# University of Florida

# College of Public Health & Health Professions Syllabus

# Course Number: PHC 6146 Public Health Program Planning and Evaluation (3 Credit Hours)

## Fall 2021

Delivery Format: For Campus students: Classroom: HPNP G301A
Course Website or e-Learning in Canvas (*if applicable*

### Instructor Name: Amy Blue, PhD

Room Number: M 105

Phone Number: 352-273-8477

Email Address:amy.blue@phhp.ufl.edu

Office Hours: Thursdays at 10 AM; by appointment (preferred)

### Teaching Assistant:

### Preferred Course Communications (e.g. email, office phone): email

Email, email for appointment or stop by office. Please note that night or weekend email may not be answered until next business day.

## PREREQUISITES

PHC 6410 is a pre-requisite, unless exception has been made by the course director.

## PURPOSE AND OUTCOME

### Course Overview

Students are to acquire knowledge, skills, and methods for conducting public health programming including assessment, design, planning, implementation, and evaluation.

## Relation to Program Outcomes

The course objectives related to several MPH foundational knowledge objectives and competencies:

***MPH Foundational Knowledge:***

1) Explain behavioral and psychological factors that affect a population’s health

2) Explain the social, political and economic determinants of health and how they contribute to population health and health inequities.

***MPH Foundational Competencies***

1) Apply awareness of cultural values and practices to the design or implementation of public health policies or programs.

2) Design a population-based policy, program, project or intervention.

3) Explain basic principles and tools of budget and resource management.

4) Select methods to evaluate public health programs.

***SBS Competencies***

1. Critically evaluate public health social and behavior science research.
2. Apply social and behavioral science theories and concepts to public health problems.
3. Design and implement a public health intervention and/or health information campaign.

### Course Objectives and/or Goals

Upon completion of the course, students will be able to:

1. Explain the role of environmental (social and physical) and behavioral interventions for improving public health.
2. Identify at least five examples of effective human interventions at community, policy, and organizational levels.
3. Describe the purpose of a public health program, its process from the assessment, design, planning, implementation, and evaluation.
4. Elaborate public health program missions, objectives and goals, according with the target group’s needs.
5. Apply behavioral and social science research, theories and concepts as well as health education theory and experience to implement a public health intervention.
6. Create a proposal for a public health program addressing a community’s particular health and wellness needs.

### Instructional Methods

This course will emphasize an adult-learner, student-centered approach. Students will be expected to apply knowledge gained through class readings and their own experience during class activities as well as a required group project. Class time will include discussions of class readings, lecture presentations by faculty experts, student presentations, group project work, and sharing of project work. Students will apply approaches and methods of public health program planning through course assignments and group project work. In this manner, students should acquire the knowledge and skills associated with the course objectives.

### What is expected of you?

You are expected to actively engage in the course throughout the semester. You must come to class prepared by completing all readings and out-of-class assignments. This preparation gives you the knowledge or practice needed to engage in higher levels of learning during the class sessions. If you are not prepared for class sessions, you may struggle to keep pace with the activities occurring in class, and it is unlikely that you will reach the higher learning goals of the course. Similarly, you are expected to actively participate in class. Your participation fosters a rich course experience for you and your peers that facilitates overall mastery of the course objectives.

Specific expectations of the course, detailed below in the Academic Requirements and Grading section include: a) completing reading assignments from textbook and other assigned articles; b) participation in class discussions and activities; c) completion of individual assignments in Canvas each week; d) completion of a group project and associated a class presentation; e) completion of two quizzes (online); and f) completion of an individual grant proposal (weekly assignments in Canvas build upon grant proposal components).

## DESCRIPTION OF COURSE CONTENT

### Topical Outline/Course Schedule

| Week | Before Class Preparation | During Class | After Class Assignments |
| --- | --- | --- | --- |
| 18/23-8/29 | **By Wednesday 8/25**Read: 1) Course Syllabus2) How Diversity Makes Us Smarter by KW Phillips3) Why Diverse Teams are Smarter by D Rock and H Grant |  **Class meeting 8/26**Overview of courseReview of effective teamwork | **By 8/29**Group Project work:Possible topicsTeam Contract |
| 28/30-9/5 | **By Wednesday 9/1****Read:**Chapter 2: Starting the Planning ProcessChapter 3: Models for Program Planning and Health Promotion**View:**Chapter 2 presentationChapter 3 presentationComplete Assignment | **Class meeting 9/2**Starting the Planning Process and Models for Planning | **By 9/5**Group Project work:Possible topics and planning model  |
| **3**9/6-9/12 | **By Wednesday 9/8**Read: Chapter 4: Assessing NeedsView: Chapter 4 presentation Complete Assignment | **Class meeting 9/9**Assessing Needs  | **By 9/12**Group Project work:Topic and rationale, including needs assessment |
| **4**9/13-9/19 | **By Wednesday 9/15**Read:Chapter 5: Measurement, Measures, Measurement, Instruments, SamplingView: Chapter 5 PresentationComplete Assignment | **Class meeting 9/16**Measurements and Instruments | **By 9/19**Group Project work:Project planning |
| **5**9/20-9/26 | **By Wednesday 9/22**Read: Chapter 6: Mission Statement, Goals, and ObjectivesView: Chapter 6 presentation Complete Assignment | **Class meeting 9/23**Mission statements, goals and objectives | **By 9/26**Group Project work:Project goals and objectives |
| **6**9/27-10/3 | **By Wednesday 9/29**Read: Chapter 7: Theories and Models for Health PromotionView: Chapter 7 presentation Complete Assignment | **Class meeting 9/30**Theories and Models for Health Promotion | **By 10/3**Group Project work:Theory related to intervention  |
| **7**10/4-10/10 | **By Wednesday 10/6**Read: Chapter 8: InterventionsView: Chapter 8 presentation Complete Assignment | **Class meeting 10/7**InterventionsQuiz 1 review | **By 10/10**Group Project work:Project plan/intervention |
| **8**10/11-10/17 | **By Wednesday 10/13**Read: Chapter 13: Evaluation: An OverviewChapter14: Evaluation Approaches and DesignsView: Chapter 13 and 14 presentations Complete Assignment | **Class meeting 10/14**Program Evaluation | **By 10/17**Group Project work:Project evaluation plans**Quiz 1 online:**Chapters 2,3,4,5,6,7, and 8 |
| **9**10/18-10/24 | **By Wednesday 10/20**Read: Chapter 11: Marketing: Developing Programs that Respond to the Wants and Needs of the Priority PopulationView: Chapter 11 presentation Complete Assignment | **Class meeting 10/21**Marketing Public Health Programs | **By 10/24**Group Project work:Marketing plan for project |
| **10**10/25-10/31 | **By Wednesday 10/27**Read: Chapter 12 Implementation: Strategies and Associated ConcernsView: Chapter 12 presentation Complete Assignment | **Class meeting 10/28**Program ImplementationLogic models | **By 10/31**Group Project work:Program planning/implementation |
| **11**11/1-11/7 | **By Wednesday 11/3**Read: Chapter 9: Community Organizing and Community BuildingView: Chapter 9 presentation Complete Assignment | **Class meeting 11/4**Community Organizing and Building | **By 11/7**Group Project work:Program implementation and evaluation |
| **12**11/8-11/14 | **By Wednesday 11/10**Read: Chapter 10: Identification of ResourcesView: Chapter 10 presentation Complete Assignment | **Class meeting 11/11****No Class Veterans Day** | **By 11/14**Group Project work:Program evaluation and preparation of presentation |
| **13**11/15-11/21 | **By Wednesday 11/17**Complete assignment  | **Class meeting 11/18**Resources for Program PlanningQuiz 2 review | **By 11/21**Group Project work:Prepare to submit presentation by 12/2 |
| **14**11/22-11/28 | **By Wednesday 11/24** | **Class meeting 11/25****No Class Thanksgiving** | **By 11/28** |
| **15**11/29-12/5 | **By Wednesday 12/1**Complete assignmentSubmit Project Presentations in CanvasPrepare brief summary for presentation in class. | **Class Meeting 12/2**Project presentations  | **By 12/5**Quiz 2 Online: Chapters 9,10,11,12,13 & 14 |
| **16**12/6-12/12 |  | **12/9 – No Class** **Reading Day** |  |
| 1712/13-12/17 |  | **Grant Applications due Monday, 12/13 at 11:59 PM** |  |

# Course Materials and Technology

Required: Planning, Implementing, and Evaluating Health Promotion Programs: A Primer (7th Edition) Paperback). By James F. McKenzie. Publishwe: Pearson (2017); **ISBN-10:** 0134219929 **ISBN-13:** 978-0134219929

## Additional Technologies

Not required

### Technical Support

For technical support for the materials posted in the course e-Learning site, activities, and assessments, please post in the appropriate discussion or contact:

Name: Not applicable

Phone Number:

Email Address:

For all other technical support for this class, please contact the UF Computing Help Desk at:

Phone Number: (352) 392-HELP (4357) Option 2

Email: helpdesk@ufl.edu

Webpage with Chat: [UF Computing Help Desk](http://helpdesk.ufl.edu/)

## ACADEMIC REQUIREMENTS AND GRADING

### Assignments

The course will be conducted as a seminar that features discussion, application of learning, and active participation. Attendance is required for each zoom class session unless an excused absence is obtained prior to class. During class time, students are expected to engage in discussion of the assigned readings, work in groups on project activities and provide project updates as assigned.

*Participation in Class Discussion:* 60 points (20% of grade)

Students are responsible for the readings in advance and will need to participate in class discussions about the readings and course concepts. Students are also expected to complete weekly assignments. There will be points awarded for each assignment and associated class participation. Weekly class assignments are associated with the required grant proposal and are meant to help you prepare sections of the grant and obtain peer and instructor feedback on your grant sections. [Note, you may have one excused absence without penalty;there are 13 opportunities at 4.6 points each week).

*Group Project – Implementation of Health Promotion Project:* 75 points (25% of grade)

In groups, students will plan a health promotion project and implement it during the semester. This project may build upon work students have previously done. During class sessions, students will have time to work on planning steps to develop and implement the project. The Canvas course site has milestones for completion and each week a brief project progress report is due to help guide the group with its work and provide opportunity for instructor input and feedback.

The class project presentation should be in PowerPoint and contain the following elements:

* Group Member Names and Project Title
* Background of project importance/need and theoretical framework
* Project purpose
* Project method
* Evaluation results (Process or Outcome)
* Conclusions
* Implications of findings
* Lessons learned from conducting the project

The PowerPoint presentation should be no more than 10 minutes in length and must be recorded and submitted as an assignment in Canvas. All group members must participate in the presentation.

*Quizzes:* 30 points per each quiz (10% of grade per quiz; 60 points total for both quizzes and 20% of overall grade)

Students are required to complete two quizzes (short answer) online. Quiz questions will be drawn from each of the assigned chapters; specific chapters for each quiz are listed in the syllabus. The quizzes will be administered on-line and dates when quizzes are available will be during the week indicated in the syllabus, discussed in class and post in Canvas.

*Public Health Planning Proposal:* 105 points total (35% of grade)

Students are expected to write a Public Health Planning grant per the class instructions. The grant template is from an AETNA Cultivating Healthy Communities 2018 Grant program and students are expected to complete items in both the Stage 1 and Stage 2 requirements. Individual class assignments will provide milestones for grant work. Students are to follow grant instructions and to prepare the final document with the RFP headings in a Word document.

**Project proposals are due Monday, December 13th by 11:59 PM in Canvas. Proposals received after the deadline will have 10 points for every 24 hour period that passes after the deadline.**

### Grading

| Requirement | Due date | Points or % of final grade (% must sum to 100%) |
| --- | --- | --- |
| Class Participation | Each class |  60 (20% of grade) |
| Quiz 1 | Week 8 (by 10/17) |  30 (10% of grade) |
| Quiz 2 | Week 15 (by 12/5) |  30 (10% of grade) |
| Group Project Presentation | December 2 |  75 points (25% of grade) |
| Individual Grant | December 13th at 11:59 PM |  105 points (35% of grade) |

Point system used *(i.e., how do course points translate into letter grades).*

| Points earned | 279-300 | 270-278 | 260-269 | 250-259 | 240-249 | 230-239 | 220-229 | 210-219 | 200-209 | 190-199 | 180-189 | <179 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Letter Grade | A | A- | B+ | B | B- | C+ | C | C- | D+ | D | D- | E |

Please be aware that a C- is not an acceptable grade for graduate students. A grade of C counts toward a graduate degree only if an equal number of credits in courses numbered 5000 or higher have been earned with an A. In addition, the Bachelor of Health Science Program does not use C- grades.

### Letter grade to grade point conversions are fixed by UF and cannot be changed.

| LetterGrade | A | A- | B+ | B | B- | C+ | C | C- | D+ | D | D- | E | WF | I | NG | S-U |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| GradePoints | 4.0 | 3.67 | 3.33 | 3.0 | 2.67 | 2.33 | 2.0 | 1.67 | 1.33 | 1.0 | 0.67 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

For greater detail on the meaning of letter grades and university policies related to them, see the [Grading and Grade Policies](https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx) posted by the Registrar’s Office.

### Exam Policy

### Policy Related to Make up Exams or Other Work

All work must be completed by the due date. Students need to contact the course instructor and teaching assistant in advance if this is going to be a problem so that alternative arrangements can be made.

### Policy Related to Technical Issues

Please note: Any requests for make-ups due to technical issues **MUST** be accompanied by the UF Computing Help desk correspondence. You **MUST**e-mail me within 24 hours of the technical difficulty if you wish to request a make-up.

### Policy Related to Required Class Attendance

Requirements for class attendance and make up exams, assignments, and other work in this course are consistent with university policies that can be found at UF [Attendance Policies](https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx).

## STUDENT EXPECTATIONS, ROLES, AND OPPORTUNITIES FOR INPUT

### Expectations Regarding Course Behavior

Students are expected to participate fully in class and conduct themselves in a professional, respectful manner with classmates, course instructor teaching assistant, staff, and community members at all times. Part of the course learning will involve improving teamwork skills and students are expected to engage in effective teamwork behavior during class and project work.

### Communication Guidelines

If a student has a question, concern or particular need, he or she may contact the course instructor and/or teaching assistant via email or after class. Email will be answered with 24 hours during weekdays and maybe up to 48 hours on the weekend or during holidays, unless an urgent request is made.

### Academic Integrity

Students are expected to act in accordance with the University of Florida policy on academic integrity.  As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge:

 “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.”

You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied:

 “On my honor, I have neither given nor received unauthorized aid in doing this assignment.”

It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code.  Violations of the Honor Code at the University of Florida will not be tolerated.  Violations will be reported to the Dean of Students Office for consideration of disciplinary action.  For additional information regarding Academic Integrity, please see [Student Conduct and Honor Codes](https://sccr.dso.ufl.edu/) information at the Dean of Students Office website or the [Academic Expectations](http://graduateschool.ufl.edu/admissions/orientation/academic-expectations/) information at the Graduate School website for additional details.

Please remember cheating, lying, misrepresentation, or plagiarism in any form is unacceptable and inexcusable behavior.

**Professionalism and COVID**

As students pursuing a path in the health professions or public health, it is crucial to demonstrate professional behaviors that reflect integrity and commitment to the health of patients, fellow health professionals, and to populations we serve. To accomplish this, a strong responsibility for the well-being of others must be evident in our decisions, along with accountability for our actions. Professionalism in the health disciplines requires adherence to high standards of conduct that begin long before graduation. This is particularly true during times of health emergencies such as the COVID pandemic, given our professional habits can have a direct impact upon the health of persons entrusted to us.

If you are not vaccinated, get vaccinated. Vaccines are readily available at no cost and have been demonstrated to be safe and effective against the COVID-19 virus. Visit this link for details on where to get your shot, including options that do not require an appointment: https://coronavirus.ufhealth.org/vaccinations/vaccine-availability/. Students who receive the first dose of the vaccine somewhere off-campus and/or outside of Gainesville can still receive their second dose on campus.

In response to COVID-19, the following professional practices are in place to maintain your learning environment, to enhance the safety of our in-classroom interactions, and to protect the health and safety of ourselves, our patients, our neighbors, and our loved ones.

* You are required to wear approved face coverings at all times while in Health Science Center classrooms and within Health Science Center buildings even if you are vaccinated.
* If you are sick, stay home and self-quarantine. Please visit the UF Health Screen, Test & Protect website about next steps, retake the questionnaire and schedule your test for no sooner than 24 hours after your symptoms began. Please call your primary care provider if you are ill and need immediate care or the UF Student Health Care Center at 352-392-1161 (or email covid@shcc.ufl.edu) to be evaluated for testing and to receive further instructions about returning to campus. UF Health Screen, Test & Protect offers guidance when you are sick, have been exposed to someone who has tested positive or have tested positive yourself. Visit the UF Health Screen, Test & Protect website for more information.
* Continue to follow healthy habits, including best practices like frequent hand washing.
* Avoid crowded places (including gatherings/parties with more than 10 people)

Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class. Hand sanitizing stations will be located in every classroom.

Course materials will be provided to you with an excused absence, and you will be given a reasonable amount of time to make up work. If you are withheld from campus by the Department of Health through Screen, Test & Protect you are not permitted to use any on campus facilities. Students attempting to attend campus activities when withheld from campus will be referred to the Dean of Students Office.

Continue to regularly visit coronavirus.UFHealth.org and coronavirus.ufl.edu for up-to-date information about COVID-19 and vaccination.

**COVID-19 Symptoms**

See https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html for information about COVID-19 symptoms, which may include fever, cough, shortness of breath or difficulty breathing, fatigue, chills, muscle or body aches, headache, sore throat, congestion or runny nose, nausea or vomiting, diarrhea, and loss of taste or smell.

**In-Class Recording**

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.

Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student

# Online Faculty Course Evaluation Process

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via [https://ufl.bluera.com/ufl/](https://urldefense.proofpoint.com/v2/url?u=https-3A__ufl.bluera.com_ufl_&d=DwMFAg&c=sJ6xIWYx-zLMB3EPkvcnVg&r=y2HjEMjRMHJhfdvLrqJZlYczRsfp5e4TfQjHuc5rVHg&m=WXko6OK_Ha6T00ZVAsEaSh99qRXHOgMNFRywCoehRho&s=itVU46DDJjnIg4CW6efJOOLgPjdzsPvCghyfzJoFONs&e=). Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

**Policy Related to Guests Attending Class:** Only registered students are permitted to attend class. However, we recognize that students who are caretakers may face occasional unexpected challenges creating attendance barriers.  Therefore, by exception, a department chair or his or her designee (e.g., instructors) may grant a student permission to bring a guest(s) for a total of two class sessions per semester.  This is two sessions total across all courses.  No further extensions will be granted.  Please note that guests are **not** permitted to attend either cadaver or wet labs.  Students are responsible for course material regardless of attendance. For additional information, please review the Classroom Guests of Students policy in its entirety.  Link to full policy: <http://facstaff.phhp.ufl.edu/services/resourceguide/getstarted.htm>

# SUPPORT SERVICES

# Accommodations for Students with Disabilities

If you require classroom accommodation because of a disability, it is strongly recommended you register with the Dean of Students Office <http://www.dso.ufl.edu> within the first week of class or as soon as you believe you might be eligible for accommodations. The Dean of Students Office will provide documentation of accommodations to you, which you must then give to me as the instructor of the course to receive accommodations. Please do this as soon as possible after you receive the letter. Students with disabilities should follow this procedure as early as possible in the semester. The College is committed to providing reasonable accommodations to assist students in their coursework.

Students in UF Health Sciences programs should be mindful that unique course accommodations may not be applicable in a clinical, fieldwork or practicum setting. Thus, planning a semester in advance with the DRC Health Sciences Learning Specialist, Lisa Diekow ldiekow@ufsa.ufl.edu , is highly encouraged.

# Counseling and Student Health

Students sometimes experience stress from academic expectations and/or personal and interpersonal issues that may interfere with their academic performance. If you find yourself facing issues that have the potential to or are already negatively affecting your coursework, you are encouraged to talk with an instructor and/or seek help through University resources available to you.

* The Counseling and Wellness Center 352-392-1575 offers a variety of support services such as psychological assessment and intervention and assistance for math and test anxiety. Visit their web site for more information: <http://www.counseling.ufl.edu>. On line and in person assistance is available.
* You Matter We Care website: <http://www.umatter.ufl.edu/>. If you are feeling overwhelmed or stressed, you can reach out for help through the You Matter We Care website, which is staffed by Dean of Students and Counseling Center personnel. The Student Health Care Center at Shands is a satellite clinic of the main Student Health Care Center located on Fletcher Drive on campus. Student Health at Shands offers a variety of clinical services. The clinic is located on the second floor of the Dental Tower in the Health Science Center. For more information, contact the clinic at 392-0627 or check out the web site at: <https://shcc.ufl.edu/>
* Crisis intervention is always available 24/7 from:

Alachua County Crisis Center:
(352) 264-6789
<http://www.alachuacounty.us/DEPTS/CSS/CRISISCENTER/Pages/CrisisCenter.aspx>

Do not wait until you reach a crisis to come in and talk with us. We have helped many students through stressful situations impacting their academic performance. You are not alone so do not be afraid to ask for assistance.

**Inclusive Learning Environment**

Public health and health professions are based on the belief in human dignity and on respect for the individual. As we share our personal beliefs inside or outside of the classroom, it is always with the understanding that we value and respect diversity of background, experience, and opinion, where every individual feels valued. We believe in, and promote, openness and tolerance of differences in ethnicity and culture, and we respect differing personal, spiritual, religious and political values. We further believe that celebrating such diversity enriches the quality of the educational experiences we provide our students and enhances our own personal and professional relationships. We embrace The University of Florida’s Non-Discrimination Policy, which reads, **“The University shall actively promote equal opportunity policies and practices conforming to laws against discrimination. The University is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information and veteran status as protected under the Vietnam Era Veterans’ Readjustment Assistance Act.”** If you have questions or concerns about your rights and responsibilities for inclusive learning environment, please see your instructor or refer to the Office of Multicultural & Diversity Affairs website: [www.multicultural.ufl.edu](http://www.multicultural.ufl.edu)