

Criterion 1

The School of Public Health

1.5 Governance

CEPH Criterion

The school administration and faculty shall have clearly defined rights and responsibilities concerning school governance and academic policies. Students shall, where appropriate, have participatory roles in conduct of school and program evaluation procedures, policy-setting and decision-making.

CEPH Required Documentation

- a. Description of the school's governance and committee structure and processes, particularly as they affect:
 - general school policy development
 - planning
 - budget and resource allocation
 - student recruitment, admission and award of degrees
 - faculty recruitment, retention, promotion and tenure
 - academic standards and policies
 - research and service expectations and policies
- b. A copy of the constitution, bylaws or other policy document that determines the rights and obligations of administrators, faculty and students in governance of the school.
- c. A list of school standing and important ad hoc committees, with a statement of charge, composition, and current membership for each.
- d. Identification of school faculty who hold membership on university committees, through which faculty contribute to the activities of the university.
- e. Description of student roles in governance, including any formal student organizations, and student roles in evaluation of school and program functioning.
- f. Assessment of the extent to which this criterion is met.

1.5.a. Governance and Committee Structure and Processes

Required Documentation: *Description of the school's governance and committee structure and processes, particularly as they affect: general school policy development; planning; budget and resource allocation; student recruitment, admission and award of degrees; faculty recruitment, retention, promotion and tenure; academic standards and policies; research and service expectations and policies.*

As discussed under Criterion 1.3., the School of Public Health enjoys a peer relationship with the other schools comprising the university. The school's faculty members participate fully in campus top-level governance; see Criterion 1.5.d. and Appendix 1.5.d. for membership. At the same time, the school has the independence required to assure integrity of its programs and to accomplish its stated mission, goals, and objectives. Although the school has a tradition of strong departmental autonomy, it also has a well-established system for policy determination and decision making for the school as a whole.

Policy Development and Planning

Formal authority for most budgetary, personnel, programmatic, and space issues is vested in the dean, whose style generally is to make decisions through a process of consensus building among individuals and departments. Constituencies at the school recognize that final decisions in most matters rest with the dean, and accept that the school's best interests will guide her. Internally, the dean is advised by the Dean's Council and by the Chairs Committee (see below for details on these groups). The dean also obtains feedback from numerous external leadership boards and committees; mandates of these groups are described below; their membership is included in Appendix 1.5.a. Most committees are not populated by formula, although many have representatives from each department/program, e.g., the Public Health Foundation Board.

Internal Advisory Groups

The size and complexity of the school and the development of a complex organizational structure require a number of administrative groups to provide the venues for policy recommendations and decision. These groups provide complementary and representative bodies that address the myriad governance issues that arise.

The *Dean's Council* is the major policy making body for the school, and most major decisions are made by this group. It is composed of the dean; department chairs; the senior associate dean and associate and assistant deans; several key program directors, including communications, Carolina Public Health Solutions, and the North Carolina Institute for Public Health; and representatives of the SPH Student Government and the Minority Student Caucus. The Dean's Council meets bimonthly to review, discuss, and react to issues important to the school and school operations, including consideration of changes in policy and direction. Recent meeting topics have included bridge funding proposals,

diversity goals, mentoring, faculty response to student requests for online course information, and online course evaluation system. Every meeting includes several standing topics, including a report from the dean, status of the school's budget, an update on fundraising, and the student representatives' reports on any issues that concern them. Chairs and other unit heads are expected to report back to their constituencies on issues discussed at the meeting. Frequently, the dean polls the Dean's Council between meetings if there are topics about which feedback is needed.

The *[department] Chairs Committee*, led by Peggy Leatt (associate dean for academic affairs, and chair of Health Policy and Management), meets monthly to provide advice to the dean on all aspects of the school's short-term and long-term goals, policies, and operations, including academic affairs, research, and student affairs. Committee membership consists of the department chairs, director of the Public Health Leadership Program, dean and senior associate dean. Other members of the school's or university's leadership team may be present for discussion of specific topics. Discussion topics have included issues such as budget allocations to departments, mentoring across the school, and how to handle students' grievances.

There is a strong tradition of faculty, staff, and student involvement in all major processes of the school. Recommendations about faculty promotions are made, as required by the university, by a committee of full professors. However, nearly all other committees of the school include representatives drawn from faculty, students, and staff. We seek diversity in membership in terms of rank, interests, and ethnicity.

External Advisory Groups

Several formal, external boards meet regularly and offer substantive advice to school leaders on different aspects of the school's life, including strategic opportunities and initiatives, fundraising, and school policies. The school seeks diversity of board members, who can offer different perspectives and experiences, and strives for meaningful give-and-take at the meetings. Departments, centers, and even some large programs within departments also have their own advisory groups. (See Appendix 1.5.a. for membership of all groups described below.)

The *External Advisory Committee* (EAC) was created by Dean Rimer in November 2006 to provide input into the school's academic and research programs. The EAC's current six members include three current or former deans of schools of public health, a national leader in health disparities, a leader in community-based participatory research, and a former SPH chair who now leads a program in clinical epidemiology at another university. The committee helps identify potential academic concerns, provides advice on best practices, and offers a useful perspective on how other schools of public health handle issues such as academic program development, faculty governance, indirect costs, global health, and centers.

The *SPH Advisory Council* (SPHAC) was created in 1999 by Dr. Roper during his term as dean. It is a high-level group of up to 24 business, public health, communication, and community leaders that provides advice about overall directions for the school and fundraising, including counsel on strategic initiatives. The SPHAC is chaired by Dennis Gillings, PhD, former professor Biostatistics, who is now CEO of Quintiles Transnational, Corp. We are attempting to increase the diversity of the council. (The SPHAC charter is available in the Resource File.)

The Public Health Foundation, Inc. is a 501(c)3 organization that manages the school's endowments and charitable gifts. The *Board of Directors of the Public Health Foundation* (PHFB) convenes twice a year to provide fiduciary oversight to the foundation's assets. Board membership, which is weighted toward alumni, is ethnically diverse, represents the majority of departments in the school, and includes people from the private and public sectors. (The PHFB bylaws are available in the Resource File.)

Budget and Resource Allocation

The annual budget and resource allocation process begins within the school each January. The steps in the process of decisions through the university system to the state legislature and back to the universities and departments is outlined in Criterion 1.3.c. Criterion 1.6.a. elaborates the budgetary process and procedures within the school.

Student Recruitment, Admission, and Award of Degrees

The school's departments, Public Health Leadership Program, and Office of Student Affairs share student recruitment responsibilities (see Criterion 4.4.a.). The university sets general admission requirements that are supplemented by specific department requirements. Department chairs, who delegate the initial admissions process to department committees, make final decisions and submit their recommendations for approval to the Graduate School or to the school's Office of Student Affairs (for undergraduates). Criterion 4.4.b. details the school's governance, committee structures, and processes related to student recruitment and admissions. Awarding of degrees is at the university level, and is a process handled by the University Registrar.

The university outlines academic procedures for both undergraduates (<http://tinyurl.com/ugradbull>) and graduates (<http://handbook.unc.edu/>), in addition to procedures specified by schools and departments.

Faculty Recruitment, Retention, Promotion, and Tenure

Recruitment

Department search committees normally handle faculty recruitment for positions carrying more than a one-year appointment. Departments assemble search committees on an ad

hoc basis—i.e., for specific searches—and faculty members establish selection standards. The search committee is then responsible for ensuring that the proper procedures (as stipulated by the university) are followed in the search and hiring process. The special assistant to the dean for diversity is a resource for search committees to consult in seeking diverse applicants, and she makes a point of reaching out to these committees to offer her assistance. Most search committees include student representatives, and students often interview applicants, make recommendations and, in some departments, may have a vote on the committee. The search committee then makes recommendations to the chair, who submits the applicant either to the department's full faculty or to the department's full professors for final approval. Each department's designated Equal Employment Opportunity Officer is responsible for assuring compliance with the university's affirmative action protocol.

Search committees for chairs are managed by the dean's office. Such committees include faculty members of different ranks, students, staff, and alumni. Diversity also is a factor in committee composition. Chair search committees provide to the dean the roster of the top three candidates, with a characterization of the strengths and weaknesses of each candidate. The dean makes a recommendation to the provost (who has always supported the dean's recommendations), and the chancellor makes the final determination in the appointment.

Appointments, Promotion, and Tenure

University policy requires that department chairs consult with, and obtain the vote of, their department's full professors in making recommendations regarding appointments, promotion, and tenure; in the case of a search for a new faculty member, this must first be authorized by the dean. University policy allows tenured associate professors to be included in the consideration for recommendations for faculty ranks lower than their own, but their votes must be recorded separately; fixed-term faculty can be consulted, but only for appointments and promotion of fixed-term faculty. The chair then submits a request to the school's Committee on Appointments, Promotions and Tenure (APT), which reviews the request and makes a recommendation to the dean. The APT Committee is a standing committee appointed by, and advisory to, the dean; the committee and the review process are overseen by the associate dean for academic affairs. The committee reviews all appointments, reappointments, and promotions that result in permanent tenure, and all appointments to the rank of associate professor and above (including fixed-term appointments); a quorum consists of a majority of the members eligible to vote on any given candidate, plus one. A tenured full professor from each department serves on the committee for a period of three years.

Members of the school's APT committee may be present during discussion of a candidate from their own department or a department in which they have a joint appointment. In such cases, they may brief the committee and answer questions on promotion standards within

their department; they also may vote on the candidate but may not present the candidate's dossier nor advocate for the candidate.

After receiving the APT Committee's recommendation, the dean may exercise the right to deny an appointment, promotion, or tenure request, or can override an APT recommendation *not* to appoint or promote, although either of these would be an extremely unusual occurrence. If approved by the dean, the request goes successively to the Health Sciences Advisory Committee at the provost's level, then to the campus Appointments, Promotions, and Tenure Committee, the chancellor, the UNC-Chapel Hill Board of Trustees, and, depending on the action recommended, to the Board of Governors. University policies detailed in the UNC Board of Trustees' document, *Policies Governing Appointments and Promotion for EPA Personnel*, govern all faculty appointments, promotions, and tenure decisions (see Criterion 4.2 for further policy details). The university's posttenure review policy (included in the Resource File) assures that each tenured faculty member is reviewed at least every five years.

Students also provide significant input through teaching evaluations, which form an important part of a candidate's teaching portfolio. Students' course evaluation results are provided to individual faculty, program directors, and chairs. These evaluations can form part of an essential discussion of faculty annual reviews and can influence faculty salary increases.

Academic Standards and Policies

Schoolwide responsibility for academic standards and policies rests with the *Academic Programs Committee (APC)*, which also acts as a liaison between the School of Public Health and the Graduate School. The APC is accountable to the dean through the associate dean for academic affairs. The committee monitors teaching quality, learning experiences, and educational program quality and outcomes, and assesses and provides advice on proposals for new degree and certificate programs and other major changes to academic programs. Committee membership consists of a director of graduate studies from each of the seven departments and the Public Health Leadership Program. The group conducts its meetings on a regular schedule throughout the academic year.

At the department level, each department and program in the school has its own structure for developing new programs, reviewing and evaluating existing programs, and generally ensuring high academic standards.

Research and Service Expectations and Policies

The school's APT guidelines state that all faculty members are expected to demonstrate research, teaching, and service. How those expectations are turned into measurable and assessable activities are determined by each department. Under the guidance of the associate dean for academic affairs, each chair has developed (with input from his/her

faculty) a set of expectations reflected in documents that set forth the department's criteria for promotion or appointment of tenure track/tenured faculty; (these are available in the Resource File). They also are in the process of developing similar criteria for non-tenure track faculty members. Each document specifies the criteria for that department. In that way, the school acknowledges that departments represent different disciplines with their respective expectations about research productivity and publication. Some fields, such as environmental sciences and engineering, have not had access to the range of grant funding available to others, epidemiology, for example. Biostatisticians are expected to publish at a rate that exceeds those in some other fields, such as maternal and child health. MCH states an expectation of 50-60% outside funding per faculty member, while some departments have higher levels and others are lower. HPM has the most comprehensive criteria document, which clearly differentiates expectations across ranks and tracks. We respect differences across departments but expect each department to articulate its expectations in a clear, transparent manner. The criteria documents have been shared among chairs and are available in the Resource File. Each chair informs the APT committee about his/her department's expectations so that when a faculty member is reviewed for promotion, the department's expectations are the frame the committee uses for review.

1.5.b. Governance Rights and Obligations

Required Documentation: *A copy of the constitution, bylaws or other policy document that determines the rights and obligations of administrators, faculty and students in governance of the school.*

The school faculty has no governance organization apart from the university-wide Faculty Council. That organization has forerunners to the beginnings of the university in the late 18th century, but its current form began in 1951. The council represents faculty from all parts of the university and derives its formal legal standing from the UNC Board of Governors. It has legislative powers over educational policies, rules, and regulations; requirements for admissions, programs of study, and award of academic degrees; recommendations for honorary degrees and special awards; regulations governing student conduct that affect academic standards or performance; and can establish committees of the council. (See *The Code of The Board of Governors of the University of North Carolina* and *The UNC Policy Manual* <http://www.northcarolina.edu/policy/index.php>, and *The Faculty Code of University Government* [UNC-Chapel Hill] <http://tinyurl.com/unccode>; these documents are also available in the Resource File).

1.5.c. School Standing and Ad hoc Committees

Required Documentation: *A list of school standing and important ad hoc committees, with a statement of charge, composition, and current membership for each.*

See tables 1.5.c. for current information on school standing and important ad hoc committees.

Table 1.5.c. School Standing and Ad Hoc Committees	
Academic Programs Committee	
<p><i>Membership:</i> The associate dean for academic affairs oversees this committee, and committee membership consists of the director of graduate studies from each of the seven departments and the Public Health Leadership Program.</p> <p><i>Term of membership:</i> Departments' directors of graduate studies</p> <p><i>Charge:</i> To consider admission quotas, current and newly proposed courses, curricula and degree requirements of all departments in the School of Public Health, and to recommend actions to the dean. These reviews include studies on a long-term basis as well as for current needs.</p>	
BIOS	Jane Monaco
ESE	Steve Whalen
EPID	Gerardo Heiss
HBHE	Carol Runyan
HPM	Peggy Leatt, Ex-officio
HPM	Suzanne Hobbs
MCH	Anita Farel (Chair)
NUTR	Amanda Holliday, Marlyn Allicock
PHLP	Bill Sollecito
Dean's Office	David D. Potenziani
NCIPH	Ed Baker
Doctoral student	Stephanie Baker (HBHE)
Master's student	Jeff Nguyen (HPM)

Appointments Promotions and Tenure (APT) Committee	
<p><i>Membership:</i> Five persons holding the rank of professor and representing the natural and social sciences as well as the measurement sciences and medical service professions. The membership should also, insofar as practical, represent the range of service, teaching, and research orientation. If possible, no two members will be from the same department.</p> <p><i>Term of Membership:</i> Three years.</p> <p><i>Charge:</i> To review all appointments, reappointments or promotion that result in permanent tenure, all appointments to the rank of associate professor and above, and all promotions to the ranks of associate professor and professor in accordance with the school protocol entitled "Policies Governing Appointments and Promotions for EPA Personnel" and university tenure regulations. To recommend to the dean approval or disapproval of such appointments, reappointments and promotions. To establish guidelines, standards and criteria for appointments, reappointments and promotions which will ensure increasing levels of competence and faculty dedication to the tripodal foundations on which the school's program and reputation depends. A recommendation for appointment, reappointment or promotions must have the concurrence of at least three members of the committee.</p>	
<i>Department</i>	<i>Representative</i>
BIOS	Jason Fine
EPID	Wayne Rosamond
ESE	Michael Flynn
HBHE	Eugenia Eng
HPM	Peggy Leatt, Ex-officio
HPM	Joseph Morrissey
MCH	Michael Foster
NUTR	Linda Adair (Chair)

Bernard G. Greenberg Alumni Endowment Award Committee	
<p><i>Membership:</i> Composed of three alumni volunteers, appointed by the Governing Board, three faculty members appointed by the Dean and a volunteer representative from the SPH Student Government. An effort is made to represent all Departments in the School.</p> <p><i>Term of membership:</i> Formed at the beginning of the spring semester and the members serve until awardees are selected in time for the awards to be given at the Foard Lecture – usually in April</p> <p><i>Charge:</i> The Greenberg Award was established by the School’s Alumni Association to honor Dr. Bernard G. Greenberg, founder and chair of the Department of Biostatistics from 1949 to 1972 and dean of the School from 1972 to 1982. The award is given annually to an outstanding full-time faculty member for excellence in the areas of teaching, research and service. Special consideration is given to candidates who have seamlessly integrated these areas of focus. A major criterion is continuous demonstrated excellence over a number of years in service to the broader public health community. The award is intended for an established faculty member as an incentive for continued excellence in these three areas. The award may support faculty at the assistant, associate or full professor level, and carries with it a stipend of \$12,000 for each of three years. Previous recipients of the award are not eligible. Nominations are accepted from members of the UNC Gillings School of Global Public Health faculty or the Governing Board of the SPH Alumni Association. All nominations are reviewed by the Endowment Awards Committee.</p>	
<i>Department</i>	<i>Representative</i>
ESE	David Leith, ScD
ESE	Liz Naess, PhD
ESE	Jacky Rosati, PhD
HBHE	Susan Ennett, MSPH, PhD
HBHE	Shelley Golden, MPH
NUTR	Alice Ammerman, MPH, DrPH
UNC Center for Health Promotion and Disease Prevention	Joan Kavanagh

Chairs Committee	
<p><i>Membership:</i> currently led by Peggy Leatt (chair of Health Policy and Management); the seven department chairs and the director of the Public Health Leadership Program; other members of the school’s leadership team or the broader university may be present for the discussion of specific topics</p> <p><i>Term of membership:</i> Term of service as chair</p> <p><i>Charge:</i> Meet monthly to provide advice to the dean on all aspects of the school's long-term and short-term goals, policies, and operations, including academic affairs, research, and student affairs.</p>	
<i>Department</i>	<i>Representative</i>
BIOS	Mike Kosorok
ESE	Mike Aitken
Epidemiology	Andy Olshan
HBHE	Jo Anne Earp
HPM	Peggy Leatt (Chair)
MCH	Bert Peterson
Nutrition	June Stevens
PHLP, HPM	Bill Sollecito
Dean’s Office	Barbara Rimer

Council on Education for Public Health (CEPH) Self-Study Committee – see Appendix 1.2.f.1.

Dean's Council	
<p><i>Membership:</i> Dean, department chairs; the senior associate dean and associate and assistant deans; several key program directors, including communications, Carolina Public Health Solutions, and the North Carolina Institute for Public Health; and representatives of SPH Student Government and the Minority Student Caucus.</p> <p><i>Term of Membership:</i> Indefinite except for students, one year.</p> <p><i>Charge:</i> Advise the dean on matters pertaining to the school, its operation, and future, including changes in policy and direction.</p>	
<i>Department</i>	<i>Representative</i>
ESE	Michael Aitken
NCIPH	Edward Baker
IIS	Kathy Barboriak
Global Health	Margaret (Peggy) Bentley
Minority Student Caucus	Yasmin Cole-Lewis (student)
Communications	Ramona Dubose
HBHE	Jo Anne Earp
External Affairs	Peggy Dean Glenn
SPH Student Government	Mohamed Jalloh (student)
BIOS	Michael Kosorok
HPM	Peggy Leatt
Carolina Public Health Solutions	Julie MacMillan
Research	Sandra Martin
Student Affairs	Felicia Mebane
Dean's Office	Brenda Motsinger
SPH Student Government	Jeffrey Nguyen (student)
Business and Finance	Charlotte Nunez-Wolff
Epidemiology	Andrew Olshan
MCH	Herbert Peterson
Minority Student Caucus	Patsy Polston (student)
Dean's Office	David D. Potenziani
Dean's Office	Barbara K. Rimer
Dean's Office	Jessie Satia
PHLP, HPM	William Sollecito
Nutrition	June Stevens

Global Health Advisory Committee (GHAC)	
<p><i>Membership:</i> The GHAC includes representatives from each department in the Gillings School of Global Public Health, as well as members from the Student Global Health Committee, School of Medicine, Health Sciences Library, University Center for International Studies, Carolina Asia Center, and SPH alumni, as well as from several organizations in the Triangle (e.g., Family Health International, RTI International, IntraHealth, ABT Associates and IPAS). Each departmental representative serves as the Certificate in Global Health advisor to their department. These faculty members are primary resources for students interested in global health in their departments.</p> <p><i>Term of membership:</i> Indefinite; committee members continue to serve as per the invitation of the Office of Global Health.</p> <p><i>Charge:</i> The Global Health Advisory Committee (GHAC) provides input and guidance on the development and progress of educational, research, and service/outreach programs in global health. This is done in an advisory capacity to the Office of Global Health on such topics as curriculum, policy issues, seminar speakers, and grants, among many other areas.</p> <p><i>Purpose:</i> 1) Increase the School's funding opportunities for global health-oriented teaching, research and practice; 2) Enhance cooperative partnerships with individuals and institutions across UNC, North Carolina, the U.S., and other countries around the world; 3) Increase the emphasis of global health issues in curricula in the School and its departments; 4) Update and maintain information, education, and communication resources about global health activities in the School of Public Health; and 5) Provide a visible focal point for global health activities within the School.</p>	
<i>Department</i>	<i>Representative</i>
BIOS	Shrikant Bangdiwala (Co-Chair)
NUTR	Peggy Bentley
UNC SOM Office of International Activities	Martha Carlough
UNC Institute for Global Health and Infectious Diseases	Myron S. Cohen
Student Global Health Committee	Daniel Cothran
Carolina Public Health Solutions	Francesca Florey
HPM	Bruce Fried (Co-Chair)
HPM	Dean M. Harris
IntraHealth International	Roxanne Henderson/ Rebecca Kohler
UNC Health Sciences Library	Mellanye Lackey
ESE	Don Lauria
Family Medicine	James Lea
IPAS	Brooke Levandowski
EPID, NCCPHP	Pia D Macdonald
HBHE	Suzanne Maman
Nutrition & Health Research, Abt Associates, Inc.	Bernadette Marriott
Carolina Asia Center	Tom Martineau
NUTR	Barry Popkin
RTI International, Global Health Technologies	Doris Rouse
RTI International, Research Resource Development	Lucy Siegel
MCH	Ilene Speizer
HBHE	Allan Steckler
PHLP	David Steffen
UNC Center for Global Initiatives	Niklaus Steiner
Student Global Health Committee	Juliana Thornton
External Affairs	Barbara Wallace
EPID	Sharon Weir
Terry Sanford Institute of Public Policy	Corrina Moucheraud Vickery
Office of Global Health	Gretchen Van Vliet
Meganium Corp	Tom Wong

Harriet Hylton Barr Distinguished Alumni Award Committee	
<p><i>Membership:</i> The nomination committee is made up of at least three SPH alumni and should include a member from the previous year's committee.</p> <p><i>Term of membership:</i> Formed at the beginning of the spring semester and the members serve until awardees are selected in time for the awards to be given at the Foard Lecture – usually in April</p> <p><i>Charge:</i> Established in 1975, the Barr Award recognizes the achievements of alumni and their contributions to public health. For many years the award has carried the name of its 1980 recipient – Harriet Hylton Barr – to honor her contributions to the field. Barr, who earned her Master of Public Health degree from UNC in 1984, is a clinical associate professor emeritus in the Department of Health Behavior and Health Education. She was the School's first director of alumni affairs, a position she held for 25 years. Charged with inviting alumni to continue their involvement with the School, her work also kept the School in closer touch with public health practitioners in communities throughout North Carolina and the United States. The nominator or one of the two endorsers must be a graduate of the UNC Gillings School of Public Health. The nominee must be a graduate and be a professional working full-time in public health or a related field. The nomination committee selects a candidate to refer to the Dean.</p>	
<i>Department</i>	<i>Representative</i>
ESE	Jacky Rosati, PhD
ESE	Chris Trent, MS
EPID	Penny Padgett, MPH
HBHE	Shelley Golden, MPH
HPM	Danica L. Patterson, MHA
MCH	Joseph Lee, MPH

North Carolina Institute of Public Health Review Committee	
<p><i>Membership:</i> The North Carolina Institute of Public Health Review Committee includes representatives from several departments in the School of Public Health, as well as members from the North Carolina Institute of Public Health, the School of Medicine, the School of Government, as well as from community organizations such as Cabarrus Health Alliance and the Orange County Health Department.</p> <p><i>Term of membership:</i> July 2006 – June, 14 2007</p> <p><i>Charge:</i> In July 2006, Dean Rimer of the School of Public Health appointed a 21 member team to undertake a review of the North Carolina Institute of Public Health at the School of Public Health. The task force solicited wide input into how, and how well, the Institute is functioning, meeting its goals and missions, and those of the School of Public Health.</p>	
<i>Department/Organization</i>	<i>Representative</i>
Social Medicine	Thomas J. Bacon, DrPH
Association of NC Boards of Health	Robert R. Blackburn, MS, MPH
North Carolina Division of Public Health	J. Steven Cline, DDS, MPH
National Public Health Leadership Institute	Donna Dinkin, MPH
NUTR	Janice Dodds, EdD, RD
HBHE	Jo Anne Earp, ScD, Team Chair
Office of the Vice Chancellor for University Advancement	Kevin FitzGerald, MPA
North Carolina Institute of Public Health	John W. Graham, PhD
HPM	Sandra B. Greene, DrPH
School of Government	Jill Moore, JD, MPH

North Carolina Institute of Public Health Review Committee , continued	
<i>Department/Organization</i>	<i>Representative</i>
Dean's Office	Brenda McAdams Motsinger, MS, RD, LDN
North Carolina Division of Public Health	Rick Mumford, DMD, MPH, CPH
North Carolina Institute of Public Health	Sheila Pfaender, MS
Cabarrus Health Alliance	William (Phred) Pilkington, DPA
Social Medicine	Deborah Porterfield, MD, MPH
Justus-Warren Heart Disease and Stroke Prevention Task Force	Elizabeth Puckett, PT
HPM	Thomas Ricketts III, PhD
HPM	R. Gary Rozier, DDS
PHLP	William Sollecito, DrPH
North Carolina Institute of Public Health	Rachel Stevens, EdD, RN
Orange County Health Department	Rosemary Summers, DrPH

Office of Student Affairs Student Advisory Board	
<p><i>Membership:</i> The Executive Board of the school's student government (a representative from each department, the co-presidents, and a representative for BSPH students and distance learning students, any other officers [e.g., treasurer])</p> <p><i>Term of Membership:</i> Length of term on student government (typically one year)</p> <p><i>Charge:</i> This group meets with the dean for students twice a year to review Office of Student Affairs activities, receive an overview of student issues, and give feedback and advice.</p>	
<i>Department/Organization</i>	<i>Representative</i>
Student Affairs	Felicia Mebane
BIOS	Diana Lam
ESE	Jenna Kolling
EPID	Vacant
HBHE	Mohamed Jalloh (Co-President)
HBHE	Jeff Quinn
HPM	Kathryn Shaia
HPM	Jeff Nguyen (Co-President)
MCH	Subasri Narasimhan and Elizabeth Weinstein
NUTR	Vacant
PHLP	Will Ray
Undergraduate	Chirag Rajpuria and Alice Wang (Social & Service Chair)

Research Council	
<p><i>Membership:</i> faculty representatives from each department; chaired by the associate dean for research</p> <p><i>Term of Membership:</i> Either a two- or three-year term (on a rotating basis)</p> <p><i>Charge:</i> Identify issues that should be considered by the dean, associate dean for research, and other faculty members, focusing especially on issues that are important to advance the research environment and research program at the school.</p>	
<i>Department</i>	<i>Representative</i>
BIOS	Danyu Lin
ESE	Leena A. Nylander-French
EPID	Steve Marshall
HBHE	Edwin Fisher
HPM	Gary Rozier
MCH	Jon Hussey
MCH	Sandra Martin (Chair)
NUTR	Penny Gordon-Larsen
NUTR	Barry Popkin
PHLP	Diane Calleson

SPH All-Hazards Preparedness Committee	
<i>Membership:</i> faculty, staff, and a representative from the North Carolina Institute for Public Health	
<i>Term of Membership:</i> Term of representative's position in the school.	
<i>Charge:</i> Primary functions include: (1) Ensure leadership, faculty, staff and students' awareness and understanding of the School-wide All Hazards Committee and the School-wide emergency management system (ICS). (2) Develop and maintain a School-wide emergency management system based on the FEMA Incident Command System. (3) Serve as the Incident Command Center during an emergency event. (a) Assign individuals as lead/back-up to sections/function –maintain skills/knowledge needed. (b) Coordinate functions between emergency management and business continuity. (3) Review emergency events and recommend corrective actions, develop procedures in coordination with University. (4) Oversee development of departments/units COOPs; coordinate and monitor COOPs. (5) Revise and complete written procedures that require an annual review and update; includes Interface with UNC –how our records are current at School and UNC level, provides information about location of electronic copies, hard copies/master notebooks, etc.	
<i>Department</i>	<i>Representative</i>
Instructional and Information Systems	Kathy Barboriak
Communications	Ramona Dubose
HPM	Bill Gentry
Facilities	Rob Kark
Office of Student Affairs	Felicia Mebane
Dean's Office	Brenda Motsinger, Chair
Dean's Office	Charlotte Nunez-Wolff
EPID	Andy Olshan
Dean's Office	Dave Potenziani, Incident Commander
NCIPH, Center for Public Health Preparedness	Rich Rosselli
EPID	Jim Thomas
Business Office	Justin Woodard

SPH McGavran Teaching Award Committee	
<i>Membership:</i> Faculty representatives from each of the school's departments.	
<i>Term of Membership:</i> Indefinite	
<i>Charge:</i> Review nominations; select nominee who best fit the description of the McGavran Teaching Award.	
<i>Department/Organization</i>	<i>Representative</i>
BIOS	Kant Bangdiwala
ESE	Steve Whalen
EPID	Charles Poole
HBHE	Wizdom Powell-Hammond
HPM	Laurel Files
HPM	Peggy Leatt (Chair)
MCH	Sherri Green
NUTR	Ka He
PHLP	Lori Evarts

SPH Student Awards Committee	
<i>Membership:</i> Faculty, staff, and students.	
<i>Term of Membership:</i> Faculty members to be appointed for a 3-yr term, staff a 2-yr term, students a 1-yr term.	
<i>Charge:</i> Review proposed awards, develop criteria for awards deemed appropriate by the dean and the committee, form ad hoc committees for the selection of recipients of appropriate awards and recommend these to the dean.	
<i>Department/Organization</i>	<i>Representative</i>
NUTR	Marci Campbell
BIOS	Michael Hudgens
ESE	David Leith
Student Affairs	Felicia Mebane (<i>non-voting member</i>)
EPID	Charlie Poole
HPM	Kristin Reiter
MCH	Marcia Roth
HBHE	<i>To be appointed ASAP</i>
PHLP	<i>To be appointed ASAP</i>

Web Council	
<i>Membership:</i> Stakeholders from every unit including faculty, students, and staff	
<i>Term:</i> Representatives' job tenure or at will of representative or Instructional and Information Systems dean	
<i>Charge:</i> Consider the goals of the school website and make recommendations for its improvement.	
<i>Department/Organization</i>	<i>Representative</i>
IIS	Kathy Barboriak
HBHE	Noel Brewer
Communications	Ramona Dubose
EPID	Spencer Gee
NCIPH	John Graham
MCH	Joumana Haidar
Student Affairs	Amy Hitlin
IIS	Charlie Hitlin
BIOS	Michael Hudgens
HPM	Lynnette Jones
Student Affairs	Felicia Mebane
Research	Christin Minter
Communications	Christine Perry
Business & Finance	Robert Pitts
Nutrition and Epidemiology	Jessie Satia
ESE	Marc Serre
Office of Global Health	Gretchen Van Vliet
PHLP	Willie Williamson

1.5.d. Faculty Participation on University Committees

Required Documentation: Identification of school faculty who hold membership on university committees, through which faculty contribute to the activities of the university.

The school's faculty participates fully in campus governance; (see Appendix 1.5.d. for current committee memberships). They serve on the Chancellor's Advisory Committee, Faculty Executive Committee, Faculty Council, Enrollment Policy Advising Committee, Administrative Board of the Graduate School, Administrative Board of the university Division

of Extension and Continuing Education, Affirmative Action Committee, and many other campuswide academic committees. (For additional information about faculty service on university committees, see Criterion 3.2.)

1.5.e. Student Roles in Governance

Required Documentation: *Description of student roles in governance, including any formal organizations, and student roles in evaluation of school and program functioning.*

Students play a vital role in the school’s governance. They actively participate as full members of schoolwide and department committees and have a rich history of self-governance that is well supported by the school; (see table 1.5.e.1.). The co-presidents of the SPH Student Government and co-presidents of the Minority Student Caucus serve as full members of the Dean’s Council; they regularly present issues concerning students and lend a student perspective to the council’s discussion and recommendations.

Table 1.5.e.1. Schoolwide Committees with Student Representation (as of July 21, 2009)
Acceleration Advisory Committee
All Hazards Planning Committee
Alumni Association Governing Board
Council on Education for Public Health (CEPH) Self-Study Committee
Dean’s Council
Financial Literacy Committee
Global Health Advisory Council (GHAC)
Space Committee
Speakers Committee
Office of Student Affairs Student Advisory Board
Web Council

Every academic department in the school has student representation on key governing committees. For example: ESE students have a formal role in the selection process for new faculty members, meeting with potential candidates and providing feedback on selection criteria and their choice among candidates. HBHE students are integral to various program curriculum committees, and in HPM, a student representative attends department faculty meetings and serves as a liaison between the student body and the faculty.

Student Organizations

The school supports myriad student organizations; (see <http://tinyurl.com/stdorgs> and table 1.5.e.2. for groups officially recognized by the university). Student organizations include official and unofficial schoolwide and department-based organizations, as well as campuswide organizations with significant participation from public health students. Two key schoolwide student groups are Student Government and the Minority Student Caucus.

Table 1.5.e.2. Student Organizations (as of July 21, 2009)
Schoolwide (open to all Public Health students)
AcademyHealth (UNC Student Chapter/HPM)
Carolina Breastfeeding: Evidence-based Education and Support (Carolina BEBES)
Health Executives Student Association (ACHE Affiliate) (HPM)
Minority Student Caucus (including Minority Health Conference)
Nutrition Coalition
Student Global Health Committee
School of Public Health Running Club
School of Public Health Student Government
School of Public Health Undergraduate Student Council (under review)
Department-specific
Biostatistics Student Association
Environmental Sciences and Engineering Student Organization (ENVRSO)
Epidemiology Student Organization
Healthy Heels (Nutrition)
Health Policy and Management Master's Student Council
Other Public Health-Related Student Organizations
Engineers Without Borders (Daniel A. Okun Chapter)
Health Sciences Lesbian Gay Bisexual Transgender Queer Alliance
GlobeMed (UNC Chapter)
Minority Association for Pre-health Students (undergraduates)
NC-HCAP Health Careers Club (undergraduates)
Start for the Heart
UNC-Chapel Hill Student Parent Association

SPH Student Government represents and advocates for the causes and interests of the student body. It functions as a channel of communication between students and the faculty and school leadership. It also disseminates information and supports student-initiated projects on behalf of public health students to faculty and staff and the university community. Each department has representation.

The *Minority Student Caucus* (MSC) is open for all students of color in the school and anyone else interested in supporting the Caucus's mission. MSC was founded in the early 1970s to advocate for issues of concern to minority students. The Caucus promotes research and programs aimed at addressing health issues that particularly affect people of color (e.g. health disparities). It also collaborates with the school's leadership to recruit and attract more students of color to the school, working, for example, on Project Reach, which reaches out to Historically Black Colleges and Universities (especially in North Carolina) and to institutions serving other minority groups. The Caucus founded the [Minority Health Conference](#) in 1977 and has conducted it annually since that time. This year, the 30th annual Minority Health Conference registered over 540 people in Chapel Hill, while five other universities participated remotely and held events on their campuses.

Office of Student Affairs

The school's Office of Student Affairs (OSA) supports student organizations and student leaders in several ways. Until fall 2008, OSA provided space to Student Government and to the Minority Student Caucus; since then, the school has provided separate office space to each group. Since spring 2006, OSA has provided an average of \$6,000 a year to support student organization' activities, including professional development, student recruitment/outreach, and public health awareness and promotion. Since fall 2006, the assistant dean for students has offered a Student Leadership Seminar for officers of the school's organizations. Monthly sessions and an accompanying Blackboard site:

- Provide an opportunity for students to engage across departments;
- Allow student leaders and the assistant dean for student affairs to share best practices for student organizations and leadership;
- Introduce student leaders to the school's leadership; and
- Help student organizations collaborate with each other.

The assistant dean for student affairs serves as the faculty advisor for Student Government and the Minority Student Caucus, and meets monthly with leaders of these two organizations, as well as the Student Global Health Committee. In addition, the assistant dean for student affairs arranges meetings among herself, representatives of key student organizations, and the dean at least once each semester.

Student Feedback

The school offers students a variety of in-person and online mechanisms for sharing their opinions at both the school and department levels, detailed in Criterion 4.6.b. Twice each academic year, the OSA conducts a *schoolwide survey* of all students that provides an opportunity to evaluate their experiences and provide feedback on a variety of topics. In addition, in January 2007, the OSA established *Hotlink*, an online tool for students to provide anonymous feedback about the school and their experiences. The assistant dean for students follows up on specific items identified through the surveys and Hotlink (e.g., lack of access to wireless Internet), and is developing a plan for regular feedback loops to all students. *Course evaluations* are another means of obtaining vital feedback from students (see Criterion 4.2.d.)

Each *department* also has mechanism(s) through which its students can express their concerns and provide evaluative feedback. For example, Maternal and Child Health (MCH) and Health Policy and Management (HPM) conduct exit interviews—the former with every student individually, and the latter with voluntary groups. HPM also conducts anonymous online “midprogram evaluations” annually, providing feedback to all program directors and to key department administrators.

1.5.f. Assessment of Governance

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

Strengths

- Extensive and effective committee structure at school and department levels. The school has engaged alumni and leaders in multiple sectors in a number of committees, including the Public Health Foundation Board, Alumni Association, and Advisory Council
- Broad representation in school and department governance structure and activities; faculty from different ranks, and staff, participate in a variety of key committees across the school
- Comprehensive and explicit academic policy documentation
- Quality and breadth of opportunities for student governance, including a strong student government organization and outstanding organizations for global health and minority student issues
- Quality and level of student participation in school governance, including membership on key decision making committees, such as Dean's Council and Academic Programs Committee

Challenges

- Increasing faculty representation or input to school decision-making among faculty who have not been active heretofore
- Increasing diverse representation of student participation in student governance activities
- Providing timely feedback to students, and to faculty and administrators about students, about the issues that engage them
- Constantly seeking the levers that interest and engage faculty and staff
- Engaging staff to feel that the school is responsive to their interests

Future Directions

- Implement faculty representation for the Dean's Council
- Work with the university to implement an online course evaluation tool used by all departments in the school

- Conduct regular student, faculty, and staff climate surveys, and use the data for self-improvement
- Review and update all policy documents on the school's intranet for community access

This Criterion is met.
