Criterion 1
The School of Public Health
1.3 Institutional Environment

CEPH Criterion

The school shall be an integral part of an accredited institution of higher education and shall have the same level of independence and status accorded to professional schools in that institution.

CEPH Required Documentation

a. A brief description of the institution in which the school is located, along with the names of accrediting bodies (other than CEPH) to which the institution responds.

b. One or more organizational charts of the university indicating the school’s relationship to the other components of the institution, including reporting lines.

c. A brief description of the university practices regarding:
   – lines of accountability, including access to higher-level university officials
   – prerogatives extended to academic units regarding names, titles and internal organization
   – budgeting and resource allocation, including budget negotiations, indirect cost recoveries, distribution of tuition and fees, and support for fundraising
   – personnel recruitment, selection and advancement, including faculty and staff
   – academic standards and policies, including establishment and oversight of curricula

d. Identification of any of the above processes that are different for the school of public health than for other professional schools, with an explanation.

e. If a collaborative school, descriptions of all participating institutions and delineation of their relationships to the school.

f. If a collaborative school, a copy of the formal written agreement that establishes the rights and obligations of the participating universities in regard to the school’s operation.

g. Assessment of the extent to which this criterion is met.
1.3.a. The School’s Institutional Home

**Required Documentation:** A brief description of the institution in which the school is located, along with the names of accrediting bodies (other than CEPH) to which the institution responds.

The University of North Carolina (UNC) is a public, multischool university system encompassing 16 diverse constituent institutions and other educational, research, and public service organizations. Each shares in the overall mission of the university, which is to serve all the people of the state and the nation as a center for scholarship and creative endeavor.

The University of North Carolina at Chapel Hill (hereafter “the university” or “UNC-CH”), chartered in 1789, is the flagship campus of the UNC system and the nation’s oldest state university. The university has been recognized for the quality of its graduate programs in every national survey conducted in the past 30 years. *U.S. News and World Report*’s survey of American colleges and universities consistently ranks the Chapel Hill campus among the best colleges in the nation and among the top research universities. In December 2008, *Kiplinger’s Personal Finance* magazine ranked UNC-Chapel Hill the number one best value in American public higher education, a position the university has held since 1998.

The School of Public Health (aka SPH) is one of the university’s fourteen schools and colleges, nine in Academic Affairs and five in Health Affairs; see Appendix 1.3.b., Charts B and C. The combined offerings of these schools include 78 bachelor’s, 102 master’s, and 66 doctoral degree programs. In fall 2008, the university enrolled more than 28,000 students from all 100 North Carolina counties, 49 other states, and 117 countries; 1,100 students were matriculated in the School of Public Health. The university’s approximately 3,200 faculty members hold or have held positions in almost every major national scholarly or professional organization. Many also have been elected to the most prestigious academic organizations, including the American Academy of Arts and Sciences, the Institute of Medicine, the National Academy of Engineering, and the National Academy of Sciences. In 2007, the Nobel Prize in Medicine was awarded to a School of Medicine faculty member.

The university is accredited by the Southern Association of Colleges and Schools. The university’s most recent reaccreditation review was completed in 2006 and expires in 2016. In the School of Public Health, two departments (Health Policy and Management, and Nutrition) and one program (Public Health Nursing, part of the Public Health Leadership Program) have specific degree programs that undergo accreditation by separate bodies (see Criterion 1.2.a., “Specialty Review Processes”). Department accreditation reports are in the Resource File.
1.3.b. Organization Charts

**Required Documentation:** One or more organizational charts of the university indicating the school’s relationship to the other components of the institution, including reporting lines.

Appendix 1.3.b. provides (three) university organization charts indicating the school’s relationship to the other components of the university, as well as reporting lines.

1.3.c. University Practices

**Required Documentation:** A brief description of the university practices regarding: lines of accountability, including access to higher-level university officials; prerogatives extended to academic units regarding names, titles and internal organization; budgeting and resource allocation, including budget negotiations, indirect cost recoveries, distribution of tuition and fees, and support for fundraising; personnel recruitment, selection and advancement, including faculty and staff; academic standards and policies, including establishment and oversight of curricula.

**Accountability**

The chancellor is the principal administrative officer of the university, and is accountable to the university's Board of Trustees and to the system president and Board of Governors of the UNC system. The chancellor is charged with ensuring that the university operates in accordance with the policies and regulations defined by the Board of Trustees and the Board of Governors. (Copies of these policies can be found in the Resource File.) A number of staff support the chancellor in these duties, including the Equal Opportunity/Americans with Disabilities Act officer, the secretary of the university, the internal auditor, the senior university counsel, and the chief investment officer. In addition, the chancellor has direct relationships with the Faculty Council, the General Faculty, and the Employee Forum. Holden Thorp, PhD (Chemistry), was selected as the university’s 44th chancellor in July 2008. Several line offices responsible for university operations are under the immediate supervision of Chancellor Thorp. Through these administrative offices, all units of the university have access to the chancellor and, through the chancellor, to the university’s external governing bodies.

Deans of the nine academic affairs schools and five health affairs schools report directly to the university provost who, in turn, reports directly to the chancellor. Barbara Rimer, DrPH, SPH dean, holds the same degree of autonomy and responsibility as the deans of the other four health affairs schools (Dentistry, Medicine, Nursing, and Pharmacy). Dean Rimer works closely with other senior administrative officers of the university, and meets monthly with the provost and other deans in the provost's Deans Council to discuss policies and strategic directions for the university.
Prerogatives

The university extends prerogatives regarding names, titles, and internal organization to its academic units. The school has the prerogative to set its own mission and organizational structures within the scope of the university’s mission and organizational structures. Likewise, departments within the school set their own missions and organizational structures within the scope of the school’s mission. The school’s dean and faculty have the same rights, responsibilities, and privileges that are afforded to other deans and faculty in the university.

Budgeting and Resource Allocation

The annual budget and resource allocation process begins each January within the school as department and administrative units contribute to a proposal submitted to the provost. The provost and campus financial and business leaders meet with the dean, the senior associate dean, and the associate dean for business and finance in the spring to discuss the budget proposal for the coming fiscal year. That proposal, along with those of other schools, is combined into a campus budget proposal submitted to UNC General Administration and then to the governor for consideration by state legislators. The North Carolina State Legislature determines the budget for the state government, typically in the summer, and begins the allocation of funds with the publication of the state budget for the fiscal year that starts each July. The decision-making process then proceeds downward from UNC General Administration, to the UNC-Chapel Hill Chancellor’s Office, to the deans and institute and center directors, and to department chairs and program directors. The process and procedures are discussed in detail in Criterion 1.6.a.

Personnel Recruitment, Selection, and Advancement

Most university staff members are subject to the State Personnel Act (SPA); SPA staff recruitment and advancement matters are governed by state regulations, administered on the university campus by the Office of Human Resources. Some staff in professional or administrative positions are nonfaculty, Exempt from the State Personnel Act (EPA N-F); the university has more control over selection and advancement of EPA N-F staff. A major change in advancement since the school’s last accreditation is the “career banding” process that supplements performance review by considering position requirements and competencies, and individual attainment of those competencies. This change was developed over four years, and was fully implemented by the university in 2008. See the university’s Office of Human Resources website (http://hr.unc.edu/?folderView=collapsed) for additional information about staff recruitment, selection, and advancement.

Faculty members are Exempt from the State Personnel Act (EPA). The school establishes search committees when filling faculty and top-level administrative positions. Search committee membership is consistent with the discipline and the nature of the position to be filled, and includes faculty, staff, alumni, and, usually, students; the goal is to achieve
diversity with regard to position held, demographics, etc. The special assistant to the dean for diversity offers support to all search committees in an effort to enhance the school’s diversity. A minimum of two candidates is interviewed for every position, with a broad selection of stakeholders participating in the interview process. The special assistant to the dean for diversity offers support to all committees in an effort to enhance the school’s diversity. Following a search committee recommendation, the final decision is the dean’s. In the case of hiring a new dean, the prerogative is in the Chancellor’s Office.

**Academic Standards and Policies**

Overall academic standards and policies are set at the system level by the Board of Governors and at the campus level by the university’s Board of Trustees and the chancellor. Three documents outline these standards and policies: the *Code* of the Board of Governors, the *Faculty Handbook*, and the *Faculty Code of University Government* (see Resource File for all documents). The school supplements the system and university standards with its own *Appointments, Promotion, and Tenure Manual* (http://tinyurl.com/sphaptmanual; copy also in the Resource File). (Cf. Criterion 4.2.a.)

The Graduate School dean is responsible for the admission and training of all university graduate students except for candidates for MBA, DDS, JD, and MD degrees. The dean, along with the Graduates School’s policymaking Administrative Board, also supervises additions, changes, and deletions in graduate curricula, including the School of Public Health and the other graduate schools and colleges. (Morris Weinberger, PhD, Slee Professor, HPM, currently serves on the Graduate School’s Administrative Board.)

School faculty members participate fully in university-wide committees that play a role in determining academic standards and policy. For example, Peggye Dilworth-Anderson, PhD, professor (HPM) is an elected member of the university’s Faculty Executive Committee (http://tinyurl.com/uncfec), and Andrea Biddle, PhD, associate professor (HPM) is an elected member of the Educational Policy Committee (http://tinyurl.com/uncepc).

**Interdisciplinary Academic Planning**

The school faculty and administrative leaders actively work with peers across campus and beyond to create and sustain new programs and curricula. These range from joint certificate programs such as that in health communications between Health Behavior and Health Education and the School of Journalism and Mass Communication, to dual degree programs such as those between Health Policy and Management and the School of Information and Library Science. Department leaders manage these efforts and work to sustain these types of interdisciplinary programs. The school as a whole works across departments, across campus schools, and beyond in developing new programs such as the interdisciplinary effort in health informatics that includes Epidemiology and Biostatistics in Public Health, Information and Library Science, Medicine, Nursing, Pharmacy, and Dentistry on this campus, with the North Carolina Health Information and Communications Alliance.
and the NC Division of Public Health. These efforts have reached a level of engagement that require formally incorporating them into the school’s strategic planning efforts.

1.3.d. Distinct School of Public Health Processes

**Required Documentation:** Identification of any of the above processes that are different for the school of public health than for other professional schools, with an explanation.

No processes are different for the School of Public Health than for other professional schools.

1.3.e. Collaborative School Participating Institutions

**Required Documentation:** If a collaborative school, descriptions of all participating institutions and delineation of their relationships to the school.

Not applicable.

1.3.f. Collaborative School Written Agreement

**Required Documentation:** If a collaborative school, a copy of the formal written agreement that establishes the rights and obligations of the participating universities in regard to the school’s operation.

Not applicable.
1.3.g. Assessment of Institutional Environment

**Required Documentation:** Assessment of the extent to which this criterion is met.

**Strengths**

- Accreditation is at the university level, in addition to specialized accreditation of many of the university’s professional schools and departments.
- School’s dean reports directly to university provost, and serves (along with other university deans) on the provost’s Deans Council.
- School is autonomous within UNC-Chapel Hill.
- School’s faculty members participate actively and fully in university-level academic governance policy roles.

**Challenges**

- Maintaining a balance between university-wide and school perspectives.
- Promoting effective interdisciplinary relationships that transcend this school, and beyond academia, to include strategic stakeholders locally and globally.

**Future Directions**

- Plan for the school’s future within the context of an increasingly interdisciplinary academic and professional environment, with planning processes to include broad participation across the school, with input from across the university other stakeholders including the Public Health Foundation Board, Advisory Council, External Advisory Committee, and others.
- We have begun the first stages of an academic visioning process to examine how the world will change over the next five to ten years and how our departments may have to adapt to meet these changing needs.
- Examine how the school’s strategic initiatives and other foci may require alterations to reflect changing local and global challenges.

**This Criterion is met.**