



UNC  
GILLINGS SCHOOL OF  
GLOBAL PUBLIC HEALTH

# Organizational Development Plan

Kathy Anderson  
Assoc Dean for IT  
& Project Planning  
Oct 2016



An initiative to **assess** and, where appropriate, **recommend structural improvements** in four key areas across the School: **finance, student services, information technology** and **communications.**

# Our Vision

“By Gillings,  
for Gillings”

(with expert guidance from  
Bernard Consulting Group)

As one of the **leading public health schools**, we must **lead and drive change** that **benefits our operations--** and our **current and future students--** while ensuring the school remains a **great place to work.**



# Steering committee

<b>Chris Anderson</b> Finance and Administration Director, Nutrition	<b>Da'Esha McPhaul</b> Student Services Manager, Health Behavior
<b>Kathy Anderson, PhD</b> (committee chair) Associate Dean for IT and Project Planning	<b>Vicki Moore</b> Business Manager, Epidemiology
<b>Noel Brewer, PhD</b> Associate Professor, Health Behavior	<b>Todd Nicolet, PhD</b> Senior Associate Dean for Administration
<b>Angelica Figueroa</b> Executive Assistant, Dean's Office	<b>David Pesci</b> Director of Communications
<b>Elizabeth French, MA</b> Assistant Dean for Strategic Initiatives	<b>Steve Regan, MA</b> Assistant Dean for Human Resources
<b>Johnston King, MEd</b> Admissions Coordinator	<b>Charletta Sims Evans, MEd</b> Assistant Dean for Student Affairs
<b>David Kleckner</b> IT Director, Epidemiology	<b>Katie Thornsvar, MAC, CPA</b> Assistant Dean for Finance and Business
<b>Daniel Lee, PhD</b> Chair and Professor, Health Policy & Mgt	<b>Barbara Turpin, PhD</b> Professor and Chair, Environmental Sci & Engineering
<b>Laura Linnan, ScD</b> Associate Dean and Professor, Health Behavior	
<b>Beth Mayer-Davis, PhD</b> Chair and Boshamer Distinguished Professor, Nutrition	<b>Initiative Sponsor: Barbara Rimer, DrPH</b> Dean and Alumni Distinguished Professor

## Where are we?



- ✓ **Data collection (Apr-Jun 2016)**
  - ✓ Faculty/students/staff satisfaction
  - ✓ Individuals who provide services
  - ✓ Peer schools
- ✓ **Data analysis (Jul-Sep 2016)**
  - ✓ Initiated by steering committee
  - ✓ Top 12 opportunities – 3 in each area
  - ✓ Developed by 4 area work groups
- **Recommendations (Oct-Nov 2016)**
  - Continuing work by 4 work groups
  - At least 2 solutions per opportunity



# Survey says...



## Cross-cutting themes

- ❖ Many of our staff are great
- ❖ Customer service is a priority
- ❖ Not always clear what services are available, and who should provide them
- ❖ Evidence of lack of best practices

19 staff

Campus

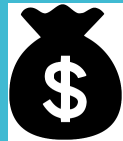
CAUs

Departments

SPH leadership

3 students

7 Faculty



Area work groups



# Area work groups



Communications	Finance	IT	Student Services
Allison Aiello (EPID)	Chris Anderson* (NUTR)	Kathy Anderson* (IIS)	Leslie Adams (HB)
Samuel Baxter (HPM)	Lew Binkowski (IIS)	Bryan Andregg (IIS)	Greg Bocchino (SA)
Noel Brewer* (HB)	Betsy Carretta (CSCC)	Doris Dworschak (ESE)	Jennifer Cole (MCH)
Britt Clampitt (BIOS)	Terrie Church (NUTR)	Angelica Figueroa (DO)	Johnston King* (SA)
Layla Dowdy (campus)	Susan Ennett (HB)	Carol Gunther-Mohr (NCIPH)	Laura Linnan* (AA, HB)
Julie MacMillan (RIS)	Tara Fitch (MCH)	Mark Holmes (HPM)	Da'Esha McPhaul* (HB)
Beth Mayer-Davis* (NUTR)	Katie Harmon (EPID)	David Kleckner* (EPID)	Jane Monaco (BIOS)
Todd Nicolet* (DO)	Vicki Moore* (EPID)	Julie MacMillan (RIS)	Todd Nicolet* (DO)
David Pesci* (COM)	Todd Nicolet* (DO)	OJ McGhee (IIS)	Cathy Padgett (HPM)
Jennie Saia (COM)	Debbie Quach (BIOS)	Todd Nicolet* (DO)	Charletta Sims Evans* (SA)
Natalie Vizuete (campus)	Katie Thornsvar* (FIN)	Lisa Perry (MCH)	Naya Villarreal (GGG)
	Barb Turpin* (ESE)	Matt Psioda (CSCC)	

\* = also steering committee member

# Communications



Top 3

- Incomplete skill sets in departments and units
- Lack of overarching connection between School, department and program branding, strategy and goals
- Insufficient dedicated resources



## Finance



Top 3

- Major barriers to getting accurate, timely and meaningful data and reports
- Payments that are inaccurate and/or late
- Lack of clarity and insufficient information-sharing for processes and best practice

# Information Technology



Top 3

- Variability in staffing levels and appropriate skills
- Inconsistent client experiences
- Unclear how IT aligns with strategic mission, where to go, or who provides what

## Student Services



Top 3

- Not clear who should deliver different services
- Inconsistent advising quality for students; lack of standards/training
- Barriers to accessing information about students and using it effectively

Next steps:



## For each of “top 12” opportunities:

- Define target (how we’d like it to be)
- Develop at least 2 solutions for each

There will then be a process of deciding which solutions to take forward, followed by implementation plans.

## Realistic commitments

- We will be limited in how many solutions we can tackle now
- Doesn't mean they will never be addressed
- Bubbled up through the process and being handled outside the Organizational Development Plan:



Student funding → Student Funding Task Force



Finance transparency → Business Managers Group



How can I help?

How can I learn  
more?

**Web page**

[sph.unc.edu/resource-pages/org-dev-plan](https://sph.unc.edu/resource-pages/org-dev-plan)

**Email:** SPHOrgDevPlan@unc.edu

Questions or feedback

Thank you!