Preamble

The faculty of the College of Public Health (COPH) is committed to academic excellence through innovative research, effective teaching and learning, and community service. We affirm the stated core values of the College and support active faculty involvement in self-governance, as it promotes participative processes and a collegial environment. As a faculty, we collaborate toward achievement of our strategic mission, goals and objectives and actively engage in the development and periodic monitoring of the College strategic plan.

Article I – Purpose

The COPH Faculty Governance Manual is designed to supplement governance procedures, regulations, and policies established by the Florida Board of Governors (BOG), the USF Board of Trustees (BOT), the United Faculty of Florida (UFF) agreement, the University of South Florida (USF), and USF Health. The purpose of this manual is to define guidelines and procedures for faculty organization and governance of the COPH. Active participation promotes cooperation and communication among the faculty, staff, administration, and students to fulfill the COPH mission consistent with our values.

Article II – The College Structure

The COPH has academic and administrative units, under the leadership of the Dean.

1. The Dean

The Dean is the chief academic and administrative officer of the College and is responsible for the implementation of its procedures and programs. The Dean and the Dean’s leadership team work with the faculty, staff, and students in a participative environment for decisions affecting academics and resources of the COPH. The Dean establishes, manages and coordinates the academic and research programs as necessary to facilitate and promote the COPH mission. The Dean appoints vice, associate or assistant deans or directors to support the functions necessary to achieve the mission, goals and objectives of the College, regarding academic and student
services, education/training, research, outreach programs, finance and administration, international programs, faculty and staff affairs, etc.

2. Academic and Research Programs

a. General

The COPH is composed administratively of academic concentrations, research areas, institutes and centers. The Dean may establish such centers, institutes and programs in accordance with University regulations and policies.

b. Leadership

The academic mission and the research mission each are led by a chairperson of a Standing Committee, who is responsible for the organization and implementation of the committee programs in each area, in consultation with faculty and administration. The Standing Committee Chairs are determined as specified elsewhere in these bylaws. When a vacancy of a standing committee chair occurs, the Dean may appoint an interim chair who serves until another election of the chair by faculty occurs. Mission leaders from the College, e.g. associate or vice deans, work with the Standing Committee chairs to support these leadership roles.

c. Standing Committee Governance

Standing committee faculty shall be responsible for operating within this Faculty Governance Manual and College and University regulations, policies and procedures.

3. COPH Executive Committee

The COPH Executive Committee shall operate under the direction of the Dean. This committee shall be responsible for advising the Dean on all matters relating to the implementation and coordination of activities consistent with the strategic plan across all relevant units in the COPH. These matters shall include (but are not limited to) the following: College strategic planning, planning and management of academic programs and other College activities, budget allocations, faculty recruitment, faculty assignments, faculty development, course scheduling, space and equipment allocations, and staffing needs. This committee will include the President of the Faculty Assembly, the Faculty Assembly Standing Committee Chairs, the Strategic Area Leads and others that the Dean deems appropriate.

Article III – The Faculty

1. Membership & Functions

The Faculty Assembly is the governance body of the faculty. It coordinates the College standing committees and creates ad hoc or special committees. The Faculty Assembly
recommends and acts on strategic procedures and planning of the College activities. It makes recommendations to the Dean and advises the Dean on academic, faculty, organizational, and financial matters. The Faculty Assembly provides the Dean with opportunity for regularly scheduled communication with faculty at the Faculty Assembly meetings.

The Faculty Assembly is composed of Instructors and all tenured, tenure earning, and non-tenure earning (such as research or teaching or practice pathway) professorial faculty with the rank of Professor, Associate Professor and Assistant Professor with a primary appointment in the College at ≥ 0.50 FTE. The Faculty Assembly may approve other voting members who do not meet the above requirements, by an affirmative vote of at least 50% of the voting members of the Faculty Assembly.

2. Voting

a. Faculty Assembly elections are conducted through a secret ballot during meetings of the Assembly or its committees or through mail.

b. Administrators in the position of Dean or any modifier of Dean are not voting members.

c. Ex-officio non-voting members of the Faculty Assembly are:

1. President or designee of the Public Health Student Association

2. President or designee of the College Alumni Association

Article IV – Faculty Assembly Meetings

1. Faculty Assembly meetings follow Roberts Rules of Order.

2. The Faculty Assembly will meet at least once per semester; meetings are called by the President of the Faculty Assembly.

3. Special Faculty Assembly meetings may be called by the President of the Faculty Assembly, the Dean, or by a petition of at least 10% of the Faculty Assembly voting members.

4. The Faculty Assembly President, with input from the faculty and Administration, determines the format and agenda for Faculty Assembly meetings.

5. A quorum for the Faculty Assembly consists of 40% of its voting members; when a quorum is reached, a decision or a recommendation is made by a simple majority vote.

6. At the discretion of the Faculty Assembly President, voting may take place via email and is valid as long as 40% of the voting members vote by the specified deadline. A decision or a
recommendation is affirmed by a simple majority vote.

**Article V – Officers of the Faculty Assembly**

1. **General**

   a. Officers of the Faculty Assembly are members of the voting faculty. Each member of the voting faculty is entitled to vote for the officers of the Faculty Assembly.

   b. The Faculty Assembly officers include the President, Vice-President, and Historian. An officer of the Faculty Assembly may not, also, serve as a Chair of a Standing Committee.

   c. The Historian invites nominations for anticipated vacant positions from the voting members at least 60 days before the end of each officer’s term if possible. Nominations are to be submitted in writing to the Historian, dated and signed by the faculty member(s) making the nomination, and by the nominated faculty members, indicating consent. Self-nominations will be accepted.

   d. The Historian informs the voting faculty in writing of all candidates for vacant positions 30 days before the vacancy occurs if possible, by distributing ballots for an election. Ballots allow for write-in candidates who have agreed in writing to be nominated.

   e. All officer positions, including those that are uncontested, must be voted on by ballot. A Tellers Committee will be appointed by the President to tabulate ballots returned to the Historian. Candidates are elected by a simple majority vote. In the event of a tie vote, there will be a re-balloting for that office. The Historian informs the Faculty of the outcome of the election.

   f. Regular terms of office for the Faculty Assembly officers begin on the first business day of the second week in September and end on the last business day of the first week in September during the year in which the term ends. Terms for officers are two years. An officer can succeed himself/herself if re-elected. However, officers may not serve in the same role for more than three consecutive terms.

   g. Should a vacancy occur in any of the officer positions, the position will be filled through a special election within 90 days of the vacancy. The term of office for officers elected to fill vacancies will begin after election and end at the next scheduled election cycle.

   h. Officers may be removed from office on a two-thirds vote of the Faculty Assembly. Any action to remove an officer must be submitted to the Historian, by a petition of at least 25% of the voting faculty, not less than 30 days prior to the next scheduled meeting.
2. The President

The President presides at all meetings of the Faculty Assembly except as provided in sections 3 and 4 below. The President serves on the Executive Committee of the College. The President, with the approval of the Faculty Assembly, may appoint ad hoc or special committees of the Faculty Assembly. If the President is unable to complete his or her term, the Vice-President assumes the office until the new President is elected.

3. The Vice-President

The Vice-President presides at meetings of the Faculty Assembly in the President’s absence. The Vice President is charged with special tasks and activities as assigned by the President.

4. The Historian

The Historian keeps the minutes of all meetings of the Faculty Assembly, conducts the correspondence, and keeps the records of the Faculty Assembly. The Historian notifies the Faculty of each Faculty Assembly meeting and performs other duties as the President may assign. The Historian solicits items for the Faculty Assembly meetings, prepares the agenda in consultation with the President and distributes the agenda prior to the meetings. The Historian determines whether a quorum is present and supervises voting and other administrative procedures at all meetings of the Faculty Assembly. In the absence of the President and Vice-President, the Historian presides at meetings of the Faculty Assembly. If the position becomes vacant, the President appoints an Interim Historian until the vacancy is filled.

Article VI – Faculty Assembly Support

1. Administrative support

The COPH Dean offers support to strengthen the operations of the Faculty Assembly. This support may include the following:

a. Assigning staff and graduate assistants to support the activities of the Faculty Assembly and its Committees.

b. Encouraging participation of faculty members in the Faculty Assembly activities through assignments and appropriate recognition of efforts in making decisions on annual evaluations, merit pay, and promotion and tenure.

c. Assigning a web page for the Faculty Assembly and its committees minutes and announcements.

d. Enhancing the spirit and practice of collegiality, democratic governance, and participatory management.
2. Faculty support

All voting faculty members are expected to participate in the activities of the Faculty Assembly. For example, faculty are encouraged to serve on at least one Standing College or University Committee, and to participate in College Ad Hoc workgroups as time and interests permit.

Article VII – Standing Committees

1. General

a. The Standing Committees of the College are the Education Committee, the Research Committee, and the Faculty Affairs Committee, and these are coordinated by the Faculty Assembly. Regular terms for members of the Standing Committees begin on the first business day of the second week in September and end on the last business day of the first week in September during the year in which the term ends. Terms for members of the committees ordinarily should not exceed three years, and members ordinarily should serve no more than two consecutive terms. Election of members and additional conditions and requirements of membership will be specified in the bylaws of the individual standing committees stated below.

b. Committee Chairs shall be responsible for conducting a fair and open nomination and election process for anticipated membership vacancies on their respective committees.

c. Committee members who do not serve the full term may be replaced as specified in their respective committee bylaws. A replacement member shall serve for the time remaining in the original term. When any member cannot attend for a specified extended period of time, such as a semester, that member, with the consent of the standing committee chair, should designate an interim replacement.

d. Standing Committees shall be responsible for reporting their activities by posting agendas and minutes online, and reporting as necessary at COPH Faculty Assembly meetings. Standing Committees may establish subcommittees or task forces as necessary.

e. Standing Committees, except for the Faculty Affairs Committee, shall have student membership. The Public Health Student Association Student will be consulted for member recommendations, though any student may apply for membership. Student members should serve at least one academic year.

f. Committee Chairs will be elected and ordinarily serve no more than two consecutive membership terms. Additional conditions and requirements of chairpersonship may be specified in the bylaws of the individual standing committees. The Standing Committee Chair is responsible for the coordination of committee activities, preparation of the agenda of the meetings, keeping the records and minutes of the committee activities and regularly
submitting these minutes to faculty and the Dean. At a minimum, meeting agendas and
minutes should be posted in a timely fashion after each committee meeting on the Standing
Committee web page to assure that all faculty have the opportunity to be informed of
agenda items prior to committee meetings and to view the committee’s deliberations and
decisions.

g. A Committee Chair may appoint an *ad hoc* chair to carry out business when the chair will
be absent from a meeting.

h. The Standing Committee members are responsible for attending all the committee
meetings, and for informing and consulting with appropriate faculty regarding new and
important actions taken by the committee, and shall inform the appropriate faculty and
administration officials of the committee activities.

2. Education Committee

   a. Purpose

      The purpose of the Education Committee is to provide faculty and the College with a
formal process to lead and guide all education-related aspects of the College of Public
Health in order to ensure and promote a quality learning experience for all students.

   b. Structure

      1. The Education Committee shall be comprised of three (3) faculty members from each
concentration functional group. The term “concentration functional group” in this
section is used to include all existing College Graduate Program concentrations that
have been aligned by faculty into assemblies of related focus and interests, and the
Undergraduate Program.

      The three members are:
Each concentration functional group will have one voting member, the Primary
member, and two additional non-voting members. The latter two members will serve
on either the Curriculum Work Group or the Technology and Assessment Work
Group. Members will be elected under the procedures established by the directors of
the concentrations that comprise each concentration functional group, and the Primary
member must have substantial experience in educational matters. Members will be
elected to a term of two years, and may serve up to three consecutive terms.

      2. Ex-officio members include the Associate Dean for Academic Affairs, two (2)
additional representatives from administration staff involved in curriculum
matters, the College’s representatives to the University Graduate and Undergraduate
Councils, the Director of the Office of Educational Technology and Assessment,
student representatives, and other faculty or staff needed for planning, analysis and
monitoring.
3. The Education Committee will include two (2) Work Groups: The Curriculum Work Group and the Technology and Assessment Work Group.

   o Curriculum Work Group members will be selected from each concentration functional group. The leader of this work group will be chosen by the members of this work group.

   o Technology and Assessment Work Group members will be selected from each concentration functional group. The leader of this work group will be a representative from the Office of Educational Technology and Assessment.

4. The Chair of the Education Committee shall be elected by the Primary Education Committee Members, and will serve in accordance with Article VII 1 of the COPH Bylaws.

c. Function and Duties of the Education Committee and Work Groups

The Education Committee oversees and approves all aspects of all graduate and undergraduate degree programs, concentrations, courses, certificates, and all other education related items offered by the College.

Duties of the Committee:

1. Review and approve new and revised degree programs, concentrations, courses, certificates, and other items related to instruction/learning, which originate within the College, or in which the College participates with other entities.

2. Review and monitor the current degree programs, concentrations, courses, certificates, educational methods, and other items related to instruction/learning of the College to ensure quality and, appropriateness of content.

3. Review and monitor all procedure, practices, and outcomes that affect any aspect of education at the College.

4. Approve, monitor, coordinate, and promote interdisciplinary academic programs.

5. Approve, monitor, coordinate, and promote experiential-based curriculum requirements.

6. Approve, monitor, coordinate, and promote culminating experience requirements.

7. Review and approve education-related technology, and associated standards for delivering quality instruction.
8. Develop, approve, and monitor reviews of student performance.

9. Oversee periodic reviews of academic quality of programs, concentrations, and courses as a means of providing ongoing evaluation to assist in program improvement and in meeting the standards set by the Council for Education in Public Health (CEPH), Commission on Accreditation of Healthcare Management Education (CAHME), and the Southern Association of Colleges and Schools (SACS)

Duties of the Workgroups:

1. The Curriculum Work Group provides oversight and recommendations to the Education Committee regarding graduate and undergraduate degree programs, concentrations, courses, certificates, and other items related to instruction/learning, and performs other duties as determined by the Chair.

2. The Technology and Assessment Work Group provides oversight, review and recommendations to the Education Committee regarding educational technology, and educational outcomes. This includes evaluating the effectiveness of integrating technology into learning models and formats, the quality of standards for delivering content, student performance metrics, and other matters that pertain to academic rigor and effectiveness.

3. Research Committee

a. Purpose

The purpose of the Research Committee is to support an ongoing, robust research portfolio within the College that:

- represents the breadth and depth of public health;
- reflects faculty strengths, student interests and community needs;
- promotes faculty and student success;
- engages communities in translating research into practice;
- enhances the reputation of the College; and
- advances the field in meaningful and impactful ways.

To achieve that goal, the committee will:

1. Identify and promote opportunities for research and collaboration within and beyond the College.

2. Determine needs of faculty, student, and postdoctoral researchers in the college and advocate at the college and university level (especially the faculty Research Council) to ensure that needs are adequately met commensurate with the resources available.
3. Facilitate an internal process of peer review of research proposals in order to maximize the success of external faculty research proposals by college investigators.

b. Structure

1. The COPH Research Committee will be comprised of at least 9 voting members.

   a. Terms will be 2 years. A person shall serve no more than 2 subsequent terms before being required to take at least 1 term off the committee.

   b. Elections for committee membership will be particular to a faculty member’s primary affiliation with one of the following COPH-defined Broad Research Areas: A) Clinically-Based Science; B) Community-Based Science; or C) Laboratory-Based Science (Figure 1 below; A-C) or their Intersections (Figure 1 below; D-G). Prior to annual voting, faculty will be asked to self-identify *primary* affiliation.

   Figure 1.
   
   Model for Determining Membership in the COPH Research Committee

   c. Faculty primarily identifying with each Area/Intersection (A-G above) will vote for (1) representative to the Research Committee every 2 years. That is, faculty will each vote for one representative only. For example, a faculty member who identifies primarily with Area A would vote for a representative for Area A but would not vote for Areas/Intersections B-G.
d. Once elections are completed for the 7 representative members (3 on odd years: A-C above; and 4 on even years: D-G above), the Faculty Assembly leadership will then evaluate if each of the following appointment types are represented:

- One Full Professor, Tenured
- One Associate Professor, Tenured or Tenure-Track
- One Assistant Professor, Tenure Track
- One Teaching Pathway Faculty
- One Research Pathway Faculty
- One Practice Pathway Faculty

e. Subsequently, the Faculty Assembly Leadership will hold a secondary election to vote in at least 1 additional member per year (more than 1 will be considered at the discretion of the Leadership), especially to ensure membership from each of the aforementioned appointment types and to ensure that each letter is appropriately represented. All faculty will be eligible to vote for the additional member(s), regardless of their own appointment type or research Area/Intersection.

2. The chair shall be elected by the committee from among the faculty members who rank at the Associate level or higher and will serve in accordance with Article VII 1. above.

3. The Research Committee will, at the discretion of the Chair, encourage the broader faculty to attend committee meetings, provided that they are not confidential in nature. However, the Chair may ask non-elected members to leave committee meetings at any time at her/his discretion.

4. Up to four ex-officio members may be added to the committee to represent graduate students, post-docs, and research associates. This representation is valuable to ensure needs of these persons are represented, as well as to provide opportunities for trainees to learn about research and research administration and for trainees to disseminate relevant information to their peers. These ex-officio members will be determined at the discretion of the Research Committee Chair based on recommendations from College faculty members. To ensure that committee-only discussions are possible, the Chair may ask these ex-officio members to leave meetings at any time at her/his discretion.

5. At least one representative from the administration staff, who is involved in research administration, shall also serve as an ex-officio non-voting member.

6. For the purposes of internal grant reviews and other research supporting activities, faculty who are not elected to the Research Committee may be invited by the Chair to engage in Research Committee meetings/activities.

c. Functions and Duties
1. Attend Research Committee monthly meetings and more frequent meetings if needed.

2. Make recommendations to the College Office of Research regarding research-related policies, procedures, and programs.

3. Review internal research applications for College funding.

4. Participate in monthly internal preliminary review of external research applications submitted by College faculty and students.

5. Review research award opportunities for College faculty and students.

6. Review research policies and procedures from across USF that impact COPH researchers.

7. Liaise with USF Research Council regarding research policies, procedures and protocols that impact CPH researchers.

8. Participate as judges at the annual USF Health Research Day.

9. Encourage interdisciplinary research as well as student-faculty research across the College.

4. Faculty Affairs Committee

a. Purpose

The purpose of the Faculty Affairs Committee (FAC) is to recommend and oversee the implementation of procedures and programs designed to support faculty in the attainment of their professional goals while contributing to the mission and strategic goals of the College and University.

b. Election of Members

Members of the committee will be elected by members of the Faculty Assembly with voting privileges.

c. Composition and Term

The composition of the FA Committee is purposely constituted to include broad representation across the three (3) primary professional pathways for faculty members with primary appointments in the College (Research, Teaching, Practice), as well as across ranks to ensure that the needs and perspectives of all faculty members are represented. To this end, the following bylaws are in effect for representation and service on the FA committee:
Membership of the Faculty Affairs Committee will consist of: six (6) Full Professors, four (4) tenured; three (3) Associate Professors, two (2) tenured; two (2) Assistant Professors, one (1) tenure-earning; one (1) from each of the following Pathways – Research, Teaching and Practice, and also one (1) Instructor.

Faculty who are also in student status may NOT serve on the Faculty Affairs Committee.

- The committee will include a minimum of nine (9) and maximum of fifteen (15) members at any given date in time, which allows for faculty departures, resignations, and interim staffing changes.

- The Assistant Dean of Undergraduate Studies shall assign at least one (1) Instructor to serve as an *Ex Officio* member of the FA Committee. With this structure, ranks of Instructor I or II can be interpreted as “Assistant Professor,” and ranks of Instructor III and IV can be interpreted as “Associate Professor.”

- All members of the committee will have at least a 0.50 FTE appointment in the College.

- Appointments on the committee shall be for a term of two (2) years. Members MAY serve NO MORE THAN two (2) consecutive terms.

- After remaining off the committee for a minimum of one (1) year, previous members can be re-appointed to a new 2-year term on the committee.

- The FA Committee Members elect the Chair who must be a tenured full professor.

- In accordance with university FA guidelines, faculty administration (i.e. Dean, Vice, Associate and Assistant Deans) may not serve on the FA Committee.

d. Functions and Duties

The Faculty Affairs Committee advises the Dean on matters related to the faculty in the College. Specific duties include, but are not limited to:

1. recommend College criteria and procedures for appointment, promotion and tenure in accordance with the University Promotion and Tenure Guidelines.

2. recommend College procedures and programs to support faculty development and success such as peer review of teaching, mentoring, evaluations, etc.

3. participate in the annual promotion and tenure process and make recommendations regarding applications for promotion and tenure.

   a. Committee members, regardless of rank, may review and make recommendations on all applications for promotion from faculty, who are appointed at a rank lower than that of the committee member.
b. Only those committee members who have received tenure at the University of South Florida will be eligible to review and make recommendations on tenure applications.

4. participate in the annual mid-tenure and mid-promotion process and provide written feedback to applicants with regard to their progress toward tenure and/or promotion.

5. recommend to the Dean rank and tenure status for proposed appointments to the Faculty appointments, including Affiliate and Courtesy, in accordance with the COPH APT Guidelines.

6. recommend faculty for honors and awards in accordance with University and USF Health policies and procedures.

7. recommend faculty for sabbaticals in accordance with University and USF Health policies and procedures.

8. facilitate understanding of the College Appointment, Promotion and Tenure Guidelines (APT Guidelines) among College faculty.

9. advise the Dean with regard to disputes, grievances and discipline and other faculty related matters upon request.

**Article VIII – Special and Ad Hoc and University Committees**

1. Special or Ad Hoc committees outside of standing committees may be created by the Dean or the COPH Faculty Assembly. Each committee when created shall have a specific charge delineating its purpose. Each committee reports to the Executive Committee and the Faculty Assembly upon the completion of its assignment.

The Dean and Faculty Assembly shall be responsible for ensuring that the COPH faculty is informed of opportunities to be members on University and USF Health committees. A current list of such committees and organizations will be published periodically by the Dean and President of the Faculty Assembly.

2. Representation of College Faculty on University Committees/in University Governance

   a. College of Public Health faculty shall be encouraged to participate in University governance. Vacancies on University committees shall be advertised to all faculty by the President or Historian of the faculty assembly. Nominations, including self-nominations shall be made in writing to the President and voted on by the faculty assembly. In the event of an emergent committee appointment, the President, in consultation with the Executive Committee shall appoint an interim representative. The President of the faculty assembly
will forward nominations for the duly elected individuals to the Chair of the Faculty Senate Committee on Committees.

b. Representatives of the College serving on any University committee shall report at meetings of the Faculty Assembly and shall bring to the Faculty Assembly relevant matters that require consideration or response by the faculty.

c. Should a vacancy occur in any of the University committee positions, the position will be filled through a special election within 90 days of the vacancy.

d. Representatives to University committees may be removed from office on a two-thirds vote of the Faculty Assembly. Any action to remove a representative officer must be submitted to the Historian, by a petition of at least 25% of the voting faculty, not less than 30 days prior to the meeting at which the issue will be discussed.

Article IX - Referenda

1. The Faculty Assembly shall be empowered to organize and conduct referenda on matters of overarching concern. Such referenda shall be initiated by a one-third vote of the faculty of the College. Upon such vote, the President of the Faculty Assembly shall call a special meeting to present and discuss the proposal referendum. Not less than five days but not more than ten days after the conclusion of such special meeting, the Historian of the Faculty Assembly shall distribute a ballot to each voting member. These ballots shall be returned to the Historian of the Faculty Assembly within fourteen days of distribution in a manner that permits verification of the voter but protects the anonymity of the voter. Because of the special nature of the referendum, a vote of three-fourths of all voting members shall be required to pass it. The Executive Committee shall report the outcome to the faculty and the Dean. If passed, such other University officials as the Faculty Assembly deems appropriate shall be informed of the outcome.

Article X – Amendments to the Governance Manual

1. Proposed amendments to the Governance Manual may be proposed at a Faculty Assembly meeting for action. Following that review and approval, a draft is submitted to the Dean and the Executive Committee for comment. Then the amendment is presented and voted on at a regular or special meeting of the Faculty Assembly, or through paper ballot or electronic mail. The amendment passes by a majority vote of the faculty. The Historian will then update the Governance Manual appropriately.

The Dean and the Executive Committee will review the COPH Governance Manual every two years. The purpose of this review is to recommend appropriate updates of the manual.
Dates of Amendments:

Amended 4/1/2000 [add: Article VII (B) (8)]
Amended 6/15/2001 [revision to Article V (1) (c & d)]
Amended 10/15/2001 [revision to Article XI]
Amended 5/1/2002 [revision to Article VII]
Amended 7/15/2016 [revision to all Articles]
Amended 4/30/2018 [revision to Article VII]
Amended 9/7/2018 [Preamble, Article V, Article VII], eliminate reference to departments and technical corrections throughout as appropriate.