

LAUREL A. FILES

CURRICULUM VITAE

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EDUCATION

UNC-Chapel Hill	1990	M.B.A.
UNC-Chapel Hill	1978	Ph.D., Political Science Dissertation: "Public Health Expenditures in North Carolina Counties"
Yale University	1963	M.A., Political Science
MIT	1960-1961	Graduate student in Political Science
Hofstra University	1960	B.A. cum laude, with High Honors in Political Science

PROFESSIONAL EXPERIENCE

Associate Professor	1985-	DEPT. OF HEALTH POLICY AND ADMINISTRATION (HPAA)
Assistant Professor	1978-1985	School of Public Health
Instructor	1973-1978	University of North Carolina at Chapel Hill
Associate Dean for Academic Affairs	1995-2001	THE GRADUATE SCHOOL University of North Carolina at Chapel Hill
Visiting Assistant Professor	1981-1982	PROGRAM IN HOSPITAL & HEALTH CARE ADMINISTRATION and CENTER FOR HEALTH SERVICES RESEARCH, and UNIVERSITY HOSPITALS AND CLINICS, University of Minnesota, Minneapolis
Project Coordinator/ Research Associate	1971-1981	IPPA/PopCase Project (INTERNATIONAL PROJECT IN POPULATION PROGRAM ADMINISTRATION), HPAA & Carolina Population Center, UNC-CH
Project Coordinator/ Research Associate	1968-1971	COMPARATIVE STATE ELECTIONS PROJECT, Institute for Research in Social Science, UNC-CH
Administrative Assistant	1964-1965	NEW HAVEN REDEVELOPMENT AGENCY, New Haven, CT

Other Professional Activities

Team of Examiners to evaluate compliance with licensure standards to conduct degree activity in NC by [various universities based outside North Carolina]. Member. January 2000-.

Council on Education for Public Health. Site Visitor. Fall 2006 -

University of North Carolina General Administration. Special Assistant to the Vice President for Academic Planning for Licensure. February - October 2007, July – December 2008.

Joint Committee on College Transfer Students, University of North Carolina Office of the President. Member. 2000.

Fellowship Selection Committee, Appalachian College Association. Member. Fall 1995 – 2001.

UNC Student Health Service. Designed and implemented a stakeholders' survey as part of a strategic planning consultation. Spring 1996

Regional Health Services Management Workshop (under the auspices of the Association for University Programs in Health Administration, the American International Health Alliance, and USAID). One of team of instructors for course for physicians and health care providers, held in Lohusalu, Estonia. 20-31 August 1995.

Pitt County Health Center, Greenville, NC. Consultant for strategic planning. 1994-1995.

Health Care Evaluation and Management Skills Program, University of Toronto. Co-instructor for 2-week course on strategic management for Chinese physicians/researchers, held in Chengdu, PRC. 1994.

Presbyterian Hospital, Charlotte, NC. Facilitated a one-day strategic planning retreat. 1993.

Health Care Management Review. Editorial Board. Member. 1991-

American College of Healthcare Executives. Committee on Education (AUPHA appointee). 1987.

The Academic Seminar, UNC-CH. Selected participant. August 1987.

Association of University Programs in Health Administration (AUPHA). Nominating Committee, 1987.

AUPHA Conference: Proactive Curriculum Building. Consultant/cosponsor, Faculty. October 1986.
 AUPHA Cost of Clinical Education Study. Advisory Panel Member. 1986
 American Association of University Professors. Exec. Board, 1991-1992. Student Affairs Committee, 1985-1986.
 N.C. Juvenile Justice Committee, Retreat. Group Facilitator. July 1984
 North Carolina Healthcare Financial Management Association, Matrix, 1983-85
 N.C. Area Health Education Centers, Statewide Meeting. Session: "Multi-Organizational Network Development." Invited Speaker. March 1983
 Expert Group Meeting on Coordination of Population, Health, and Development Programmes, (UNFPA, World Bank, UNC-CH). Invited participant. Kathmandu, Nepal. March 1983.
 Accrediting Commission on Education for Health Services Administration. Committee to Revise ACEHSA Survey Instrument. Chairman. 1981-82.
 National Conference of State Legislatures, Mental Health Seminars Planning Workshop. Facilitator. Dec. 1981.
 National Delphi panel, "Surviving Cutbacks in Community Mental Health" (National Council of Community Mental Health Centers), Council of Management-Northside CMHC, Inc. (FL). Participant. 1981-82.
 Texoma Mental Health and Mental Retardation Services, DHHS Region VI. Workshop consultant and group facilitator. January 1981.
 Accrediting Commission on Education for Health Services Administration. Fellow. 1979-80
 National Delphi panel to develop a Mental Health Administration Graduate Curriculum Guide. (NIMH-University of Wisconsin Health Services Research Group). 1979-80.
 American Society for Public Administration. 1974-1980. Executive Committee, Section on Human Resources Administration.
 National Institute of Mental Health, National Conference on Mental Health Administration. Invited group leader. Nov. 1977, Sept. 1979, Apr. 1980.
 American Society for Public Administration, National Conference. Session: "Setting Human Services Priorities in State and Local Government." Convenor and panelist. April 1978.
 American Society for Public Administration, Region 5 Conference. Session: "Setting Priorities: Who is the Master of Master Planning?" Convenor and Moderator. October 1976
 North Carolina Association of County Commissioners, Annual Meeting. Keynote speaker. August 1976.
 National Conference, "Coping with the Demands for Change within Human Services Administration." (American Society for Public Administration, Section on Human Resources Administration, and Southeast Institute for Human Resources Development) Invited participant. June 1976.
 1974 National Conference on Public Administration. Session: "Population and Public Policy." Co- coordinator. April 1974.

PUBLICATIONS

Refereed Publications

"Advanced Concepts and Applications in Health Policy and Administration: Developing and Implementing an Integrative Experience at the University of North Carolina at Chapel Hill," *Journal of Health Administration Education*, 11(3; Summer 1993):435-447.

"Strategy Formulation in Hospitals: Where Are We? What Next?" *Health Care Management Review*, 13(1; Winter 1988):9-16. Also reprinted in *Health Care Management: Strategy, Structure & Process*, Montague Brown, ed., (Gaithersburg, MD: Aspen Publishers, Inc., 1992; Best of HCMR Series).

"Strategy Formulation in Hospitals," in *Strategic Management in the Health Care Sector: Towards the Year 2000*, pp. 48-60, Farhad Simyar and Joseph Lloyd-Jones, eds., Prentice-Hall, 1988.

"Population Planning Program Management: The Role of Health Administration Programs." Invited paper. *The Journal of Health Administration Education*, 5(1; Winter 1987):5-16.

"Why Are There Two Hospitals in Burlington? The Politics of Inevitability." In *Cases in Multi-Institutional Systems Management*, pp. 287-323, B. Jon Jaeger, Arnold D. Kaluzny, and Kathryn Magruder-Habib, eds. (Owings Mills, MD: National Health Publishing, 1987).

"Specialized Accreditation at the Baccalaureate Level: The Case for Professional Rationalism." (with Charles T. Grubb.) *The Journal of Health Administration Education* 2(4; Fall 1984):477-485.

"Strategy Formulation and Strategic Planning in Hospitals: Application of an Industrial Model." *Hospital and Health Services Administration* 28(6; Nov/Dec 1983):9-20.

"Hospital-Based Ambulatory Care: Organizational Issues for Academic Health Centers." (with Ron C. Werft). *Journal of Ambulatory Care Management* 6(3; August 1983): 78-88.

"Policy Issues in the Delivery of Personal Health Services in Public-General Hospitals." In *Policy Issues in Personal Health Services*, ed. Sagar C. Jain and John E. Paul, pp. 257-287. Rockville, MD: Aspen Systems Corporation, 1983.

"A Concept of Health Administration: Implications for Education and Quality Control." (Second author, with Sagar C. Jain). Association of University Programs in Health Administration, *Program Notes* 100(Fall 1982): 1-14.

"A Reexamination of Integrated Population Activities." *Studies in Family Planning* 13(10; October 1982): 297-302.

"The Human Services Management Task: A Time Allocation Study." *Public Administration Review* 41(Nov/Dec 1981): 686-692.

"The Political Economy of Human Service Reorganization Efforts." *Journal of Health and Human Resources Administration* 2(Nov 1979): 186-198.

"Human Services Reorganization: Structure, Process, and Function." Symposium co-editor (first editor, with C. Grubb). *Journal of Health and Human Resources Administration* 2(Nov 1979).

"The Political Economy of Human Services: A Framework for Policy Analysis." In *Human Resource Administration*, ed., Alex Pattakos, pp. 11-15. Washington, D.C.: American Society for Public Administration, Section on Human Resource Administration, 1977.

Management Planning for Population and Other Human Services Programs: A Guide to the Carolina Simulation (CASIM) Method. Chapel Hill: University of North Carolina, School of Public Health, Department of Health Administration, and Carolina Population Center, 1977.

"Market for Graduates of Baccalaureate Programs in Health Administration." Association of University Programs in Health Administration, *Program Notes* 71(October 1976):12-24.

"Development of Graduate Studies in Human Services Administration in a University Setting." (Second author, with Sagar C. Jain). In *Human Resource Administration*, ed., Beryl A. Radin, pp. 26-31. Washington, D.C.: American Society for Public Administration, Section on Human Resource Administration, 1975.

Case Writing Do's and Don'ts: A Guide for Writing Teaching Cases in Population Program Administration. (Second author, with Sagar C. Jain and Emily V. Grantham). Chapel Hill, N.C.: University of North Carolina, School of Public Health, Department of Health Administration, and Carolina Population Center, 1975.

Georgia Abortion Act 1968. (Second author, with Sagar C. Jain). Chapel Hill, N.C.: University of North Carolina, School of Public Health, Department of Health Administration, and Carolina Population Center, 1972.

Nonrefereed Publications

Coordination of Population, Development, and Health Programs. (Second editor, with Sagar C. Jain) Chapel Hill, N.C.: University of North Carolina at Chapel Hill, School of Public Health, Department of Health Policy and Administration, 1984.

Delbecq: The Nominal Group Technique and Its Application. Chapel Hill, N.C.: University of North Carolina at Chapel Hill, School of Public Health, Department of Health Administration, Forecasting Techniques for Effective Planning and Management (series), 1980.

Research on the Management of Population Programs. Ed. Chapel Hill, N.C.: University of North Carolina, School of Public Health, Department of Health Administration, and Carolina Population Center, 1980.

"Evaluating Human Services in North Carolina." (Third author, with Sagar Jain and Pathe S. Vivekanathan). *UNC Newsletter* 63(3;1978): 5-7.

Trends in Mental Health Administration: Proceedings of the 1977 National Conference on Mental Health Administration. (First editor, with Noel Mazade). Rockville, MD.: National Institute of Mental Health, The Staff College, mimeo.

"Budget-Making Under Fiscal Constraints: The Local Scene." *UNC Newsletter* 62(2; 1977): 3-6.

Teaching Population Program Management: Concepts, Methods, and Resources for Planning, Coordination, Supervision, and Information. Ed. Chapel Hill, N.C.: University of North Carolina, School of Public Health, Department of Health Administration, and Carolina Population Center, 1975.

The Role of Universities in Improving the Management of Population Programs. Ed. Chapel Hill, N.C.: University of North Carolina, School of Public Health, Department of Health Administration, and Carolina Population Center, 1975.

Professional Health Manpower for Community Health Programs, 1973. Contributor. Chapel Hill, N.C. University of North Carolina, School of Public Health, Department of Health Administration, 1973.

Papers and Reports

"Education for Population/Family Planning Program Management: Perceptions and Prescriptions." Presented at 13th Annual International Health Conference, National Council for International Health, Washington, D.C., 11 June 1986.

"The Program on Access to Health Care: Emergency Room Physician Project Evaluation." (with Charles Taylor Grubb). Chapel Hill, N.C., November 1985.

"Integration and Coordination: Developing a Viable Family Planning Service Delivery System 'in the Spirit of Bucharest'." (First author, with K. Kanagaratnam). Presented at Expert Group Meeting on Integration of Population, Health, and Development Programmes. Kathmandu, Nepal, 1983.

"Women in Management: Are Their Problems Gender Related?" Presented at the 1981 Annual Meeting of the American Public Health Association.

"Education for Health Administration: Issues of Scope and Quality Control." (Second author, with Sagar C. Jain). Presented at the 1981 Annual Meeting of the American Public Health Association.

"Management Development in National Population Programs." (Second author, with Sagar C. Jain and John E. Paul). Presented at the 1981 Annual Meeting of the American Public Health Association.

"Budget-Making Under Fiscal Constraints: The Local Scene." Presented at the 1976 Annual Meeting of the American Public Health Association.

"Mental Health Priorities at the Local Level." Presented at the 1976 Annual Meeting of the American Public Health Association.

"The New Federalism and Public Health Manpower." (Second author, with Sagar C. Jain and Thomas L. Hall). Presented at the 1973 Annual Meeting of the American Public Health Association.

Book Review

The Modern Practice of Community Mental Health, by Herbert C. Schulberg and Marie Killilea, eds. in *Journal of Health Administration Education* 2(1; Winter 1984): 111-113.

TEACHING RECORD

Courses

Journaling 1-6 (Total 3 credits). Co-instructor for internship substitute for students in Executive Master's Program. Fall 2011 -

Principles of Health Organization Leadership and Management (3 credits). Lead instructor for core course in Health Care Management Certificate Program. Taught semi-annually, 2006-2007.

Seminar in Teaching Health Policy and Administration (3 credits). Developed new doctoral required core course (conceptual basis developed with several colleagues; course developed with doctoral student). Taught annually, Fall 1999-fall 2003.

Organization Behavior and the Management of Organization Change (3 credits). Taught once or twice a year in Executive Master's Program, 1991 – Fall 2005.

Strategic Community Health Planning (3 credits). Developed and taught in HPAA's Executive Program in Health and Population for Developing Countries, in Jaipur, India (1995); cotaught domestic Executive Program version, *Health Administration and Planning* (1994-1996).

Advanced Concepts and Applications in Health Policy and Administration (3 credits). Developed new master's core course, with three colleagues (1991). Taught once or twice a year, through spring 1995.

Introduction to Health Organization Behavior (3 credits). Developed new undergraduate core course in 1977. Now offered each fall; (current title: *Introduction to Health Organization Structure and Functions*). Taught annually through fall 1991.

Master's Paper (3 credits). Developed new master's core course. Taught 1987-1990. (once or twice/year).

Hospital Organization and Administration (3 credits). Developed new elective course. Taught twice in 1982-83.

Organization and Administration of Multihospital Systems (3 credits) Developed new elective course. Offered only once, as a reading course, fall 1984.

Orientation to Health Service Organizations (1-2 credits). Developed new undergraduate core course. Taught in 1978-1980.

Structure and Functions of Human Services Systems (3 credits). Developed new elective course. Taught 1978, 1980.

Introduction to Health Services Research (3 credits). Developed new elective course, and taught it several times.

Organizational Behavior of Health Institutions (3 credits). Taught 1978.

Politics of Human Services (3 credits). Developed new elective course. Taught 1977.

During 1972-1976, taught modules of:

Population Policy; Population Program Development and Administration; Family Planning Program Development

Advisement

Doctoral dissertations directed:

Elise J. Bolda, "Developing Board and Care Policy: What We Can Learn from the Development and Application of Long Term Care Policy." 1995.

Janice H. Schopler, "Development and Outcomes of Externally Funded Boundary Spanning Organizations: The Community Clinical Oncology Programs." 1988 Awarded the 1989 Bernard G. Greenberg Award for Excellence in Doctoral Research

Bruce J. Fried, "Power Distribution and Goal Perceptions in Veterans Administration Ambulatory Care Clinics." 1984

Continuing Education Activities

Lenoir Memorial Hospital (Kinston, N.C.) Strategic Planning Workshop. May 1984.

"Forecasting Techniques for Effective Planning." Planning committee; faculty. 3/78, 4/79, 3-4/80, 4/81.

Annual International Faculty Workshops in Population Program Management. Workshop Coordinator, and participant. 12/72, 3/74, 3/75, 5-6/78, 6/80.

"Effective Managerial Behavior." Planning committee; faculty. 11-12/76, 4-5/79, 5/80.

"Management Training for Women in Allied Health." Director; faculty. 5/79, 6/79, 8/79.

Mental health evaluation and technical assistance project. HEW Region IV. Co-investigator. 8/79.

Workshop. N.C. Division of Mental Health and Mental Retardation Services, State Management Team meeting. Co-organizer; faculty. 7/78

Workshop Retreat. Lee-Harnett Area Mental Health Board. Co-organizer; faculty. 6/78.

"Mental Retardation Adult Services Workshop." Wake County Area Mental Health. Faculty; consultation on program development. 1/78.

Interschool Workshop in Gaming and Simulations for Health Administration." Planning Committee; faculty. 6/76.

"Planning for the Aged: A Workshop in the Use of Simulation Materials." Department of Urban and Regional Planning, University of Wisconsin at Madison. Faculty. 2/76.

"Decentralization, Management Development and Administration." N.C. Department of Human Resources. Faculty. 8/75.

HADM Executive Development Program. Faculty. 7-8/75.

Annual International Workshops in Population Program Administration. Core Faculty. 6/73, 6/74, 6/75.

Population Administration Workshop '74. Asian Institute of Management, Manila. Core faculty. 10/74.

Interuniversity Workshop for Programs in Health Administration in Schools of Public Health. Workshop Coordinator. 4/74.

Workshop in Human Services Program Management. Workshop Coordinator. 4/74.

Case-Teaching Workshop. Workshop Coordinator, and participant. 2/74.

GRANTS, CONTRACTS, AND AWARDS

Areas of Research: Organization design, behavior, and change; strategic planning.

Evaluation of the Primary Care Education Initiative (PRIME) in the Veterans Health Administration. Co-Investigator. Grantor: Veterans Health Administration. Amount: \$500,000. Dates: September 1, 1995-August 31, 1998.

Study to Develop a Resident Profiling and Resource Utilization System for ICF/MR. Investigator. Grantor: North Carolina Department of Human Resources, Division of Medical Assistance. Amount: \$245,793. Dates: December 1, 1994-November 30, 1995.

Hospital Efficiency Study. Grantor: North Carolina Department of Human Resources, Division of Medical Assistance. Amount: \$8,403. Dates: January 1, 1992-June 30, 1992.

Biomedical Research Support Grant. School of Public Health, UNC-CH. 1983-84.

Support Grant. Carolina Population Center, UNC-CH. 1981-82.

General Research Support Grant. School of Public Health, UNC-CH. 1974-76.

PROFESSIONAL SERVICE

Reviewer

Health Care Management Review. Editorial Board. 1989 - 2002

JAMA: The Journal of the American Medical Association. 1995

Blackwell Publishers, Inc. 1993 - occasional

Hospital and Health Services Administration. 1991

Prentice Hall. 1990

Socio-Economic Planning Sciences: The International Journal of Public Sector Decision-Making. 1990

National Health Publishing. 1989

Journal of Health Administration Education. 1984

Studies in Family Planning. 1982

Health Care Financing Review. 1981

University

Task Force on State Authorization of Distance Education Programs. Member. April 2011 -

Committee to review Joseph Jordan, Director, Stone Center for Black Culture and History. Member. Spring 2008.

Committee to review Dean William Roper, School of Medicine. Member. Spring 2007.

Financial Exigency and Program Change Committee. Member. 2004-2008

Faculty Hearings Committee. Member. 2001-2006, 1988-1993. Chair. 1992-1993, 2004-2006.

UNC Faculty Council. Member. 2000-2003, 1993-1996, 1980-1981. Alternate. 1981-1982, 1984-1986.

Committee on Interdisciplinary Issues and Tenure (of Executive Committee). Member. 1994-1995.

Health Sciences Library Advisory Committee. Member. 2002-

Distance Education Steering Committee. Member. 1999-2002.

Friday Center (formerly Division of Continuing Education), Administrative Board. Member. 1996-2001.

Graduate School, Graduate Student Advising Task Force. Chair. 1997-98

Faculty Assembly of the University of North Carolina. Delegate. 1994-1996. [On leave from Faculty Assembly for 1995-1996 because of scheduling conflict.]

Faculty Committee on University Government. Member. 1993-1996, 1986-1988.

American Association of University Professors, UNC-CH Chapter. University Government Committee. Chair.

1994-95. Executive Committee. Member. 1994-1997. Member-at-large Executive Committee. 1991-1992.

(Chancellor's) Sexual Harassment Advisory Committee. Member. 1989-1995.

Association for Women Faculty and Professionals. Member, 1979- . Board of Directors, 1993-1996, 1980-81.

Committee for Honors, Awards, and Committee Assignments, Chair. 1980-81.

Nominating Committee. Member. 1992-1993.

Search Committee: Director, Carolina Population Center. Member. 1992.

University-Wide Committee on Educational Leadership. Member. 1989- .

University Hearings Boards. Member of pool of faculty eligible to chair student honor code violation hearings. 1989- .

Planning Committee on Sexual Harassment and Chilly Climate. Member. 1988-1993.

Committee on Student Conduct. Member. 1988-1991.

Committee on Scholarships, Awards, and Student Aid. Member. 1987-1990.

Chancellor's Committee on Sexual Harassment. Chair. 1987-1988.

Ad Hoc Committee on Writing Across the Curriculum. Member. 1985-1986.

Student Health Service Advisory Board. Chairman. 1983-86.

Faculty Grievance Committee. Member. 1983-84.

School of Social Work, Health and Medical Care Services Committee. Member. 1980-81.

School of Nursing, University Advisory Group. Member. 1978-79.

Steering Committee on Human Services Administration. Coordinator. 1975-80.

Task Force on a Curriculum in Human Services Administration. Convenor and Secretary. 1973-75.

School of Public Health

CEPH Self-Study Committee. Chair. 2005-2009.

Awards Committee. Chair. 1992-1993. Member 1992-1995.

Strategic Planning Liaison Task Force. HPAA representative. 1990-1991.

Search Committee for Department Chair: Health Policy and Administration. Member. 1986-87.

Dean's Cabinet. Member. 1986-87.

Administrative Board. Member. 1984-87.

Graduate Program Committee. Member. 1982-1986.

Computer and Data Processing Advisory Committee. Member. 1979-81.

B.S.P.H. Advisory Committee. Member. 1976-79.

Department

Associate Chair. June 1988 - .

Executive Committee (formerly Program Directors Meeting). Member. 1988 - .

Committee on Diversity and Inclusion. Co-chair. Spring 2009 -

Master's Advisory Committee. Member. 2003 -

Admissions Committee. Member. 2001 - . (Admission and Awards Committee. Chairman, 1978-79. Member, 1977-79.)

National Center for Healthcare Leadership, Graduate Health Management Education Demonstration Project, UNC-CH site. Co-PI/Director. 2006 -2008.

Health Care Management Certificate Program. Director. 2004- 2006.

Field Training Advisory Committee. Chair. 1991 - 2004.

Faculty Search Committee. Member. October 1987 – Summer 2004.

Capstone Course Committee. Chair. August 1989 - May 1991.

Executive Committee. Chair, July 1986-December 1987; Member, 1975-79; 1984-1987.

Acting Chair. July 1986-December 1987; June-August 1983.

Full Professors Committee. Chair. July 1986-December 1987.

Director, Master's Program. April 1984 - May 1988.

Acting Director, Master's Program. Jan.- March 1984.

Undergraduate Program. Director; developed new departmental program. 1975-79.

(Ad Hoc) Committee on Master's Paper and Comprehensive Examination. Member. 1985-86.

(Ad Hoc) Committee on Student Advisement. Member. 1985-86.

Strategic Directions Committee. Member. 1983-84.

Committee to Evaluate Undergraduate Program. Member. 1982-83.

Academic Standards Committee. Member. 1980-81.

Publications Committee. Acting Chairman, spring and summer 1974. Member, 1974-77.

Faculty-Field Exchange Program. Worked with the director of the Western District, Division of Mental Health Services, North Carolina Department of Human Resources.

Professional Association Memberships

American Association of University Professors. 1981-2000.

American Public Health Association. 1973-2000.

American Hospital Association. 1982-2000

North Carolina Hospital Association. 1983-2000.

Association of University Programs in Health Administration. 1984-2000.

American College of Healthcare Executives. Faculty Associate. 1986-2000.

Carolinas Society for Healthcare Planning and Marketing. 1995-96.

The Academy of Management. 1984-1986, 1993-1994.

American Society for Public Administration. 1974-1980.