lecturer	Lecturer
Chatterjee Somu	Assistant Professor	Special
Chih Ming-Yuan	Assistant Professor	Regular
Clancy Karen	Lecturer	Lecturer
Coleman Mullins Oleva	Assistant Professor	Clinical
Collett DeShana	Associate Professor	Special
Fahringer David	Associate Professor	Special
Graham Rachel	Assistant Professor	Regular
Guilliams Chad	Lecturer	Lecturer
Irving Shelley	Assistant Professor	Special
Kercsmar Sarah	Assistant Professor	Special
Powdrill Samuel	Associate Professor	Special
Schuer Kevin	Associate Professor	Special
Schwarze Steven	Assistant Professor	Special
Skaff Karen	Professor	Special
Thomas David	Associate Professor	Regular
Vacant		
Vacant		
Vacant		
Warren Jami	Assistant Professor	Special
White Brandi	Assistant Professor	Regular
Woltenberg Leslie	Assistant Professor	Special
Wyant Andrew	Associate Professor	Special

Department of Rehabilitation Sciences		
Faculty	Rank	Title Series
Abt John	Associate Professor	Regular
Andreatta Richard	Associate Professor	Regular
Angadi Vrushali	Assistant Professor	Clinical
Bartley Janine	Assistant Professor	Special
Butterfield Timothy	Associate Professor	Regular
Capilouto Gilson	Professor	Regular
Carper Ramona	Assistant Professor	Special
Croake Daniel	Assistant Professor	Clinical
Darbee Joan	Senior Lecturer	Lecturer
Dupont-Versteegden Esther	Professor	Regular
Effgen Susan	Professor	Regular
English Mary	Associate Professor	Special
English Robert	Associate Professor	Special
Gera Geetanjali	Assistant Professor	Regular
Gohrband Catherine	Lecturer	Lecturer
Gribble Phillip	Professor	Regular
Harrison Anne	Associate Professor	Special
Heebner Nicholas	Assistant Professor	Research
Hazle Charles	Associate Professor	Special
Hoch Matthew	Assistant Professor	Clinical
Hoch Johanna	Assistant Professor	Regular
Hubbard H. Isabel	Assistant Professor	Regular
Johnson Nathan	Assistant Professor	Regular
Kearns Elise	Lecturer	Lecturer
Kelly Deborah	Associate Professor	Special
Kitzman Patrick	Professor	Regular
Kosmac Kate	Assistant Professor	Research
Kuperstein Janice	Professor	Special
Lephart Scott	Professor	Regular
Lowman Julie	Associate Professor	Regular
Malone Terry	Professor	Special
Marshall Charles	Associate Professor	Special
Marshall Robert	Professor	Regular
Mattacola Carl	Professor	Regular
Meulenbroek Peter	Assistant Professor	Regular
Morris Donna	Associate Professor	Special
Nitz Arthur	Professor	Regular
Noehren Brian	Associate Professor	Regular
Olson Anne	Associate Professor	Special

Page Judith	Associate Professor	Regular
Peterson Charlotte	Professor	Regular
Poploski Kathleen	Assistant Professor	Research
Royer Scott	Assistant Professor	Research
Stemple Joseph	Professor	Regular
Suiter Debra	Associate Professor	Clinical
Uhl Timothy	Professor	Regular
Vacant		
Vacant		
Vacant		
Walton Rosicka	Assistant Professor	Research
Winters Joshua	Assistant Professor	Research

Appendix 3. Department Faculty support for name change to Department of Health and Clinical Sciences

Subject: Name change of Department of Clinical Sciences

Date: Tuesday, August 28, 2018 at 4:38:46 PM Eastern Daylight Time

From: Badger, Karen

To: Mattacola, Carl

Hi Carl,

We had a HSER Division Meeting on Friday, August 17th, 2018 during which the faculty discussed a name change of the current **Department of Clinical Sciences** in light of the College's realignment effort and resulting changes within the department.

The HSER (CLM and HHS) faculty unanimously supported a name change to the **Department of Health and Clinical Sciences**. The discussion, motion, and unanimous vote are reflected in meeting minutes recorded by Natalie Rapchak.

Please let me know if you are in need of additional information.

Take care, Karen

Karen Badger, PhD, MSW
Interim Chair, Department of Clinical Sciences
College of Health Sciences
124 C Wethington Building
Lexington, KY 40506

Appendix 4 RHB Doctoral Program Faculty Letter of Support



Esther E. Dupont-Versteegden, Ph.D.

Professor

Director Rehabilitation Sciences Doctoral Program

Endowed University Professor in Health Sciences

College of Health Sciences, University of Kentucky

900 S. Limestone, CTW210E

Lexington, KY 40536-0200

e-mail: eedupo2@uky.edu

Phone: 859-218-0592

<http://www.uky.edu/chs/phd>

Re: Restructuring of College of Health Sciences

August 29, 2018

To whom it may concern,

As the Director of the Rehabilitation Sciences Doctoral Program I would like to inform you that the proposed new structure of the College of Health Sciences was presented and discussed at our faculty meeting on August 23rd 2018. There was a good discussion about challenges and opportunities and there were no objections to the proposed changes from the faculty at large at this meeting. In addition, I have been part of the restructuring committee and have been involved in all discussions about the future of the Program and I support the proposed new structure.

Please let me know if any further information or action is needed at this point.

Sincerely,

Esther Dupont-Versteegden, PhD
Professor Rehabilitation Sciences
Endowed University Professor in Health Sciences
Director Rehabilitation Sciences Doctoral Program

Appendix 5

UG Certificate in Research in Human Health Sciences Faculty of Record
support



College of Health Sciences
Office of Undergraduate Research
Gilson J. Capilouto, Ph.D., Director

August 30, 2018

Dr. Scott Lephart, Dean
College of Health Sciences
Wethington Building
University of Kentucky

Dear Dr. Lephart,

On behalf of the faculty of record for the CHS Undergraduate Certificate in Research in Human Health Sciences, please accept our full and enthusiastic support of the proposed realignment of the Office of Undergraduate Research and the Undergraduate Research Certificate. We believe this realignment will not only serve to enhance the visibility of this flagship program but will also enhance the administration of the program.

If I can offer any additional information, please do not hesitate to ask.

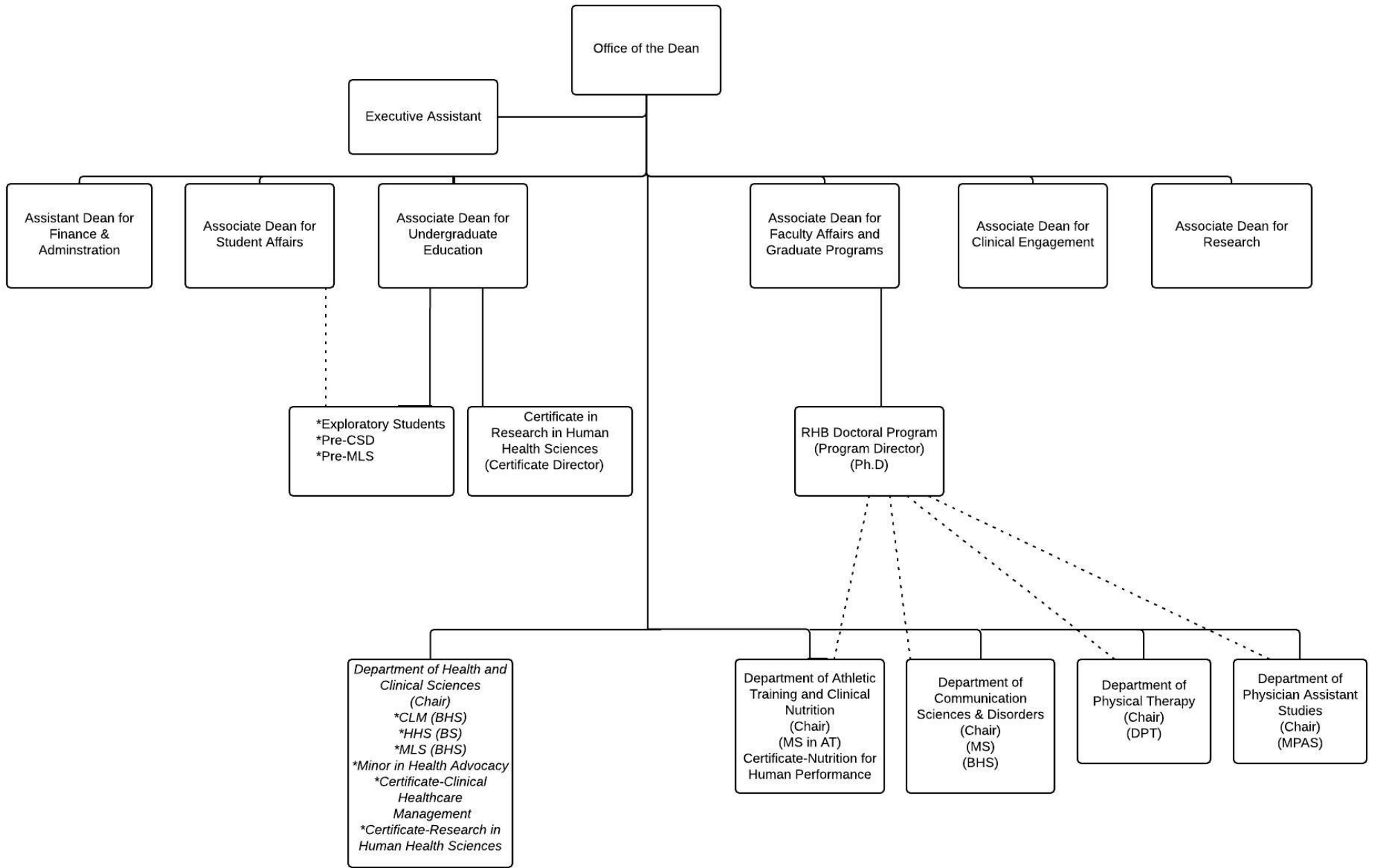
Sincerely,

A handwritten signature in blue ink that reads 'Dr. J. Capilouto'.

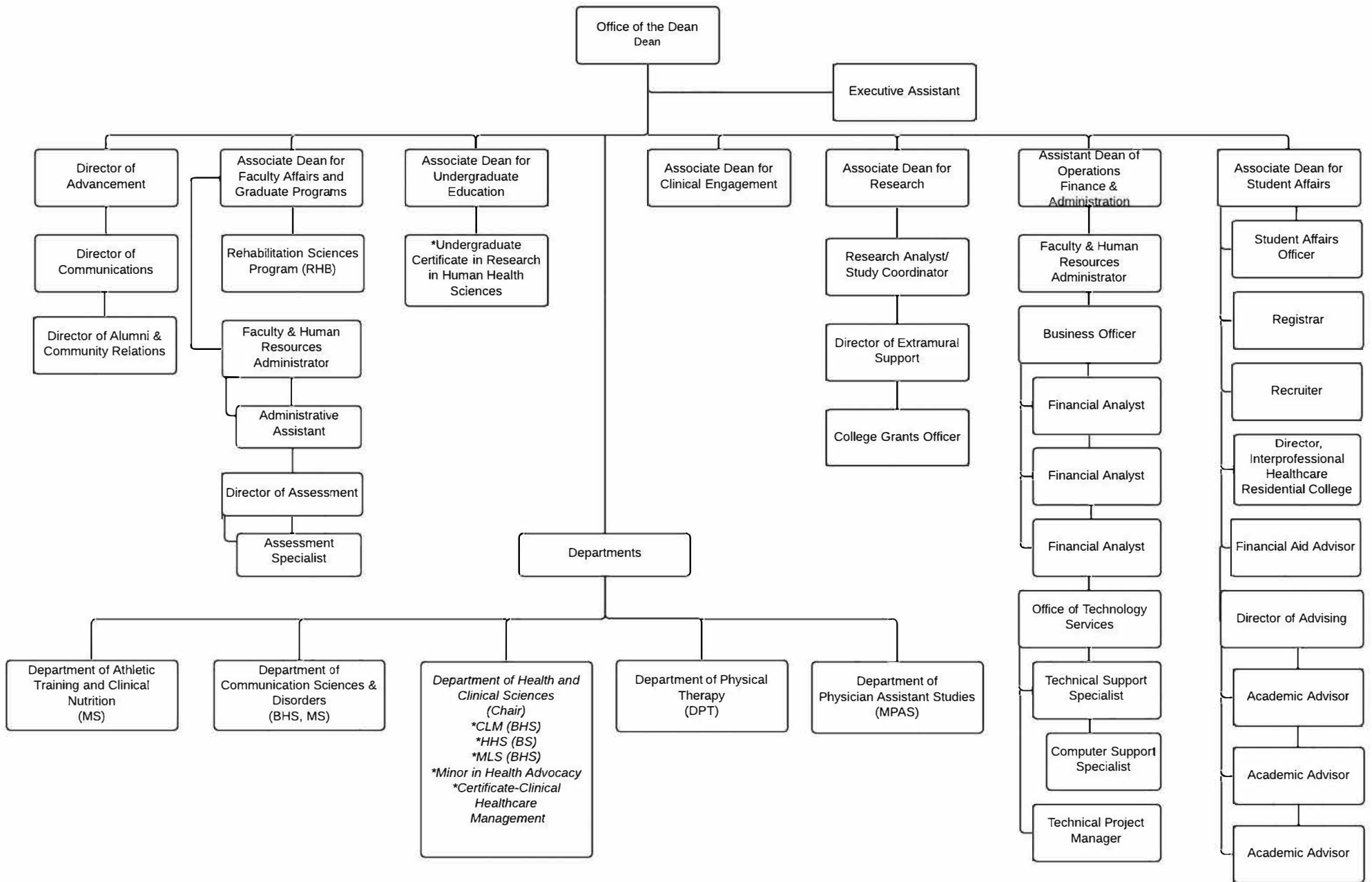
Gilson J. Capilouto, Ph.D. F-ASHA
Professor & Director of Undergraduate Research
Director, Undergraduate Certificate in Research in Human Health Sciences

see blue.

Appendix 6 Proposed CHS Organizational Chart



Appendix 7 Diagram of Proposed Structural Change and Reporting Lines



Appendix 8 Proposed Departmental Placement of Faculty

Department of Athletic Training & Clinical Nutrition		
Faculty	Rank	Title Series
Abt John	Associate Professor	Regular
Bruckner Geza	Professor	Regular
Butterfield Timothy	Associate Professor	Regular
Gribble Phillip	Professor	Regular
Heebner Nicholas	Assistant Professor	Research
Hoch Matthew	Assistant Professor	Clinical
Hoch Johanna	Assistant Professor	Regular
Lephart Scott	Professor	Regular
Mattacola Carl	Professor	Regular
Poploski Kathleen	Assistant Professor	Research
Royer Scott	Assistant Professor	Research
Thomas David	Associate Professor	Regular
Uhl Timothy	Professor	Regular
Winters Joshua	Assistant Professor	Research

Department of Communication Sciences & Disorders		
Faculty	Rank	Title Series
Andreatta Richard	Associate Professor	Regular
Angadi Vrushali	Assistant Professor	Clinical
Bartley Janine	Assistant Professor	Special
Capilouto Gilson	Professor	Regular
Croake Daniel	Assistant Professor	Clinical
Hubbard H. Isabel	Assistant Professor	Regular
Lowman Julie	Associate Professor	Regular
Marshall Robert	Professor	Regular
Meulenbroek Peter	Assistant Professor	Regular
Morris Donna	Associate Professor	Special
Olson Anne	Associate Professor	Special
Page Judith	Associate Professor	Regular
Stemple Joseph	Professor	Regular
Suiter Debra	Associate Professor	Clinical
Vacant		

Department of Health & Clinical Sciences		
Faculty	Rank	Title Series
Badger Karen	Professor	Special
Brady Christy	Assistant Professor	Special

Campbell Kim	Senior Lecturer	Lecturer
Chih Ming-Yuan	Assistant Professor	Regular
Clancy Karen	Lecturer	Lecturer
Graham Rachel	Assistant Professor	Regular
Guilliams Chad	Lecturer	Lecturer
Kercsmar Sarah	Assistant Professor	Special
Schwarze Steven	Assistant Professor	Special
Skaff Karen	Professor	Special
Vacant		
Vacant		
Warren Jami	Assistant Professor	Special
White Brandi	Assistant Professor	Regular

Department of Physical Therapy		
Faculty	Rank	Title Series
Carper Ramona	Assistant Professor	Special
Darbee Joan	Senior Lecturer	Lecturer
Dupont-Versteegden Esther	Professor	Regular
Effgen Susan	Professor	Regular
English Mary	Associate Professor	Special
English Robert	Associate Professor	Special
Gera Geetanjali	Assistant Professor	Regular
Gohrband Catherine	Lecturer	Lecturer
Harrison Anne	Associate Professor	Special
Hazle Charles	Associate Professor	Special
Johnson Nathan	Assistant Professor	Regular
Kearns Elise	Lecturer	Lecturer
Kelly Deborah	Associate Professor	Special
Kitzman Patrick	Professor	Regular
Kosmac Kate	Assistant Professor	Research
Kuperstein Janice	Professor	Special
Malone Terry	Professor	Special
Marshall Charles	Associate Professor	Special
Nitz Arthur	Professor	Regular
Noehren Brian	Associate Professor	Regular
Peterson Charlotte	Professor	Regular
Walton Rosicka	Assistant Professor	Research
Vacant		

Department of Physician Assistant Studies		
Faculty	Rank	Title Series

Black William	Associate Professor	Special
Chatterjee Somu	Assistant Professor	Special
Coleman Mullins Oleva	Assistant Professor	Clinical
Collett DeShana	Associate Professor	Special
Fahringer David	Associate Professor	Special
Irving Shelley	Assistant Professor	Special
Powdrill Samuel	Associate Professor	Special
Schuer Kevin	Associate Professor	Special
Vacant		
Woltenberg Leslie	Assistant Professor	Special
Wyant Andrew	Associate Professor	Special

Appendix 9 Faculty Letter (Athletic Training and Clinical Nutrition) for Department Placement

Subject: department name change
Date: Thursday, August 16, 2018 at 6:33:46 PM Eastern Daylight Time
From: Gribble, Phillip
To: Badger, Karen, Mattacola, Carl
Category: Holiday
Attachments: image001.jpg

Karen and Carl,

The faculty of the Division of Athletic Training along with Geza Bruckner and Travis Thomas met this week for a faculty meeting. During the meeting we voted unanimously (8-0) for a new department name of "Athletic Training and Clinical Nutrition" to be included in the proposal for the restructuring of the College of Health Sciences.

Please let me know if you need any further documentation to support this part of the proposal.

Thank you,
Phillip



Phillip A. Gribble, Ph.D., ATC, FNATA

Associate Professor; Director Division of Athletic Training
University of Kentucky College of Health Sciences
Department of Rehabilitation Sciences
206c Charles T. Wethington Building | Lexington, KY 40536-0200
859-218-0885 | phillip.gribble@uky.edu | www.uky.edu/chs/at

Appendix 10 Development Process Timeline

Timeline of CHS Realignment Project

- **2009 (Report submitted 2010): Department of Clinical Sciences Periodic Review**
- **2009 (Report Submitted 2010): Department of Rehabilitation Sciences Periodic Review**
- **AY 2014-15 (Report submitted 2016): Department of Clinical Sciences Periodic Reviews**
 - Division of Medical laboratory Sciences
 - Division of Health Sciences, Education, and Research
 - Human Health Sciences
 - Clinical Leadership and Management
 - Division of Physician Assistant Studies
- **AY 2014-15 (Reports submitted 2016): Department of Rehabilitation Sciences Periodic Reviews**
 - Division of Communication Sciences and Disorders
 - Division of Athletic Training
 - Division of Physical Therapy
- **2016 (Process and Report): Department of Rehabilitation Sciences External Review**
- **2016 (Process and Report): Department of Clinical Sciences External Review**
- **2017 (Process and Report): College of Health Sciences External Review**
- **2016 to 2017 (Report submitted 2017): CHS Undergraduate Ed Student Success Initiative**
- **2017 Fall (Report submitted 2018): CHS Undergraduate Education Workgroup**
- **2018 (Spring)- College level development and vetting of CHS Realignment Proposal**
(College-wide: Dean, Executive Council, Division Directors, all Faculty and Staff)
- **2018 (Summer): CHS Realignment Workgroup** (to finalize plan details and develop proposal)

- **2018 (August):** CHS Realignment Proposal to be forwarded to CHS Faculty Council for review
- **2018 (September):** Faculty Council scheduled to meet to vet CHS Realignment Proposal
- **2018 (October):** Faculty Council plans to circulate CHS Realignment Proposal to Faculty (and Staff) for review and Faculty vote and then forwarded to HCCC after approval
- **2018 (November):** Final approved CHS Realignment Proposal submitted to University Senate
- **2019 (Spring Semester):** University Senate Committees/Council vetting and approval
- **2019 (July 1):** Following approval, planned Implementation of CHS Realignment

Appendix 11 Faculty Council Vote and Minutes

CHS Faculty Council Meeting Minutes

September 28, 2018

Attendance:

John Abt, Vrushali Angadi, Karen Badger, Janine Schmedding Bartley, Scott Black, Tim Butterfield, Kim Campbell, Gilson Capilouto, Ming-Yuan Chih, Karen Clancy, DeShana Collett, Esther Dupont-Versteegden, Susan Effgan, Tony English, David Fahringer, Geetanjali Gera, Rachel Graham, Phillip Gribble, Chad Guilliams, Isabel Hubbard, Shelly Irving, Nathan Johnson, Elise Kearns, Art Kitz, Patrick Kitzman, Kate Kosmac, Janice Kuperstein, Terry Malone (*Faculty Council Chair, Convener*), Bob Marshall, Carl Mattacola, Donna Morris, Olivia Coleman Mullins, Brian Noehren, Charlotte Peterson, Sam Powdrill, Kevin Schuer, Joe Stemple, D. Travis Thomas, Tim Uhl, Grace Walton, Jami Warren, Leslie Woltenberg

Minutes:

- Terry Malone (Faculty Council Chair) introduced the realignment draft and discussed that its global and not granular.
 - Will not review activities and function in units
 - The draft was circulated to all faculty approximately 2 weeks prior to the meeting. Actions contained in the proposal were reviewed with faculty via PowerPoint.
- Carl Mattacola (Associate Dean) discussed history of processes, reviews to workgroups
- Terry reviewed present structure and proposed structure
 - Highlighted outcomes
 - Streaming many processes-reporting, business, etc.
 - Discussed divisions moving and becoming departments and new department of health and clinical science
- Changes were made to the document circulated based on faculty feedback and Senate Council and Committee suggestions. These were summarized on a tracking sheet so that faculty could easily locate the changes to the revised document. Changes made to the previously circulated proposal draft that were reviewed in the meeting:
 - Following a consult with the University Senate Academic Organizations and Structure Committee Chair who shared that UK Rules and Regulations we changed document wording to reflect that Departments needed to adopt their own rules (which aligns with the previous process used when CHS developed College-level rules which were then adopted by each Department). The language in the document was changed to reflect this. Also, Evidences for P & T would also need to be adopted by new departments- the language was changed to state to reflect

implications of any changes for current faculty per University Rules and Regulations.

Question asked: Gilson Capilouto asked for clarification about the need to adopt new P & T guidelines and evidences in each new department. It was clarified that because the departments would be newly established they would need to review and either revise or re-adopt the existing P&T guidelines that align with those of the College using the process that was implemented previously in the College (Faculty Council creating guidelines at the College level which each Department reviewed and then subsequently adopted). This is outlined in the Executive Summary of the revised document. Current faculty would be protected by choice and could opt into new P&T and evidences adopted by their new department by choice only. We can do College or department evidences, but departments have to support the adoption of College-level evidences.

- Made changes to PA benchmark table and language to better and more fully reflect comparator structures
- Included language around leadership positions that would be used to reflect accreditation requirements (e.g., program directors in addition to Chairs)
- Chairs will be interim and then will follow the university chair appointment process-Deshana pointed out the link to this information needed to be clarified- and the change was made to the final document that was re-circulated to the faculty.
- Terry showed updated document highlights to faculty as outlined above.
- **Open discussion**
 - David-Can program directors and department chairs be the same? Discussion about what this should look like and that it could be flexible. Various reasons highlighted they could be the same, but also different- it would be up to the department and department needs/requirements. (for example, AT has a division and program director).
- **Voting:** Terry discussed the voting process that would be open in Qualtrics for faculty to vote beginning at 1:00 today through 5:00 on Monday, October 1st. (vote language and actions found below in the minutes).
- Carl- after faculty vote, they will receive an email for each faculty member to receive a letter that they can sign that will identify where they are moving from and to. Drafted letters for each faculty to sign as a department and reflect their stated preferences. Letters will be attached to proposal for submission to the University Senate.
 - Scott Black highlighted inefficiency with letter signing process (could get stopped if someone doesn't pass it on).

- Jane (Senate Committee member) said they will look carefully at voting-descents and absentee ballots and encouraged faculty to vote so that we have a good representation.
- Esther clarified that voting will be anonymous.
- Karen Badger asked for a change on pg 3 to add the language about transfer of faculty and degrees in new department of health and clinical sciences. Motion made and vote taken- unanimously approved.

CHS ORGANIZATIONAL REALIGNMENT PROPOSAL BALLOT

***Login** to access the electronic ballot for the Proposal for College of Health Sciences Organizational Realignment. Your UK login id will not be linked to your vote but will allow verification of all faculty who participated.*

I Support the Proposal for College of Health Sciences Organizational Realignment (described below). The proposal outlines the components of an organizational realignment in the College of Health Sciences (CHS) that would change the two-department structure with divisions to a 5-department structure and no divisions.

- *I understand the proposal will be modified to change the process wording to past tense and appendices attached that summarize the CHS faculty discussion and vote.*

*Vote **

I support the proposal. (comments: _____)

I do not support the proposal. (comments: _____)

I abstain. (comments: _____)

(Included in vote ballot) The details of the proposal are below.

Changes related to the Department of Clinical Sciences:

1. Remove the Divisions of Physician Assistant Studies and Clinical Nutrition from the Department of Clinical Sciences. The Department would then consist of undergraduate programs/degrees (Human Health Sciences, Clinical Leadership and Management, Medical Laboratory Sciences).

2. Eliminate the Health Sciences, Education, and Research Division and establish Clinical Leadership Management and Human Health Sciences as separate programs.

3. Eliminate the use of ‘division’ and establish Medical Laboratory Sciences, Clinical Leadership and Management and Human Health Sciences as programs within a shared department. Medical Laboratory Sciences would have a Program Director in place (per accreditation requirements) and Clinical Leadership Management and Human Health Sciences would each have a Director of Undergraduate Studies.

4. Change the name of the Department of Clinical Sciences to Department of Health and Clinical Sciences to better reflect the emphasis of its educational programs and research focus. (See Appendix 3 for Faculty support). The department will be led by a Chair with direct report to the Dean.

Changes related to the Department of Rehabilitation Sciences:

5. Dissolve the Department of Rehabilitation Sciences

6. Create individual departments named a) Department of Physical Therapy and b) Department of Communication Sciences and Disorders – which are currently housed in the Department of Rehabilitation Sciences—with commensurate transfer of academic degrees and reporting faculty to their respective new departments. Each department will be led by a Chair with direct report to the Dean. Use of Divisions will be eliminated.

7. Create a department named Department of Athletic Training and Clinical Nutrition, with the commensurate transfer of reporting faculty and the Athletic Training MS degree and the Certificate in Nutrition for Human Performance to the new department. The department will be led by a Chair with a direct report to the Dean. This change reflects the requests of faculty in both the Clinical Nutrition and Athletic Training divisions and creates opportunities for collaborations around research, education, and service initiatives. (See LOS from CAFÉ and COM Nutritional Sciences for department name, Appendix 14a and b)

8. Establish the Physician Assistant Studies program as its own department with commensurate transfer of academic degrees and reporting faculty. The department will be led by a Chair with direct report to the Dean.

9. Move the Rehabilitation Sciences Doctoral program (RHB) from the Department of Rehabilitation Sciences to the Dean’s Office with commensurate transfer of the academic degree and students enrolled in the RHB PhD program. The faculty of record remain unchanged and are in support this shift (see Appendix 4 for faculty Letter of Support). The Program Director will report to the Associate Dean of Faculty Affairs and Graduate Programs.

Voting Results:

At end of the day (5:00 pm) on October 1, 2018 a total of **47** votes were received. There were **46** votes *in support of the proposal*, **1** *abstention*, and **0** *not in support*. The electronic vote was sent to 71 faculty members. The proposal passed by majority with 66% of the faculty participating in the vote.

Appendix 12 Academic Affairs Committee Letter of Support

MEMO

10/2/18

TO: Carl Mattacola, Professor and Associate Dean of Academic Affairs
FROM: Debbie Kelly – Chair of Academic Affairs
RE: Academic Affairs response to CHS organizational proposal

Dear Dr. Mattacola,

On behalf of the Academic Affairs Committee, I write to acknowledge that the Academic Affairs Committee worked collaboratively with CHS Faculty Council to review and vet the organizational proposal and provide a structure for the College of Health Sciences faculty vote. The Committee supports the proposal and endorses the majority vote by the faculty to support the proposal moving forward to the Health Care Colleges Committee.

Sincerely,



Deborah G. Kelly PT, MSED, DPT, Chair – CHS Academic Affairs Committee (2018-2019)

Appendix 13 CHS Division Faculty Letters

TO: CHS Faculty Council
FROM: Division of Athletic Training
SUBJECT: Realignment of College of Health Sciences
DATE: September 28, 2018

We, the faculty in the Department of Rehabilitation Sciences, request that we move from the Division of Athletic Training in the Department of Rehabilitation Sciences to the proposed and newly created Department of Athletic Training and Clinical Nutrition. We understand that we will be evaluated based on the current "Evidences" of the College of Health Sciences (which remain unchanged) and the associated title series. We also recognize that the appointment, promotion and tenure process will remain at the level of the college and be unchanged.

Scott Lephart

Scott Lephart (Oct 2, 2018)

Johrf Abt

Johrf Abt (Sep 28, 2018)

Timothy Butterfield

Timothy Butterfield (Sep 29, 2018)

Phillip Zille

Nicholas Heebner

Nicholas Heebner (Sep 29, 2018)

Matthew Hoch

Matthew Hoch (Sep 28, 2018)

Johanna Hoch

Johanna Hoch (Oct 2, 2018)

Carl Mattacola

Carl Mattacola (Sep 28, 2018)

seeblue.

TO: CHS Faculty Council

FROM: Division of Communication Sciences and Disorders

SUBJECT: Realignment of College of Health Sciences

DATE: September 28, 2018

We, the faculty in the Department of Rehabilitation Sciences, request that we move from the Division of Communication Sciences and Disorders in the Department of Rehabilitation Sciences to the proposed and newly created Department of Communication Sciences and Disorders. We understand that we will be evaluated based on the current "Evidences" of the College of Health Sciences (which remain unchanged) and the associated title series. We also recognize that the appointment, promotion and tenure process will remain at the level of the college and be unchanged.

Gilson Capilouto
Gilson Capilouto (Oct 1, 2018)

H. Isabel Hubbard
H. Isabel Hubbard (Sep 28, 2018)

Richard D. Andreatta
Richard D. Andreatta (Sep 28, 2018)

Joneen Lowman
Joneen Lowman (Oct 1, 2018)

Vrushali Angadi
Vrushali Angadi (Sep 28, 2018)

Robert C. Marshall
Robert C. Marshall (Sep 28, 2018)

Janina L. Schmiedding-Bartley
Janina L. Schmiedding-Bartley (Sep 28, 2018)

Peter Meulenbroek
Peter Meulenbroek (Sep 29, 2018)

Daniel J. Croake
Daniel J. Croake (Sep 28, 2018)

Donna Morris
Donna Morris (Sep 28, 2018)

seeblue.

TO: CHS Faculty Council

FROM: Division of Communication Sciences and Disorders

SUBJECT: Realignment of College of Health Sciences

DATE: September 28, 2018

We, the faculty in the Department of Rehabilitation Sciences, request that we move from the Division of Communication Sciences and Disorders in the Department of Rehabilitation Sciences to the proposed and newly created Department of Communication Sciences and Disorders. We understand that we will be evaluated based on the current "Evidences" of the College of Health Sciences (which remain unchanged) and the associated title series. We also recognize that the appointment, promotion and tenure process will remain at the level of the college and be unchanged.

Anne D. Olson
Anne D. Olson (Sep 28, 2018)

Joseph Stemple
Joseph Stemple (Sep 28, 2018)

Judith L. Page
Judith L. Page (Sep 29, 2018)

Debra M. Suiter
Debra M. Suiter (Oct 1, 2018)

seeblue.

TO: CHS Faculty Council
FROM: Division of Clinical Nutrition
SUBJECT: Realignment of College of Health Sciences
DATE: September 28, 2018

We, the faculty in the Department of Clinical Sciences, request that we move from the Division of Clinical Nutrition in the Department of Clinical Sciences to the proposed and newly created Department of Athletic Training and Clinical Nutrition. We understand that we will be evaluated based on the current "Evidences" of the College of Health Sciences (which remain unchanged) and the associated title series. We also recognize that the appointment, promotion and tenure process will remain at the level of the college and be unchanged.

Geza Bruckner

Geza Bruckner (Oct 1, 2018)

D. Travis Thomas

D. Travis Thomas (Oct 1, 2018)

seeblue.

TO: CHS Faculty Council

FROM: Division of Health Science Education and Research

SUBJECT: Realignment of College of Health Sciences

DATE: September 28, 2018

We, the faculty in the Department of Clinical Sciences, request that we move from the Division of Health Science Education and Research in the Department of Clinical Sciences to the proposed and newly created Department of Health and Clinical Sciences. We understand that we will be evaluated based on the current "Evidences" of the College of Health Sciences (which remain unchanged) and the associated title series. We also recognize that the appointment, promotion and tenure process will remain at the level of the college and be unchanged.

Karen Badger
Karen Badger (Sep 28, 2018)

Christy F. Brady
Christy F. Brady (Oct 1, 2018)

Ming-Yuan Chih
Ming-Yuan Chih (Sep 28, 2018)

KAREN CLANCY
KAREN CLANCY (Sep 28, 2018)

Rachel Hogg Graham
Rachel Hogg Graham (Sep 28, 2018)

Sarah Kercksmar
Sarah Kercksmar (Sep 28, 2018)

Karen Skaff
Karen Skaff (Oct 1, 2018)

Jami Warren
Jami Warren (Sep 28, 2018)

Brandi M. White
Brandi M. White (Sep 28, 2018)

seeblue.

TO: CHS Faculty Council

FROM: Division of Medical Laboratory Science

SUBJECT: Realignment of College of Health Sciences

DATE: September 28, 2018

We, the faculty in the Department of Clinical Sciences, request that we move from the Division of Medical Laboratory Science in the Department of Clinical Sciences to the proposed and newly created Department of Health and Clinical Sciences. We understand that we will be evaluated based on the current "Evidences" of the College of Health Sciences (which remain unchanged) and the associated title series. We also recognize that the appointment, promotion and tenure process will remain at the level of the college and be unchanged.

Kim Campbell

Kim Campbell (Oct 1, 2018)

Steve Schwarze

Steve Schwarze (Sep 29, 2018)

Chad Williams

Chad Williams (Sep 28, 2018)

seeblue.

TO: CHS Faculty Council

FROM: Division of Physician Assistant Studies

SUBJECT: Realignment of College of Health Sciences

DATE: September 28, 2018

We, the faculty in the Department of Clinical Sciences, request that we move from the Division of Physician Assistant Studies in the Department of Clinical Sciences to the proposed and newly created Department of Physician Assistant Studies. We understand that we will be evaluated based on the current "Evidences" of the College of Health Sciences (which remain unchanged) and the associated title series. We also recognize that the appointment, promotion and tenure process will remain at the level of the college and be unchanged.

W. Scott Black, MD

W. Scott Black, MD (Sep 28, 2018)

Shelley Irving

Shelley Irving (Sep 28, 2018)

SomU Chatterjee

SomU Chatterjee (Sep 28, 2018)

Sam Powdrill

Sam Powdrill (Oct 2, 2018)

Oleva Coleman Mullins

Oleva Coleman Mullins (Sep 28, 2018)

Kevin M. Schuer

Kevin M. Schuer (Sep 28, 2018)

DeShana Collett

DeShana Collett (Oct 1, 2018)

Leslie Woltenberg

Leslie Woltenberg (Sep 28, 2018)

David Fahringer

David Fahringer (Sep 28, 2018)

A.R. Wyant

A.R. Wyant (Oct 2, 2018)

seeblue.

TO: CHS Faculty Council
FROM: Division of Physical Therapy
SUBJECT: Realignment of College of Health Sciences
DATE: September 28, 2018

We, the faculty in the Department of Rehabilitation Sciences, request that we move from the Division of Physical Therapy in the Department of Rehabilitation Sciences to the proposed and newly created Department of Physical Therapy. We understand that we will be evaluated based on the current "Evidences" of the College of Health Sciences (which remain unchanged) and the associated title series. We also recognize that the appointment, promotion and tenure process will remain at the level of the college and be unchanged.

Ramona Carper
Ramona Carper (Oct 1, 2018)

Robert A. English
Robert A. English (Oct 1, 2018)

Joan C Darbee
Joan C Darbee (Oct 3, 2018)

Geetanjali Gera
Geetanjali Gera (Oct 2, 2018)

Esther Dupont-Versteegden
Esther Dupont-Versteegden (Sep 28, 2018)

Catherine Gohrband
Catherine Gohrband (Oct 2, 2018)

Susan Effgen
Susan Effgen (Oct 1, 2018)

Anne Harrison
Anne Harrison (Sep 28, 2018)

Lynn English
Lynn English (Sep 28, 2018)

Charlotte

seeblue.

TO: CHS Faculty Council
FROM: Division of Physical Therapy
SUBJECT: Realignment of College of Health Sciences
DATE: September 28, 2018

We, the faculty in the Department of Rehabilitation Sciences, request that we move from the Division of Physical Therapy in the Department of Rehabilitation Sciences to the proposed and newly created Department of Physical Therapy. We understand that we will be evaluated based on the current "Evidences" of the College of Health Sciences (which remain unchanged) and the associated title series. We also recognize that the appointment, promotion and tenure process will remain at the level of the college and be unchanged.


Nathan Johnson (Oct 1, 2018)


Terry Malone (Oct 1, 2018)


Elise Kearns (Sep 29, 2018)


Chew T. Mull, Ph.D.


Deborah G. Kelly (Oct 1, 2018)


Arthur J. Nitz (Sep 29, 2018)


Patrick Kitzman (Sep 28, 2018)


Brian Noehren (Sep 28, 2018)



seeblue.

TO: CHS Faculty Council
FROM: Division of Physical Therapy
SUBJECT: Realignment of College of Health Sciences
DATE: September 28, 2018

As a faculty member in the Department of Rehabilitation Sciences, request that I move from the Division of Athletic Training in the Department of Rehabilitation Sciences to the proposed and newly created Department of Physical Therapy. I understand that I will be evaluated based on the current "Evidences" of the College of Health Sciences (which remain unchanged) and the associated title series. I also recognize that the appointment, promotion and tenure process will remain at the level of the college and be unchanged.

Timothy L. Uhl
Timothy L. Uhl (Sep 30, 2018)

seeblue.

TO: CHS Faculty Council
FROM: Rehabilitation Sciences Department
SUBJECT: Realignment of College of Health Sciences
DATE: September 28, 2018

We, the faculty in the Department of Rehabilitation Sciences, request that we move from the Department of Rehabilitation Sciences to the proposed and newly created Department of Physical Therapy. We understand that we will be evaluated based on the current "Evidences" of the College of Health Sciences (which remain unchanged) and the associated title series. We also recognize that the appointment, promotion and tenure process will remain at the level of the college and be unchanged.

Charlotte A. Peterson R. Grace Walton
Charlotte A. Peterson (Sep 28, 2018) R. Grace Walton (Sep 28, 2018)

Kate Kosmac
Kate Kosmac (Sep 28, 2018)

seeblue.

TO: CHS Faculty Council
FROM: Rehabilitation Sciences Department
SUBJECT: Realignment of College of Health Sciences
DATE: September 28, 2018

We, the faculty in the Department of Rehabilitation Sciences, request that we move from the Department of Rehabilitation Sciences to the proposed and newly created Department of Athletic Training and Clinical Nutrition. We understand that we will be evaluated based on the current "Evidences" of the College of Health Sciences (which remain unchanged) and the associated title series. We also recognize that the appointment, promotion and tenure process will remain at the level of the college and be unchanged.

Kathleen M Poploski Joshua D Winters
Kathleen M Poploski (Sep 28, 2018) Joshua D Winters (Oct 1, 2018)

Scott D. Royer
Scott D. Royer (Oct 1, 2018)

see blue.

Appendix 14 Support Letters

- a. COM letter (department name AT and Clinical Nutrition)

Subject: Re: CHS Realignment _ Request
Date: Monday, August 20, 2018 at 12:16:16 PM Eastern Daylight Time
From: Webb, Nancy
To: Mattacola, Carl
Attachments: image001.png, image002.jpg, image003.jpg

Dear Carl,

Thank you for allowing me the opportunity to consider the proposed structural realignment of the College of Health Sciences. After carefully reading the draft proposal I have no concerns regarding the impact of this change on the Masters' Program in Nutritional Sciences.

Best regards,
Nancy

*Nancy R Webb, PhD FAHA
Professor of Pharmacology and Nutritional Sciences
Director, Division of Nutritional Sciences
535 Wethington Building
University of Kentucky
Lexington, KY 40536-0200
PH (859) 218-1385*

The contents of this e-mail message and any attachments are confidential and are intended solely for addressee. The information may also be legally privileged. This transmission is sent in trust, for the sole purpose of delivery to the intended recipient. If you have received this transmission in error, any use, reproduction or dissemination of this transmission is strictly prohibited. If you are not the intended recipient, please immediately notify the sender by reply e-mail or at the number below and delete this message and its attachments, if any.

From: "Mattacola, Carl" <CarlMattacola@uky.edu>
Date: Wednesday, August 15, 2018 at 8:02 AM
To: nrwebb1 <nrwebb1@uky.edu>
Cc: "Badger, Karen" <karen.badger@uky.edu>
Subject: CHS Realignment _ Request

Dear Nancy-

The College of Health Sciences is undergoing a structural realignment. The reason for the realignment is summarized in the draft below. Specifically, we are streamlining a Divisional Structure into a Department Structure. For example, The Division of Clinical Nutrition will now be realigned as the Department of Athletic Training and Clinical Nutrition. We write to ask for support for this proposal and to confirm that the newly created Department of Athletic Training and Clinical Nutrition is not in conflict with the M.S. Nutritional Sciences Degree. We would like to include your response with our submission document. A reply to this e-mail is sufficient.

Thanks you for your consideration. Please let me know if you have any questions.

Sincerely,



Carl G. Mattacola, Ph.D.

Associate Dean Academic & Faculty Affairs and Professor

University of Kentucky

College of Health Sciences

123F Charles T. Wethington Jr. Building

Lexington, KY 40506

859-218-0860

carlmat@uky.edu

DRAFT Proposal for College of Health Sciences Organizational Realignment (Draft 8-9-18)

Executive Summary

This proposal outlines an organizational realignment in the College of Health Sciences (CHS) that would change the two-department structure with divisions to a 5-department structure and no divisions. Such realignment would include transferring commensurate degrees/academic programs and reporting faculty to the new departments.

The proposed realignment will flatten the organizational structure and streamline reporting lines for more efficient decision-making and operations. The proposal supports a) program autonomy and efficiency, b) educational programs, c) the success of undergraduate and graduate students, d) faculty development and advancement, and e) coordination of shared processes at the College level to promote collaboration and minimize duplication of effort.

There are no changes requested for any CHS degrees and academic programs themselves; the proposal requires only moving existing academic degrees and programs to newly established departments.

No changes in faculty lines (other than department assignments) will result from this realignment

effort. The College has consulted with the Office of the Associate Provost for Faculty Advancement for procedural and process advice regarding transition of faculty appointments to newly established departments. No reduction or additions to staff will result from this re-alignment.

Regulations, procedures, and expected processes at the University and College levels were followed and will continue to be employed post-change approval. No changes to College rules will result from this realignment. The Appointment, Promotion, and Tenure process for promotion are currently at the College level and will not be impacted by the requested College realignment. Evidences for promotion and tenure were developed by the CHS Faculty Council and adopted by each department via faculty vote. They are the same across the College and will not be impacted by this re-alignment. (See Faculty Handbook at <https://www.uky.edu/chs/faculty-handbook> p. #). Following Senate approval, the evidences and the Faculty Handbook will be revised to reflect the new department names.

The effective date requested for this organizational change is July 1, 2019.

Proposal Details

Current CHS Organizational Alignment

The academic areas of the CHS currently consists of 2 departments- the Department of Clinical Sciences and the Department of Rehabilitation Sciences— and 7 divisions:

1. The Department of Clinical Sciences consists of the divisions of Clinical Nutrition**, Physician Assistant Studies, Medical Laboratory Sciences, Health Sciences, Education, and Research (in which the Human Health Sciences and Clinical Leadership Management programs reside) – and their respective degrees and reporting faculty. Each Division has a program director and the Department has a Chair.

****Note:** The Division of Clinical Nutrition consists only of reporting faculty and a Certificate in Nutrition for Human Performance. The Clinical Nutrition degree program was established in the Department of Medicine in 1966 and transferred to the College of Health Sciences (then the College of Allied Health Professions) in 1968. In 2002 a Graduate Center for Nutritional Sciences was established, which consolidated two masters programs into one with integration into the PhD program. The Graduate Center reported directly to the Graduate School. Administrative functions moved to the College of Medicine. Faculty teaching in the clinical nutrition program remained in their respective Colleges/Departments. In 2006 the Graduate Center for Nutritional Sciences was moved to the College of Medicine, with faculty reporting lines unchanged. Clinical Nutrition faculty in the CHS Division of Clinical Nutrition remain in this College.

The Department of Rehabilitation Sciences consists of three faculty assigned to the Department and the Divisions of Physical Therapy, Athletic Training, Communication Sciences and Disorders, and their respective degrees and reporting faculty. The Rehabilitation Sciences Doctoral program is located in this department. The Rehabilitation Sciences PhD Program is multidisciplinary with

primary contributions from CHS faculty in Divisions of Athletic Training, Physical Therapy, Communication Sciences and Disorders and Occupational Therapy (who are faculty at Eastern Kentucky University).

The current structure and location of College of Health Sciences academic programs/degrees is below:

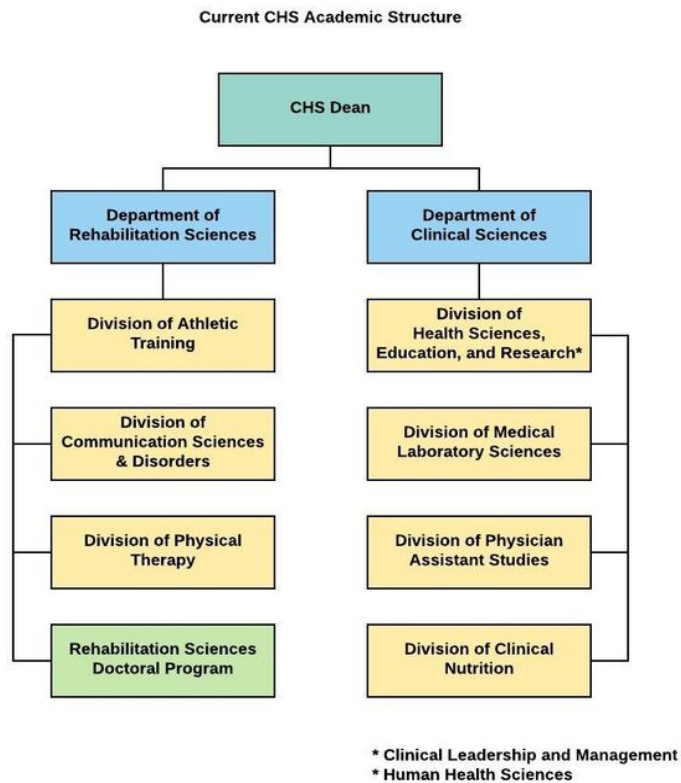


Table 1. Current placement of academic programs and degrees

Department of Clinical Sciences	Department of Rehabilitation Sciences	Associate Dean of Research
Clinical Leadership and Management (BHS)	Athletic Training (MS)	Certificate in Research in Human Health Sciences (undergraduate)
Human Health Sciences (BS)	Communication Sciences and Disorders (BHS and MS)	
Medical Laboratory Sciences (BHS)	Physical Therapy (DPT)	
Minor in Health Advocacy	Rehabilitation Services (PhD)	
Clinical Healthcare Management Certificate (undergraduate)		
Physician Assistant Studies (MPAS)		
Certificate in Nutrition for Human Performance (undergraduate)		

Please see Appendix 1 for a diagram of the current CHS organizational structure in its entirety. Please see Appendix 2 for the current placement of faculty.

Proposed CHS Organizational Structure

In response to College of Health Sciences' self-study/external review processes and subsequent internal workgroup recommendations, the CHS is requesting approval for the following structural realignment and the commensurate transfer of academic degrees and reporting faculty. The aim of this effort is to enhance CHS undergraduate and graduate education, support the advancement of faculty and the College, and streamline the current administrative structure and communications:

1. Changes related to the Department of Clinical Sciences:
 - a. Remove the Divisions of Physician Assistant Studies and Clinical Nutrition from the Department of Clinical Sciences. The Division would then consist of undergraduate programs/degrees (Human Health Sciences, Clinical Leadership and Management, Medical Laboratory Sciences).
 - b. Eliminate the Health Sciences, Education, and Research Division and establish Clinical Leadership Management and Human Health Sciences as separate programs.
 - c. Eliminate the use of 'division' and establish Medical Laboratory Sciences, Clinical Leadership and Management and Human Health Sciences as programs within a department. Medical Laboratory Sciences would have a Program Director in place (per accreditation requirements) and Clinical Leadership Management and Human Health Sciences would each have a Director of Undergraduate Studies in place.
 - d. Change the name of the Department of Clinical Sciences to Department of Health and Clinical Sciences (**TBD**) to better reflect the emphasis of its educational programs and research focus. The department will be led by a chair with direct report to the Dean.
2. Changes related to the Department of Rehabilitation Sciences (Dept. of Rehab Sciences):
 - a. Dissolve the Department of Rehabilitation Sciences
 - b. Create separate departments for a) Physical Therapy and b) Communication Sciences and Disorders – which are currently housed in the Department of Rehabilitation Sciences—with commensurate transfer of academic degrees and reporting faculty to their respective new departments. Each department will be led by a chair with direct report to the Dean. Use of Divisions will be eliminated.
 - c. Create a joint department of Athletic Training and Clinical Nutrition, with the commensurate transfer of reporting faculty and the Athletic Training MS degree and the Certificate in Nutrition for Human Performance to the new department. The department will be led by one chair with a direct report to the Dean. This structural change is consistent with the requests of faculty in both the Clinical Nutrition and Athletic Training divisions and creates opportunities for collaborations around research, education, and service initiatives.

- d. Establish the Physician Assistant Studies program as its own department with commensurate transfer of academic degrees and reporting faculty. The department will be led by a chair with direct report to the Dean.
- e. Move the Rehabilitation Sciences Doctoral program (RHB) from the Department of Rehabilitation Sciences and place it at the College level with commensurate transfer of the academic degree and students enrolled in the RHB PhD program. The Program Director will report to the Associate Dean of Faculty Affairs and Graduate Programs.
- f. Move the Certificate in Research in Human Health Sciences (already established at the College level) from the Associate Dean of Research to the Associate Dean of Undergraduate Education (a recently established position).

The proposed structure and location of College of Health Sciences academic programs/degrees is below:

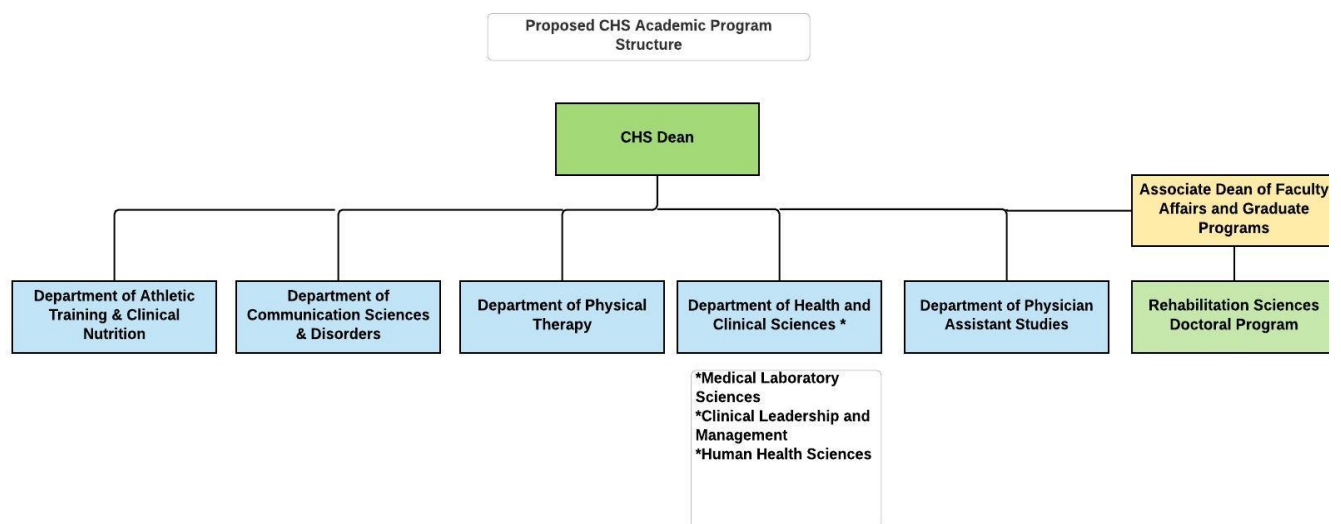


Table 2. Proposed location of Academic Programs and Degrees

Appendix 14 Support Letters

b. CAFÉ email (department name of AT and Clinical Nutrition)

Subject: Re: CHS Realignment _ Request
Date: Thursday, September 13, 2018 at 12:38:44 PM Eastern Daylight Time
From: Mullins, Janet
To: Mattacola, Carl
CC: Badger, Karen
Attachments: image001.png, image002.png, image003.png, image004.jpg, image005.jpg

Dear Carl,

Thank you for clarifying in our phone conversation that an email will suffice. Our department can support this realignment.

Thank you,

Janet Mullins, PhD, RD, LD
Professor & Chair
Department of Dietetics and Human Nutrition
206J Funkhouser Building
University of Kentucky
Lexington, KY 40546-0064
CELL: 859-421-5029
PHONE: 859-257-3800
FAX: 859-257-3707

From: Mattacola, Carl
Sent: Tuesday, August 28, 2018 4:53 PM
To: Mullins, Janet
Cc: Badger, Karen
Subject: Re: CHS Realignment _ Request

Hi Janet

Would you have the opportunity to review and provide a letter of support? Karen and I are putting the proposal together and would welcome your letter of support to include in the packet for review.

I would happy to answer any questions or provide clarification if easier to discuss by phone. Thanks-

Sincerely,



Carl G. Mattacola, Ph.D.
Associate Dean Academic & Faculty Affairs and Professor
University of Kentucky
College of Health Sciences
123F Charles T. Wethington Jr. Building
Lexington, KY 40506

From: "Carl G. Mattacola" <CarlMattacola@uky.edu>
Date: Monday, August 20, 2018 at 5:27 PM
To: "Mullins, Janet" <janet.mullins@uky.edu>
Cc: Karen Badger <karen.badger@uky.edu>, "Stephenson, Tammy" <tammy.stephenson@uky.edu>, RD Travis Thomas <david.t.thomas@uky.edu>, "Geza Bruckner, PhD" <gbruckn@uky.edu>
Subject: Re: CHS Realignment _ Request

Hi Janet-

Thanks for your quick reply. The College of Health Sciences and HHS would continue to support the Undergraduate Certificate in Nutrition for Human Performance. No funding or resource changes are tied with this realignment. As you know we value the Undergraduate Certificate in Nutrition for Human Performance, the Division of Clinical Nutrition, and the collaborations with the Departments of Dietetics and Human Nutrition, Department of Kinesiology and will continue to support it fully.

Sincerely,



Carl G. Mattacola, Ph.D.

Associate Dean Academic & Faculty Affairs and Professor
University of Kentucky
College of Health Sciences
123F Charles T. Wethington Jr. Building
Lexington, KY 40506
[859-218-0860](tel:859-218-0860)
carlmat@uky.edu

From: "Mullins, Janet" <janet.mullins@uky.edu>
Date: Monday, August 20, 2018 at 3:32 PM
To: "Carl G. Mattacola" <CarlMattacola@uky.edu>
Cc: Karen Badger <karen.badger@uky.edu>, "Stephenson, Tammy" <tammy.stephenson@uky.edu>

Subject: RE: CHS Realignment _ Request

Greetings Carl,

I've conferred with Dr. Tammy Stephenson in our department, copied here. Our only concern is whether HHS would have the resources for continued support of the undergraduate Certificate in Nutrition for Human Performance. Tammy will discuss this with Travis Thomas at a meeting this Friday. The majority of students enrolled in the certificate are from DHN, and we could easily absorb this responsibility.

Kind Regards - Janet

Janet Mullins, PhD, RDN
Professor & Chair
Department of Dietetics and Human Nutrition
University of Kentucky
203 Funkhouser Building
Lexington, KY 40506-0054
Office: 859-257-3800
Cell: 859-421-5029

From: Mattacola, Carl
Sent: Wednesday, August 15, 2018 8:10 AM
To: Mullins, Janet <janet.mullins@uky.edu>
Cc: Badger, Karen <karen.badger@uky.edu>
Subject: CHS Realignment _ Request

Dr. Janet Mullins, Ph.D.
Interim Department Chair
203A Funkhouser Building
Lexington, KY 40506-0054

Dear Janet-

The College of Health Sciences is undergoing a structural realignment. The reason for the realignment is summarized in the draft below. Specifically, we are streamlining a Divisional Structure into a Department Structure. For example, The Division of Clinical Nutrition will now be realigned as the Department of Athletic Training and Clinical Nutrition. We write to ask for support for this proposal and to confirm that the newly created Department of Athletic Training and Clinical Nutrition is not in conflict with the Dietetics and Human Nutrition Degree We would like to include your response with

our submission document. A reply to this e-mail is sufficient.

Thanks you for your consideration. Please let me know if you have any questions.

Sincerely,



Carl G. Mattacola, Ph.D.
Associate Dean Academic & Faculty Affairs and Professor
University of Kentucky
College of Health Sciences
123F Charles T. Wethington Jr. Building
Lexington, KY 40506
[859-218-0860](tel:859-218-0860)
carlmat@uky.edu

DRAFT Proposal for College of Health Sciences Organizational Realignment (Draft 8-9-18)

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The proposed realignment will flatten the organizational structure and streamline reporting lines for more efficient decision-making and operations. The proposal supports a) program autonomy and efficiency, b) educational programs, c) the success of undergraduate and graduate students, d) faculty development and advancement, and e) coordination of shared processes at the College level to promote collaboration and minimize duplication of effort.

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effort. The College has consulted with the Office of the Associate Provost for Faculty Advancement for procedural and process advice regarding transition of faculty appointments to newly established departments. No reduction or additions to staff will result from this re-alignment.

Regulations, procedures, and expected processes at the University and College levels were followed and will continue to be employed post-change approval. No changes to College rules will result from this realignment. The Appointment, Promotion, and Tenure process for promotion are currently at the College level and will not be impacted by the requested College realignment. Evidences for promotion and tenure were developed by the CHS Faculty Council and adopted by each department via faculty vote. They are the same across the College and will not be impacted by this re-alignment. (See Faculty Handbook at <https://www.uky.edu/chs/faculty-handbook> p. #). Following Senate approval, the evidences and the Faculty Handbook will be revised to reflect the new department names.

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The Department of Rehabilitation Sciences consists of three faculty assigned to the

Department and the Divisions of Physical Therapy, Athletic Training, Communication Sciences and Disorders, and their respective degrees and reporting faculty. The Rehabilitation Sciences Doctoral program is located in this department. The Rehabilitation Sciences PhD Program is multidisciplinary with primary contributions from CHS faculty in Divisions of Athletic Training, Physical Therapy, Communication Sciences and Disorders and Occupational Therapy (who are faculty at Eastern Kentucky University).

The current structure and location of College of Health Sciences academic programs/degrees is below:

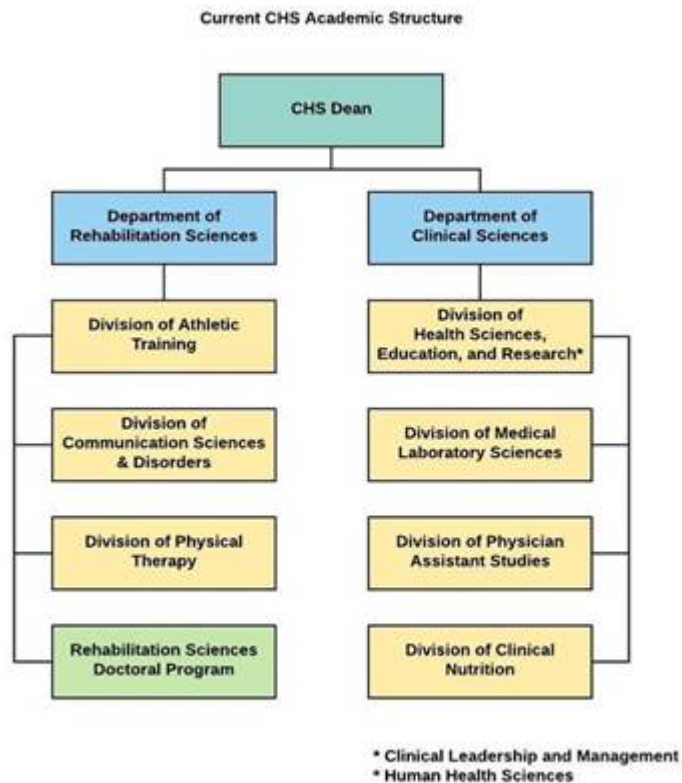


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Minor in Health Advocacy	Rehabilitation Services (PhD)	
Clinical Healthcare Management Certificate (undergraduate)		
Physician Assistant Studies (MPAS)		
Certificate in Nutrition for Human Performance (undergraduate)		

Please see Appendix 1 for a diagram of the current CHS organizational structure in its entirety. Please see Appendix 2 for the current placement of faculty.

Proposed CHS Organizational Structure

In response to College of Health Sciences' self-study/external review processes and subsequent internal workgroup recommendations, the CHS is requesting approval for the following structural realignment and the commensurate transfer of academic degrees and reporting faculty. The aim of this effort is to enhance CHS undergraduate and graduate education, support the advancement of faculty and the College, and streamline the current administrative structure and communications:

1. Changes related to the Department of Clinical Sciences:
 - a. Remove the Divisions of Physician Assistant Studies and Clinical Nutrition from the Department of Clinical Sciences. The Division would then consist of undergraduate programs/degrees (Human Health Sciences, Clinical Leadership and Management, Medical Laboratory Sciences).
 - b. Eliminate the Health Sciences, Education, and Research Division and establish Clinical Leadership Management and Human Health Sciences as separate programs.
 - c. Eliminate the use of 'division' and establish Medical Laboratory Sciences, Clinical Leadership and Management and Human Health Sciences as programs within a department. Medical Laboratory Sciences would have a Program Director in place (per accreditation requirements) and Clinical Leadership Management and Human Health Sciences would each have a Director of Undergraduate Studies in place.
 - d. Change the name of the Department of Clinical Sciences to Department of Health and Clinical Sciences (**TBD**) to better reflect the emphasis of its educational programs and research focus. The department will be led by a chair with direct report to the Dean.
2. Changes related to the Department of Rehabilitation Sciences (Dept. of Rehab Sciences):
 - a. Dissolve the Department of Rehabilitation Sciences
 - b. Create separate departments for a) Physical Therapy and b) Communication Sciences and Disorders – which are currently housed in the Department of Rehabilitation Sciences— with commensurate transfer of academic degrees and reporting faculty to their respective new departments. Each department will be led by a chair with direct report to the Dean. Use of Divisions will be eliminated.

- c. Create a joint department of Athletic Training and Clinical Nutrition, with the commensurate transfer of reporting faculty and the Athletic Training MS degree and the Certificate in Nutrition for Human Performance to the new department. The department will be led by one chair with a direct report to the Dean. This structural change is consistent with the requests of faculty in both the Clinical Nutrition and Athletic Training divisions and creates opportunities for collaborations around research, education, and service initiatives.
- d. Establish the Physician Assistant Studies program as its own department with commensurate transfer of academic degrees and reporting faculty. The department will be led by a chair with direct report to the Dean.
- e. Move the Rehabilitation Sciences Doctoral program (RHB) from the Department of Rehabilitation Sciences and place it at the College level with commensurate transfer of the academic degree and students enrolled in the RHB PhD program. The Program Director will report to the Associate Dean of Faculty Affairs and Graduate Programs.
- f. Move the Certificate in Research in Human Health Sciences (already established at the College level) from the Associate Dean of Research to the Associate Dean of Undergraduate Education (a recently established position).

The proposed structure and location of College of Health Sciences academic programs/degrees is below:

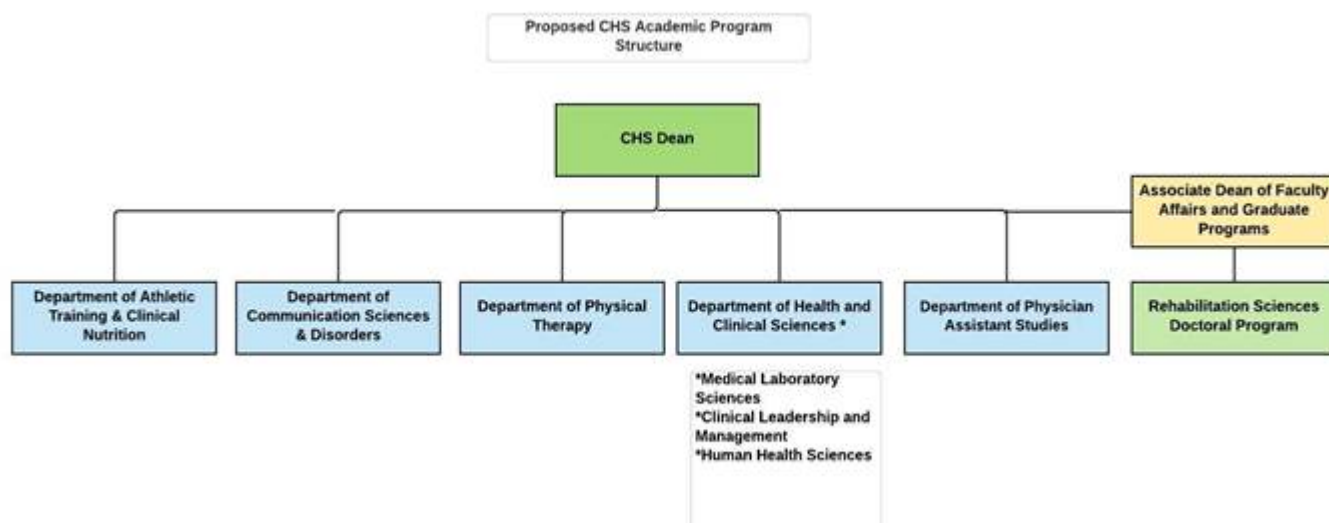


Table 2. Proposed location of Academic Programs and Degrees

Appendix 14 Support Letters
c. OSPIE Review

Subject: Substantive Change Decision

Date: Thursday, August 23, 2018 at 3:11:01 PM Eastern Daylight Time

From: noreply@qualtrics-survey.com

To: carlmat@uky.edu

Dear Carl Mattacola,

Thank you for your email regarding the proposed program change(s) to **College of Health Sciences, Doctoral (NA)**.

My email will serve 2 purposes: 1.) Next steps for SACSCOC, and 2.) Verification and notification that you have contacted OSPIE—a Senate requirement for proposal approval.

1. **Next steps for SACSCOC:** None required
2. **Verification that OSPIE has reviewed the proposal:** Based on the proposal documentation presented and Substantive Change Checklist, the proposed program changes (refer to list below) are not substantive changes as defined by the University or SACSCOC, the university's regional accreditor. Therefore, no additional information is required by the Office of Strategic Planning & Institutional Effectiveness at this time. The proposed program change(s) may move forward in accordance with college and university-level approval processes.

Description of Proposed Change(s):

· Proposal for College of Health Sciences Organizational Realignment Executive Summary This proposal outlines an organizational realignment in the College of Health Sciences (CHS) that would change the two-department structure with divisions to a 5-department structure and no divisions. Such realignment would include transferring commensurate degrees/academic programs and reporting faculty to the new departments. The proposed realignment will flatten the organizational structure and streamline reporting lines for more efficient decision-making and operations. The proposal supports a) program autonomy and efficiency, b) educational programs, c) the success of undergraduate and graduate students, d) faculty development and advancement, and e) coordination of shared processes at the College level to promote collaboration and minimize duplication of effort. There are no changes requested for any CHS degrees and academic programs themselves; the proposal requires only moving existing academic degrees and programs to newly established departments. No changes in faculty lines (other than department assignments) will result from this realignment effort. The College has consulted with the Office of the Associate Provost for Faculty Advancement for procedural and process advice regarding transition of faculty appointments to newly established departments. No reduction or additions to staff will result from this re-alignment. Regulations, procedures, and expected processes at the University and College levels were followed and will continue to be employed post-change approval. No changes to College rules will result from this realignment. The Appointment, Promotion, and Tenure process for promotion are currently at the College level and will not be impacted by the requested College realignment. Evidences for promotion and tenure were developed by the CHS Faculty Council and adopted by each department via faculty vote. They are the same across the College and will not be impacted by this re-alignment. (See Faculty Handbook at <https://proxy.qualtrics.com/proxy/?url=https%3A%2F%2Fwww.uky.edu%2Fchs%2Ffaculty-handbook&token=6QwJVi5coWSd7e6XIJvf9KqGnwcIKKqzDKIVKtQriBc%3D>). Following Senate approval, the evidences and the Faculty Handbook will be revised to reflect the new department names. The effective date requested for this organizational change is July 1, 2019.

Should you have questions or concerns about UK's substantive change policy and its procedures, please do not hesitate contacting our office.

Office of Strategic Planning & Institutional Effectiveness

University of Kentucky

Visit the Institutional Effectiveness Website: [https://proxy.qualtrics.com/proxy/?](https://proxy.qualtrics.com/proxy/?url=http%3A%2F%2Fwww.uky.edu%2Fie&token=w%2BXHkAS0tASxS4xDceQ8e0MxnHdJ2Eu4smnkDcYodCE%3D)

[url=http%3A%2F%2Fwww.uky.edu%2Fie&token=w%2BXHkAS0tASxS4xDceQ8e0MxnHdJ2Eu4smnkDcYodCE%3D](https://proxy.qualtrics.com/proxy/?url=http%3A%2F%2Fwww.uky.edu%2Fie&token=w%2BXHkAS0tASxS4xDceQ8e0MxnHdJ2Eu4smnkDcYodCE%3D)

Appendix 14 Support Letters

d. Dean's Letter

October 5, 2018

Dr. Jennifer Bird-Pollan
Chair, University Senate
203 Main Building
Lexington, KY 40506

Dear Dr. Jennifer Bird-Pollan:

I am writing to convey my support of the College of Health Sciences' (CHS) organizational realignment as described in the proposal submitted to the University Senate. During the 2016-17 academic year, the College performed an initial review of our undergraduate programs. Following this review, CHS established an Undergraduate Education Initiative Workgroup in Fall 2017. This workgroup was comprised of faculty and professional staff from each CHS program, support unit, and the Dean's office. The workgroup made several recommendations:

- Create a College-level Undergraduate Education Office with faculty leadership and strong collaboration with the Office of Student Affairs for CHS exploratory and undergraduate pre-major students
- Establish a College-level UGE Leadership Committee to connect all undergraduate programs and tie to the professional/graduate programs and other CHS resources
- Establish a faculty Director of Undergraduate Studies for each undergraduate program
- Re-configure the Clinical Sciences Department by removing Physician Assistant Studies and Clinical Nutrition, eliminate its divisions, separate the Clinical Leadership and Management and Human Health Sciences programs, and revise the leadership structure

The workgroup's report and recommendations were reviewed and discussed by the CHS Executive Council and Division Directors. In addition, I met with faculty and staff in every area of the College to discuss the realignment and address any concerns or questions. Following the unit meetings, the workgroup finalized the realignment proposal and forwarded it to the CHS Faculty Council. The CHS Faculty Council in cooperation with the CHS Academic Affairs Committee circulated the proposal to all CHS Faculty and assembled a meeting on September 28, 2018 for additional discussion. An electronic vote was distributed that afternoon requesting faculty votes on the proposal. A total of 47 faculty (66% response rate) responded to the vote; 46 voted in support, 1 abstention, 0 were not in support.

This realignment would flatten the existing organizational structure by moving from two departments comprised of multiple divisions to five departments. This realignment will have no impact on budget as it is fiscally neutral. Thus, no new academic programs, faculty, or staff lines will be created; two existing staff positions will be realigned to the College level.

The change in structure would benefit the College and its mission to undergraduate and graduate education and the success of our students. The proposed reorganization will serve to advance the College and its goals and priorities and is consistent with those of the University. I support this proposal without hesitation and look forward to the increased efficiencies that will result for the University of Kentucky, College of Health Sciences.

Sincerely,



Scott M. Lephart, PhD
Dean, University of Kentucky College of Health Sciences

see blue.

Appendix 14 Support Letters
e. Provost Letter



University of Kentucky
Office of the Provost

105 Main Building
Lexington, KY 40506-0032
P: 859-257-2911
F: 859-257-1333
www.uky.edu

October 15, 2018

Dear University Senate Chair Bird-Pollan,

The Office of the Provost is supportive of the proposed reorganization of the College of Health Sciences. The proposed reorganization flattens the reporting structure and realigns the organization into departments in a way that is more consistent with structures common elsewhere in the university and in benchmark institutions. The proposal shows that there was good involvement of faculty.

Please let me know if you require any additional information.

Sincerely,

A handwritten signature in blue ink that reads "David W. Blackwell".

David W. Blackwell

Provost