

**MELANIE L. STUDER**

**PERSONAL**

Department of Health Policy and Management  
Gillings School of Global Public Health  
The University of North Carolina at Chapel Hill  
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**EDUCATION**

**2019 Ph.D. in Health Policy and Management**

The University of North Carolina at Chapel Hill, Gillings School of Global Public Health  
Department of Health Policy and Management  
Chapel Hill, NC  
Dissertation Title: “*Examining Undergraduate Public Health Education as a Pipeline to the Public Health Workforce.*”  
Dissertation Chair: George Pink

**2000 Master of Health Services Administration**

The University of Michigan, School of Public Health  
Department of Health Management and Policy  
Ann Arbor, MI

**1997 Bachelor of Arts in Biology, *magna cum laude***

Kalamazoo College  
Kalamazoo, MI

**PROFESSIONAL EXPERIENCE**

**2019 – present Teaching Assistant Professor, Department of Health Policy and Management**

**Director of Undergraduate Studies, Department of Health Policy and Management**

The University of North Carolina at Chapel Hill, Gillings School of Global Public Health  
Chapel Hill, NC

Develop and teach undergraduate public health and health systems courses.

- Proposed and co-developed a new 1-credit professional development course for undergraduate students including career exploration panels, internship search support, and skill workshops, such as resume writing and interviewing and networking skills.
- Partnered with the Center for the Business of Health at Kenan-Flager Business School on a proposed Business of Health Minor and developed a new 3-credit U.S. Health Care System course that will be required of all students in the minor.
- Effectively redesigned three large courses (45 – 150 students) for remote and hybrid instruction due to the COVID-19 pandemic. Achieved outstanding course evaluations, with students specifically commending the clear course structure, focus on learning and growth, diverse assessments and engagement opportunities, and available support and flexibility.
- Developed and served as lead instructor for the initial roll out of a new integrated Foundations of Public Health course. Planned and executed a comprehensive evaluation, including end-of-unit surveys and end-of-course focus groups. Awarded a

large course redesign grant from the UNC Center for Faculty Excellence to support the implementation of evaluation-informed changes resulting in significant improvements in course evaluations and positive student feedback.

Lead and administer the BSPH Program in Health Policy and Management.

- Foster a student-centered culture within the BSPH program, where students routinely praise the personalized support from and strong relationships with faculty and staff.
- Managed implementation of new general education curriculum, including obtaining approval for five required HPM courses to fulfill general education requirements creating more flexibility for HPM majors to complete minors, double majors and pre-med requirements.
- Redesigned the program website and undergraduate catalog pages to more effectively highlight key program characteristics and strengths, such as including brief summaries of students' internship, capstone and senior honors thesis experiences, 1<sup>st</sup> destinations of recent graduates and alumni profiles, and brief testimonials from program ambassadors.
- Designed and implemented new faculty mentoring model for BSPH students which matches students with faculty mentors based on interests and career goals and facilitates efficient group mentoring through career exploration panels and other career-focused professional development events.
- Increased transparency and inclusiveness of the BSPH admissions process by implementing an application workshop and pre-interview preparation session and actively promoting the program to diverse student groups on campus.
- Supported student well-being and community building during the dual pandemics of COVID-19 and systemic racism through ongoing wellness check-ins, sharing of resources, and organization of multiple online and safe in-person events.
- Helped identify and coordinate experiential learning opportunities and funding for BSPH students whose planned summer internship experiences were negatively affected by the COVID-19 pandemic.
- Implemented the Assured Enrollment program, offering a small number of exceptional incoming undergraduate students a guaranteed spot in the BSPH program and offering academic and professional development from their first semester at UNC.

**2021 – 2022**  
**2015 – 2019**

**Assistant Dean for Undergraduate Degree Programs, Academic Affairs**  
**Graduate Teaching Fellow, Academic Affairs**

The University of North Carolina at Chapel Hill, Gillings School of Global Public Health  
Chapel Hill, NC

Served as a convener, facilitator, problem-solver, and lead strategist for Gillings undergraduate training programs, directed the schoolwide BSPH core, and supported School-wide accreditation, curriculum development and evaluation, and academic administration activities.

- Oversaw a 66% increase in BSPH student enrollment between 2017-2022.
- Formed and served as the inaugural chair of the Gillings BSPH Council. Facilitated discussion and decision-making about undergraduate issues and sharing of best practices among BSPH program directors.
- Provided guidance and support for the development and design of a proposed new BSPH program in community and global public health.
- Developed a new health equity competency adopted by all Gillings BSPH programs and worked with BSPH core course instructors to strengthen instruction and assessment of this competency in the BSPH core courses.

- Chaired the inaugural Undergraduate Curriculum Workgroup, lead the development and implementation of a new undergraduate core public health curriculum for BSPH students, and supported the ongoing evaluation and continuous improvement of the new BSPH core courses.
- Lead the implementation and evaluation of Gillings' participation in the Assured Enrollment program, resulting in increased awareness of Gillings' undergraduate majors among applicants to UNC Chapel Hill and effective recruitment of diverse students with exceptional academic performance.
- Managed the preparation of the CEPH accreditation self-study report for all instructional program-related criteria, including documenting curricular requirements and ensuring compliance with accreditation criteria for over fifty-degree programs across eight academic departments.
- Served as a contributing member of the Academic Programs Committee and provided guidance on relevant school and university policies and accreditation requirements.
- Served as a contributing member of the School's MPH Core Implementation and Development Committees, supporting the design and implementation of a new, integrated core public health curriculum for students in the School's MPH and MSPH degree programs.

**2014 – 2015 Collaboratives Manager, UNC Health Care**

Chapel Hill, NC

Provided leadership and overall project management support for the Primary Care Improvement Collaborative and the Outpatient Transitions Collaborative.

- Worked with executive team to define collaborative scope, goals, and deliverables, ensuring alignment with organizational goals and related organizational initiatives such as the Epic@UNC Population Health build and the Transitions of Care project.
- Planned and coordinated collaborative activities, including meetings, communications, performance dashboards and reports, and quality improvement work in the practices.

**2014 – 2014 Clinical Assistant Professor, Department of Health Policy and Management**

**2011 – 2014 Director of Undergraduate Studies, Department of Health Policy and Management**

**2008 – 2014 Clinical Instructor, Department of Health Policy and Management**

The University of North Carolina at Chapel Hill, Gillings School of Global Public Health  
Chapel Hill, NC

Developed and taught undergraduate and graduate courses in health systems, strategic management of human resources and professionalism in health care.

- Consistently achieved course evaluation scores at or above 4.5/5.0. Recognized by students for my authentic and challenging assignments, thoughtful course organization and ability to clearly convey complex information, detailed and individualized feedback, tireless commitment to student success and passion for teaching.
- Designed and implemented year-long team project consistently recognized by students, alumni, and internship preceptors for successfully helping undergraduates develop and demonstrate key competencies, including information literacy, business writing, public speaking and presenting, meeting facilitation, teamwork, program planning and evaluation, and professionalism in healthcare.
- Directed and implemented redesign of HPM 600, a large online course for non-majors, resulting in a 25% increase in course evaluation scores.
- Helped plan, organize, and lead a one-week summer program in London for undergraduates exploring the organization, financing, challenges, and future

directions of England's National Health Service.

Led and administered the BSPH Program in Health Policy and Management.

- Chaired the BSPH advisory committee, recommended curriculum changes and ensured compliance with accreditation requirements, including managing the AUPHA recertification process through which the program received recognition for strengths/best practices in 22 out of 29 review criteria.
- Led growth in BSPH program applications (from ~60 to 100+ applications per year) and program enrollment (from 32 to 45 students per cohort).
- Chaired the BSPH admissions committee, including implementing improvements to the admissions process to strengthen objectivity and fairness in applicant review and selection.
- Planned and performed ongoing program evaluation and used results to identify and implement program improvements. Consistently recognized for my responsiveness to student feedback through exit surveys and invited to participate in a panel presentation on program assessment at the 2013 AUPHA Undergraduate Workshop.
- Coordinated academic advising for BSPH students, including improving the student-advisor matching process, clarifying and communicating the role of faculty advisors in the program, and providing advisors with access to additional program-related resources.
- Promoted the program, recruited new students, and conducted new student orientation, including creating the BSPH program ambassador's initiative and organizing the first ever spring welcome event for newly admitted BSPH students.
- Coordinated career services and professional development support for BSPH students, including creating a BSPH program Sakai site, initiating a weekly newsletter, and organizing numerous career exploration and professional development events based on student interests.
- Represented the program and advocated for the program's interests on departmental and school-wide committees, including securing funding for a part-time BSPH program assistant and increasing access to elective courses for BSPH students.
- Supported faculty teaching in the program, including identifying and orienting new adjunct faculty and providing guidance when faculty encountered challenges.

**2007 – 2008 Vice President of Human Resources, Credit Suisse**

Research Triangle Park, NC

- Directed all aspects of health and welfare benefits strategy, design, and administration for the Americas region.
- Managed ongoing performance of outsourced benefits team, including benefits administration, communications, compliance, vendor management, and strategy and design consulting.

**2006 – 2007 Program Manager, Blue Cross and Blue Shield of North Carolina**

Chapel Hill, NC

- Helped develop and implement a new health risk assessment tool for members and employer groups.
- Guided employer groups on how to plan and execute successful health risk assessment and health screening events through effective communications and incentives.
- Helped employer groups analyze health risks in their populations and develop action plans for addressing risks and improving employee health.

**2004 – 2006 Teaching and Research Assistant, Department of Health Policy and Management**  
The University of North Carolina at Chapel Hill, Gillings School of Global Public Health  
Chapel Hill, NC

**2001 – 2004 Health and Welfare Benefits Manager, Baker Hughes Incorporated**  
Houston, TX

- Directed all aspects of health and welfare benefits strategy, design and administration.
- Developed and began implementation of health management strategy, focusing on health education and decision-support, health promotion, disease prevention and chronic disease management.
- Led company-wide effort to ensure Baker Hughes was compliant with federal HIPAA privacy regulations.

**2001 – 2001 Senior Benefits Consultant, Methodist Health Care System**  
Houston, TX

- Developed health and welfare benefits strategy and managed the annual benefits open enrollment.
- Assisted with the development and implementation of “Employees Helping Employees” program, resulting in the distribution of supplies, labor and over \$40,000 in financial assistance to employees impacted by Tropical Storm Allison.

**1999 – 2001 Health Management Consultant, Hewitt Associates**

**1997 – 1999 Business Analyst, Hewitt Associates**

The Woodlands, TX and Lincolnshire, IL

- Supported Fortune 500 employer clients with all aspects of health and welfare benefits strategy, design, and administration.

## **HONORS**

2023 Teaching Innovation Award, UNC Gillings School of Global Public Health

2005 Mary Thompson Award for Outstanding Achievement, UNC Gillings School of Global Public Health

1997 Phi Beta Kappa

1997 Batz Prize in Biology, Kalamazoo College

## **BIBLIOGRAPHY**

### **Refereed Papers and Articles**

Linnan, L, M Leff, M Martini, A Walton, S Baron, P Hannon, J Abraham and **M Studer**. 2019. Workplace Health Promotion and Safety in State and Territorial Health Departments: A National Mixed-Methods Study of Activity, Capacity, and Growth Opportunities. *BMC Public Health* 19(1): 291-206

Pink, G, A Brown, **M Studer**, K Reiter and P Leatt. 2006. Pay-for-performance of publicly financed health care: some international experience and considerations for Canada. *Healthcare Papers* 6(4): 8-26.

Leatt, P, C Shea, **M Studer** and V Wang. 2006. IT solutions for patient safety: best practices for successful implementation in healthcare. *Healthcare Quarterly* 9(1): 94-104.

## Refereed Oral Presentations and Posters

**M. Studer.** “Preparing Undergraduate Public Health Students for the Health Workforce.” (podium) Association of Schools and Programs of Public Health Annual Undergraduate Public Health and Global Health Education Summit, March 2020. [Abstract accepted for oral presentation, but conference cancelled due to COVID-19 pandemic]

**M. Studer.** “Examining Undergraduate Public Health Education as a Pipeline to the Public Health and Health Care Workforce.” (podium) Association of Schools and Programs of Public Health Annual Undergraduate Public Health and Global Health Education Summit, March 2019.

Gillings MPH Core Implementation Committee (**M. Studer**, member). “Developing a new MPH Core at the UNC Gillings School of Global Public Health: From planning to implementation.” (poster) Association of Schools and Programs of Public Health Annual Meeting, March 2017.

**M. Studer.** “Program Assessment.” (podium) Association of University Programs in Health Administration Undergraduate Workshop, October 2013.

## Non-Refereed Papers and Articles

**Studer, M.** 2005. The effect of organizational factors on the effectiveness of EMR system implementation: what have we learned? *Healthcare Quarterly* 8(4): 92-98.

## **TEACHING RECORD**

### **The University of North Carolina at Chapel Hill, Chapel Hill, NC**

HPM 350 Introduction to the U.S. Health System I, Fall 2008 – Fall 2014; Fall 2019 – present  
*Course Developer and Instructor*, undergraduate (3 credits), residential, ~ 45 students per term

HPM 352 Introduction to the U.S. Health System II, Spring 2010 – Spring 2014; Spring 2020 – present  
*Course Developer and Instructor*, undergraduate (3 credits), residential, ~ 45 students per term

HPM 393 Field Training in Health Policy and Management, Summer 2011 – Summer 2014; Summer 2020 – present  
*Instructor of Record and Internship Oversight*, undergraduate, field training, ~ 45 students per term

HPM 390 030 Special Topics in HPM: The U.S. Health Care System, Fall 2023  
*Course Developer and Instructor*, undergraduate (3 credits), residential, ~ 50 students per term

HPM 390 045 Special Topics in HPM: HPM BSPH Professional Development, Fall 2023  
*Co-Course Developer*, undergraduate (1 credit), residential, ~ 45 students per term

SPHG 351 Foundations of Public Health, Fall 2019 – Fall 2021  
*Course Developer and Instructor*, undergraduate (3 credits), residential, ~ 150 students per term

SPHG 352 Public Health Systems and Solutions, first offering Spring 2020  
*Course Developer*, undergraduate (4 credits), residential, ~ 150 students per term

HPM 600 Introduction to the U.S. Health System, Fall and Spring, 2011 – 2013  
*Course Developer and Instructor of Record*, undergraduate and graduate (3 credits), online, ~100 students per term

HPM 360 Health Systems around the World, Summer 2012 and Summer 2013  
*Co-Course Developer and Instructor*, undergraduate (1 credit), residential, ~15 students per term

HPM 720 Strategic Management of Human Resources, Fall 2010 and Fall 2011  
*Co-Instructor*, graduate (3 credits), residential, ~50 students per term

HPM 230 Management of Human Resources in Healthcare Organizations, Spring 2009 and Fall 2010  
*Course Developer and Instructor*, undergraduate (3 credits), residential, ~ 40 students per term

HPM 601 Issues in Health Care, Fall 2008 and Spring 2009  
*Co-Instructor*, graduate (1 credit), ~50 students per term

HPM 701, 702 and 703 Professional Development, Fall 2008 and Spring 2009  
*Co-Instructor*, graduate (1 credit per term), ~50 students per term

### **SERVICE**

#### **The University of North Carolina at Chapel Hill, Department of Health Policy and Management**

- HPM Executive Committee, Member (2011 – 2014; 2019 - present)
- BSPH Advisory Committee, Member (2008 –2010; 2017 – 2019); Chair (2011 – 2014; 2019 - present)
- BSPH Admissions Committee, Member (2008 – 2010; 2017 – 2019); Chair (2011 – 2014; 2019 - present)
- Fixed-Term Faculty Position in Health Care Finance Search Committee, Chair (2023)
- Committee on Educational Excellence and Innovation, Member (2008 – 2014)
- Clinical Assistant Professor Search Committee, Co-Chair (2014)
- Clinical Assistant Professor Search Committee, Chair (2013 – 2014)
- HPM Faculty Liaison to the UNC Honor System (2014)

#### **The University of North Carolina at Chapel Hill, Gillings School of Global Public Health**

- Gillings Faculty Advisory Council, Member (2023 – present)
- Gillings BSPH Council, Chair (2021 – 2022), Member (2023 – present)
- Academic Programs Committee, Member (2016 – 2022)
- Academic Affairs Core Teaching Faculty Search Committee, Member (2022)
- Undergraduate Curriculum Workgroup, Chair (2017 – 2019)
- MPH Core Implementation Committee, Member (2016 – 2017)
- MPH Core Development Team, Member (2017)
- SPH2020 Admissions Practices Committee, Member (2012 – 2014)
- HR Shared Services Manager Search Committee, Member (2013 – 2014)

#### **Association of University Programs in Health Administration**

- Undergraduate Programs Committee, Member (2012 – 2014)
- 2013 Undergraduate Workshop Planning Committee, Member (2013)
- AUPHA Undergraduate Certification Review Team Member (2013 – 2014)