

# Questions for Task Force

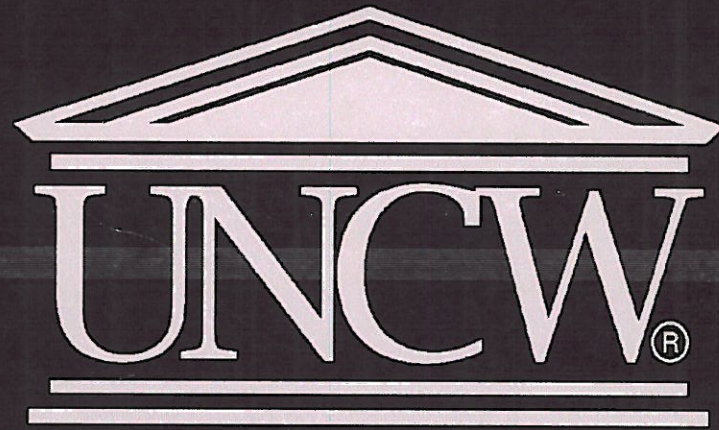
- What should be the *guiding principles* underlying new organizational structure?
- What is the ideal and realizable *organizational structure* for a new college?
- What are the *leadership* qualities, attributes, credentials, and experiences needed in the new college dean?
- What is the *timeline* for implementing the new organizational structure?

# Rationale for Organizational Structure

- Review of literature on academic health centers.
- Review of other college organizational structures.
- Need to organize human resources, budget, and administrative efforts (Assistant Dean).
- Need to organize transdisciplinary research and academic efforts (Associate Deans).
- Parity among the academic units.

# Dean Search Process

- There would be a national, competitive search.
- The search chair would likely be another sitting Dean at UNCW or former Dean at another highly respected institution.
- The committee would have equal representation from the three schools and others named by the Provost.
- Commitment to find the most qualified person possible.



# Emerging Intent & Philosophy

Dr. Donna Hurdle  
Dr. Candy Ashton



# INTENT

- Initially, the new college will bring together three academic units (HAHS, Nursing, Social Work) with a common concern for the health and quality of life of individuals and communities.
- Health is defined as “a state of complete physical, mental and social well-being, and not merely the absence of disease” [WHO].

# UNCW GOALS

- A new college focusing on health and wellness will provide a vehicle for UNCW to:
  - Prepare health & human service professionals for the 21<sup>st</sup> century.
  - Provide outreach services to the community to address health disparities.
  - Research interventions and “best practices” to enhance citizen health.
  - Develop health policy to create vital SE NC communities.



- The strength and vitality of the three well-established academic units will be preserved and enhanced in the new structure.
- Innovation, collaboration, technological sophistication, and external partnership will be key guiding principles.

# PHILOSOPHY

- Building on the WHO definition of health, the college will embrace a construct of health based on: physical, psychological, social, spiritual, and community domains.
- College units (HAHS, nursing, social work) & other UNCW entities will collaborate in their teaching, research, and service roles.

# PHILOSOPHY

- To foster inter-disciplinary practice in students, the faculty must model this approach and the structure and practices of the college should reflect it.
- Common core content will be identified across units to reflect a shared knowledge base and commitment to ethics and values.

- The college will develop new structures and mechanisms for inter-disciplinary teaching and internships that will prepare students for 21<sup>st</sup> century practice.
- Opportunities and incentives for collaborative and community-based faculty research and service will be created.

# PEW COMMISSION

- Competencies for 21<sup>st</sup> Century Health Professions:
  - Work in interdisciplinary teams
  - Provide evidence-based care
  - Practice preventive health care
  - Improve access to health care for those with unmet health needs
  - Provide culturally sensitive care
  - Partner with communities in health care decisions

- A collaborative and transdisciplinary theme is proposed for the new college.
- “Transdisciplinary” approaches are based on a holistic focus in which faculty transfer information, knowledge, and skills across disciplinary boundaries to create a common conceptual framework.

# **New College Timeline, Leadership, and Organization**

Dr. Terry Kinney

Dr. Reggie York

Dr. Janie Canty-Mitchell

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# Guiding Principles

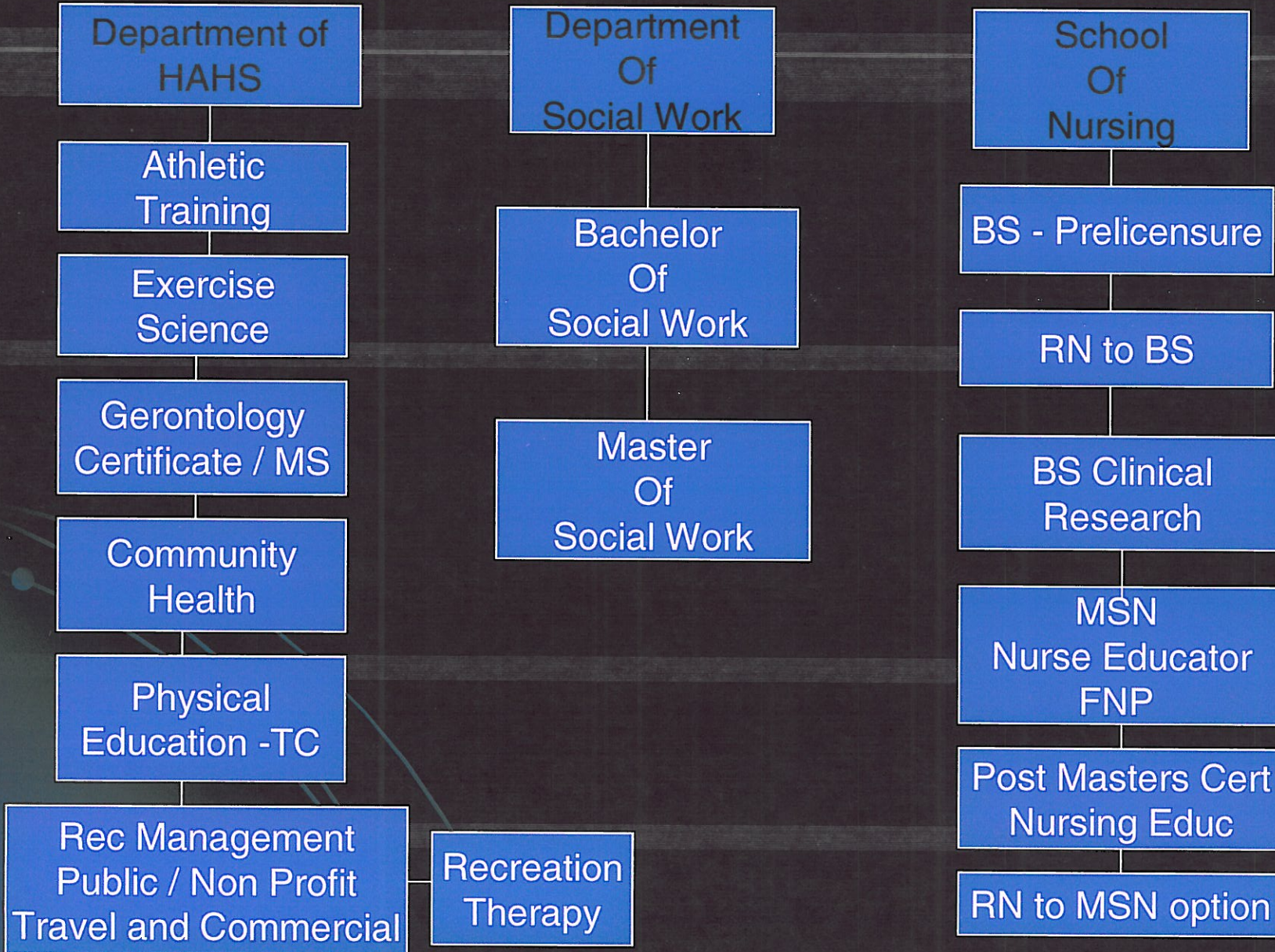
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- Strengthen and enhance the collective.



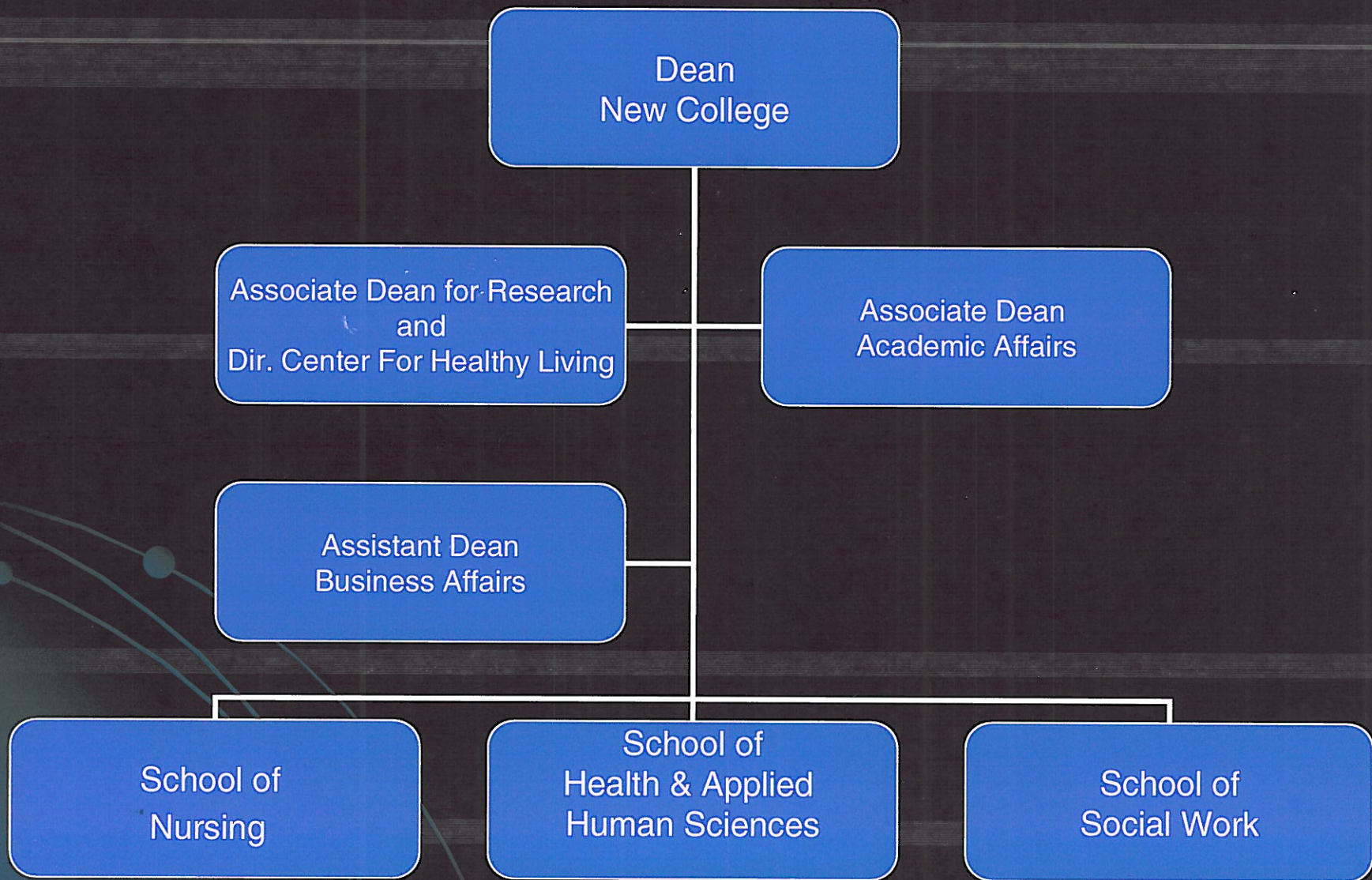
# Guiding Principles

- Utilize, where possible, the transdisciplinary model which would evolve over time.
- Establish the foundations for “HEALTH” to become a UNCW area of excellence.

# Current Programs



# Proposed Organization Chart



*add Student Services  
add Tech Services*

# Organizational structure calls for strong leaders of the three Schools within the college who would:

- Guide the evolution of the new college consistent with the “guiding principles.”
- Control personnel and base operating budgets.

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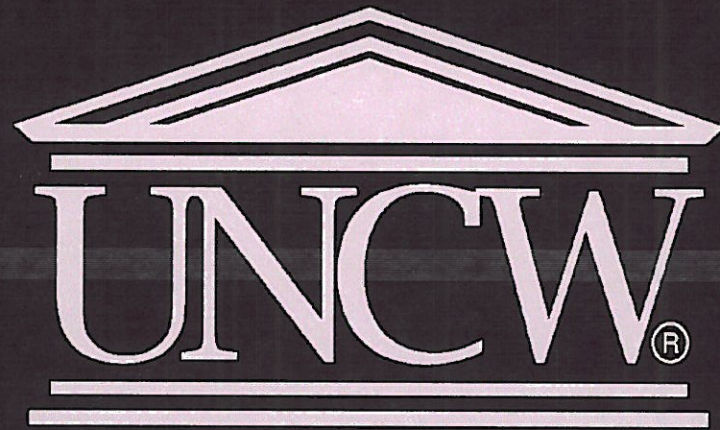
- Control lapsed position dollars consistent with the prevailing university plan.
- Develop the curriculum consistent with:
  - Faculty vision & expertise
  - Curricular best practices
  - Accreditation standards
  - Licensure/certification
  - Close collaboration with Academic Affairs

# Proposed Traits for the New College Dean

- Transformational philosophy
- Visionary leadership
- Team building experience
- Integrity and trust
- Leadership in navigating complex systems
- Demonstrated successful academic leadership
- Respect for and valuing of all related disciplines and constituencies

# Timeline

- **November 2007** → ● **Here and now**
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- **Start of new college** → ● **8/09**





# Task Force Charge

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- The college would combine the resources, talent and energy of designated health related programs at UNCW in a manner that will best serve the institution and the region into the future.
- Initially the model should focus on linking our Nursing, Health and Applied Human Science and Social Work programs.”

# Accountability

- Public expectations and legislative benchmarks
- Student outcomes assessment (SACS accreditation)
- Individual program accreditations
- Increased productivity goals and documentation

x

# Visibility

- Increased visibility of a New College may attract more students earlier to particular areas of study.
- There is an increase in the public's view that universities are accountable for facilitating the education and training needed to meet the changes in society.

# Remaining Current & Competitive

- Our competition is ahead of us:
  - Many UNC institutions & non-N.C. universities are moving toward an identifiable health entity.
- UNCW needs to recognize the changes in health care, wellness, nursing, & human services educational organizations & formats to remain competitive & attractive to students & funding sources.

# Availability of Funding

- Funding sources are placing increased emphasis on inter-disciplinary and inter-agency collaboration in the funding of services.
- Funding already available &/or accessible:
  - External Funding
    - In 2006, 1.9 billion dollars of external funding for UNC System went to health, social service, & biomedical areas; no significant change projected for this type of funding
  - Clinical research potential
    - Global increase in clinical research projected to continue
    - Availability of publicly & privately funded clinical research
    - Wilmington becoming popular location for biopharmaceutical companies & contract research organizations

# Public Needs

- Nursing, health care, wellness and human services are identified as critical immediate and future needs locally, regionally, & globally.
- Public demands as evidenced by:
  - Work force studies – 36% average growth by 2014
  - Changing demographics
  - Economic projections for Southeastern N.C.
  - Shortage of health care professionals
- UNCW is in a central health care location surrounded by geographic areas with emerging needs—thus the New College would:
  - Help develop Wilmington as a health & human services center
  - Assist with identifying and addressing current disparities
  - Attract health care & human services professionals, groups, & faculty

# Why a New College?

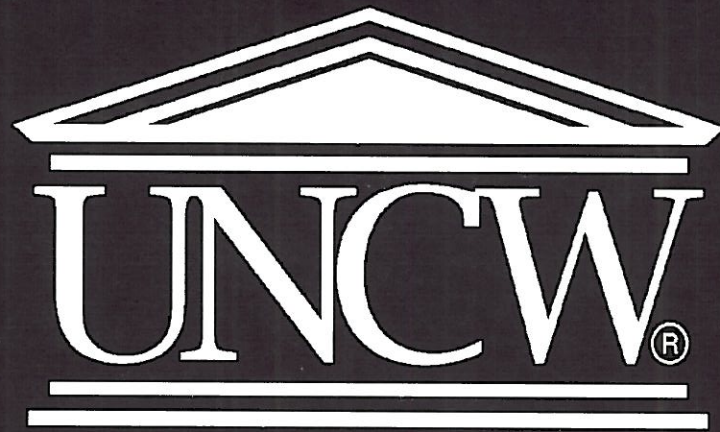
- Needs of the region and the professions we serve.
- Availability of external funding.
- Change as necessary to remain competitive and position UNCW as a university that recognizes and addresses health care, nursing, wellness, and human services needs.
- Increase visibility for potential funding and to attract students to wellness, health care, nursing, and human services disciplines sooner.
- To meet increased requirements for accountability from several sources including public expectations and legislative benchmarks.
- UNCW possesses the capacity.

# Driving Forces for the New College at UNCW

Dr. Kris A. Walters  
Dr. Nelson Reid

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# Today's Agenda

Comments from the Chancellor	2:00-2:05
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# Opportunities for Input Cont.

- Stakeholders' sessions and follow-up are in progress.
- Dr. Dennison will collect additional survey responses today.
- The graduate students are assisting the Task Force with needed research.
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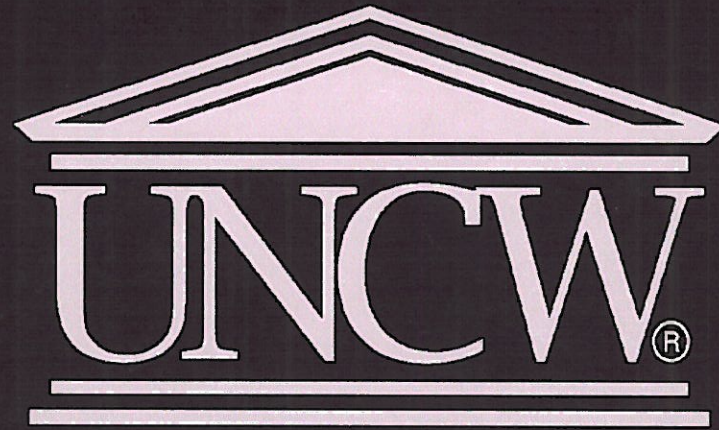
- This is an iterative and transparent process that will require constant revision.
- **We seek your support, assistance and continuing input.**

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- A web site has been set-up with information being posted almost daily at: <http://www.uncw.edu/local/health>

# Capacity

- Several UNCW programs possess one common focus...the application of knowledge regarding health, wellness, human needs, & quality of life.
- New College will better facilitate the exchange & collaboration of education & research in health care, nursing, wellness & human services areas.



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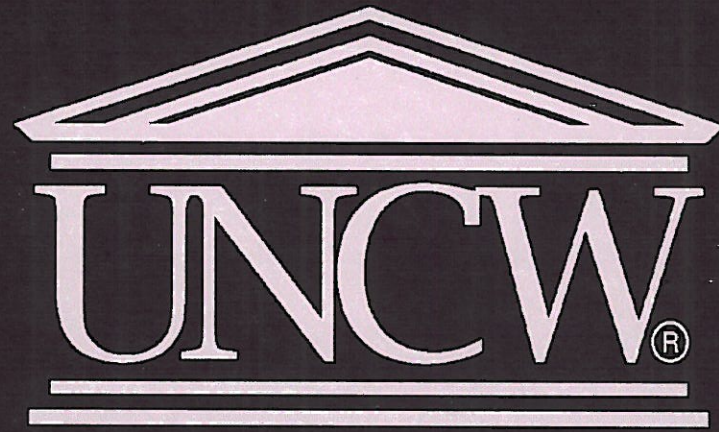
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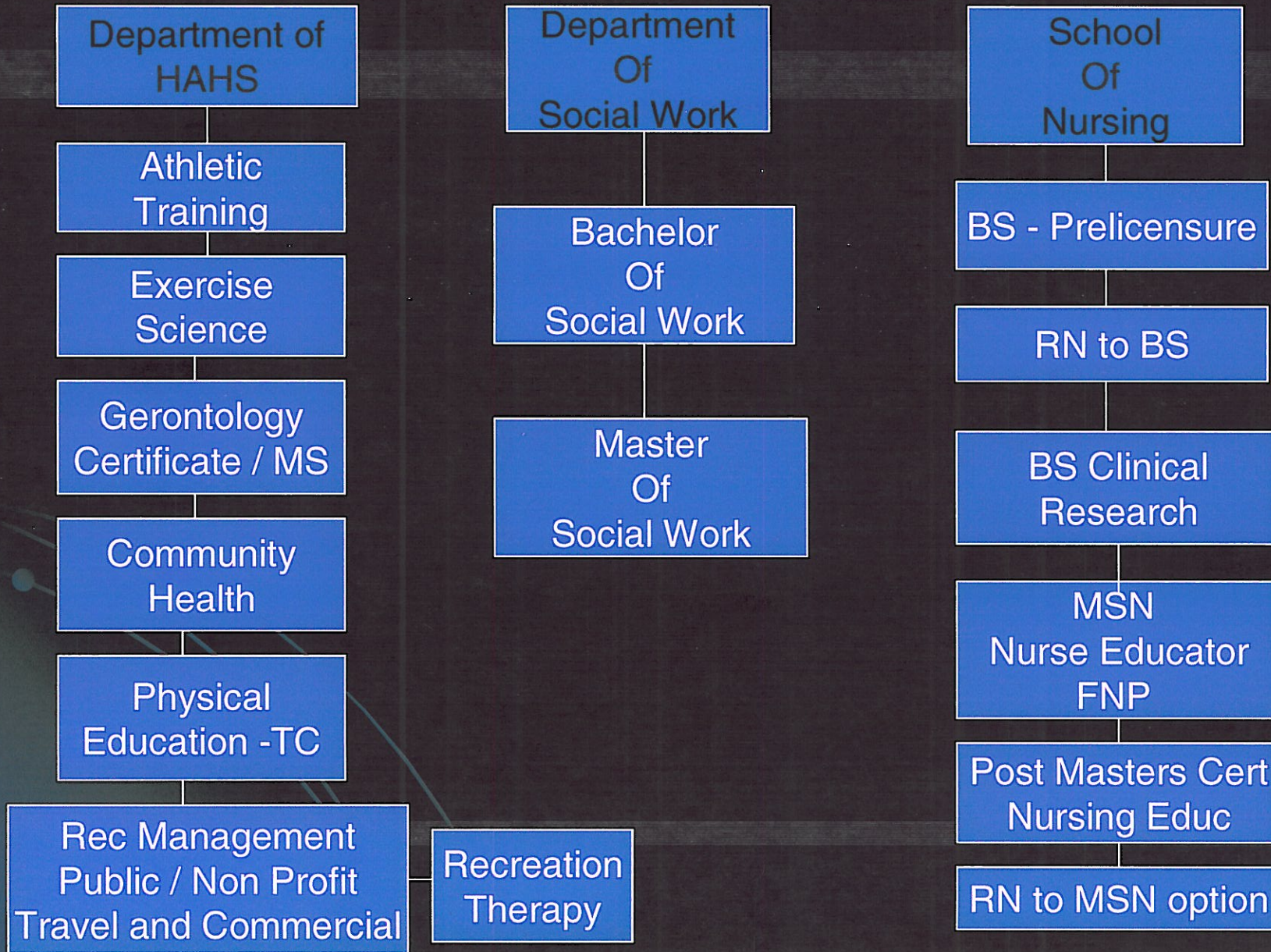
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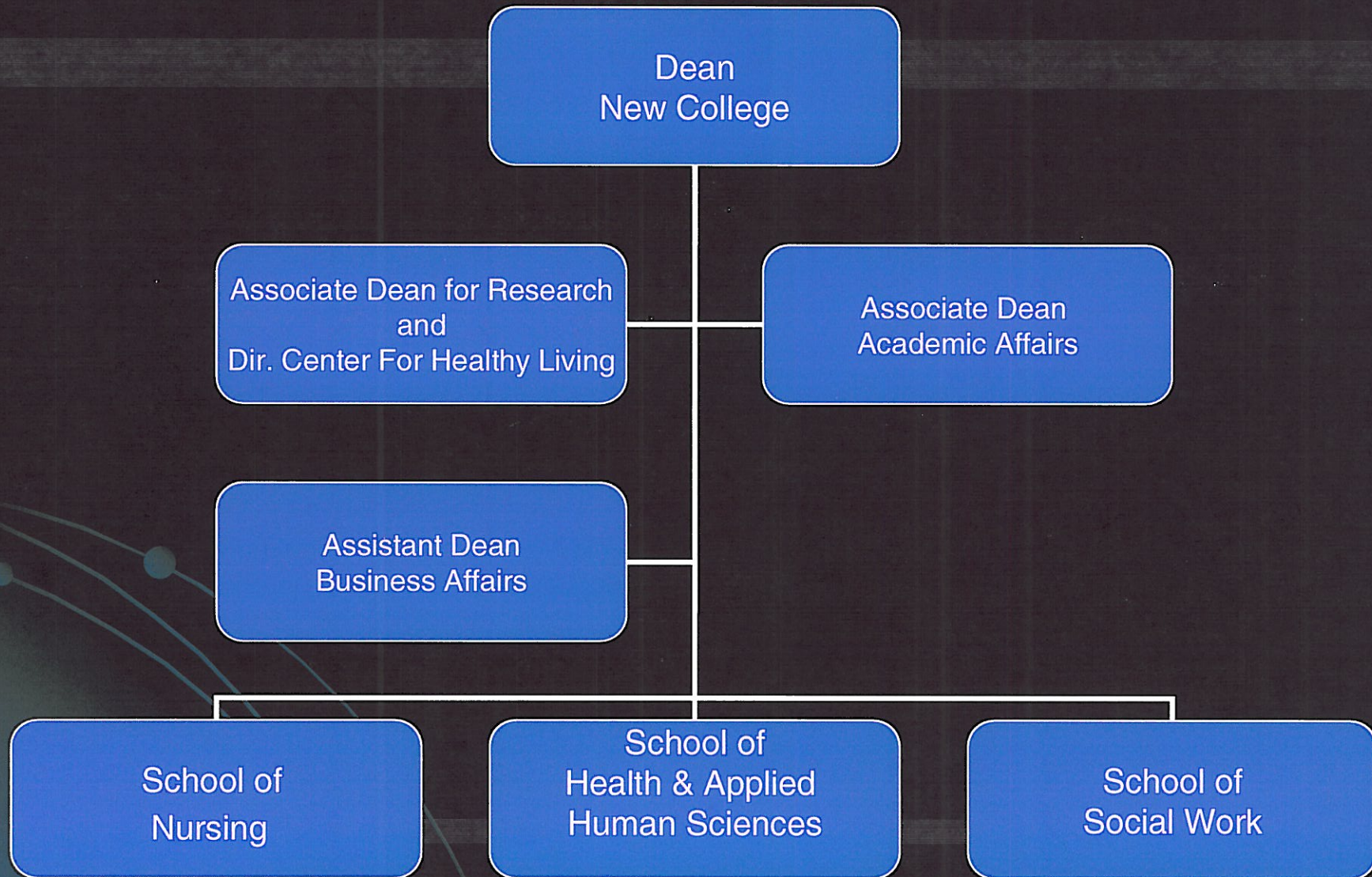
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# Process & Timeline Cont.

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# Task Force Charge Cont.

- This initiative was in response to long standing discussions among faculty and academic leaders related to the need to create a new structure to more effectively integrate the knowledge bases, program delivery, outreach and research of select academic programs.
- The members of the Task Force were nominated by academic chairs and deans.

# Process & Timeline

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- **January 20-April 5** — 38 one hour interviews with individual faculty, administrators, Chancellor, Provost and deans were conducted to assess receptiveness to the charge.
- **March 15** — Provost, deans, and 15 faculty representatives from the three units met and were asked if they could support the effort if significant input as to design, functions and process were assured — the charge was endorsed.

# Charge to the Task Force & Progression of Work

Dr. Kathleen Ennen  
Dr. Janie Canty-Mitchell

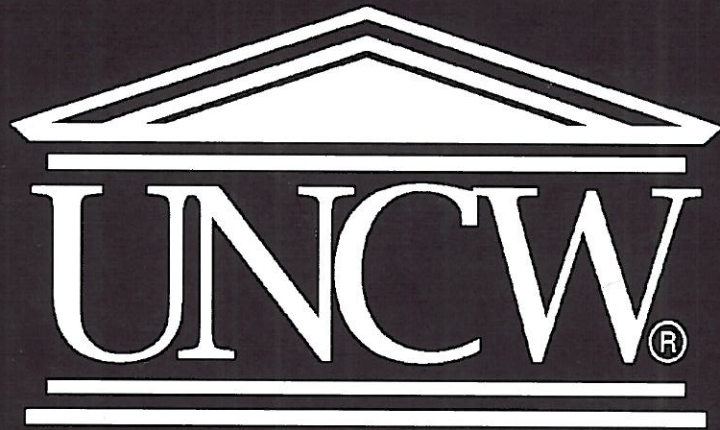
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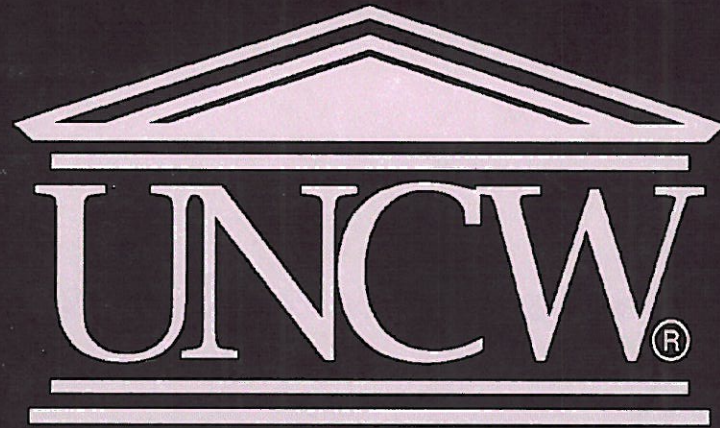
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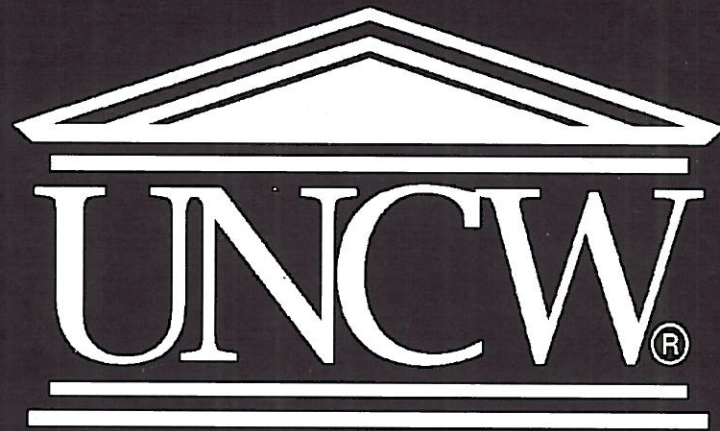
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# Task Force Members

- **Dr. Janie Canty-Mitchell, School of Nursing**
- **Dr. Nelson Reid, Department of Social Work**
- **Dr. Candy Ashton, Department of Health and Applied Human Sciences**
- **Dr. Kathleen Ennen, School of Nursing**
- **Dr. Reggie York, Department of Social Work**
- **Dr. Darwin Dennison, Department of Health and Human Sciences**
- **Dr. Kris Walters, School of Nursing**
- **Dr. Donna Hurdle, Department of Social Work**
- **Dr. Terry Kinney, Department of Health and Applied Human Sciences**
- **Dr. Robert Tyndall, Staff to the Task Force**
- **Stephen L. Firsing III, Graduate Assistant—M.P.A.**
- **Melissa Lyons, Graduate Assistant—M.S.W.**



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8. The preliminary draft of the recommendations will be available on or about November 28<sup>th</sup>.
9. The final report from the Task Force will be presented to the Provost on February 28<sup>th</sup>, 2008 (tentative).
10. Dean search will begin in spring of 2008.
11. New College to open in fall 2009.

# Opportunities for Input

- Task force members have solicited feedback from faculty.
- Funding has been provided for one-on-one and small group lunches.
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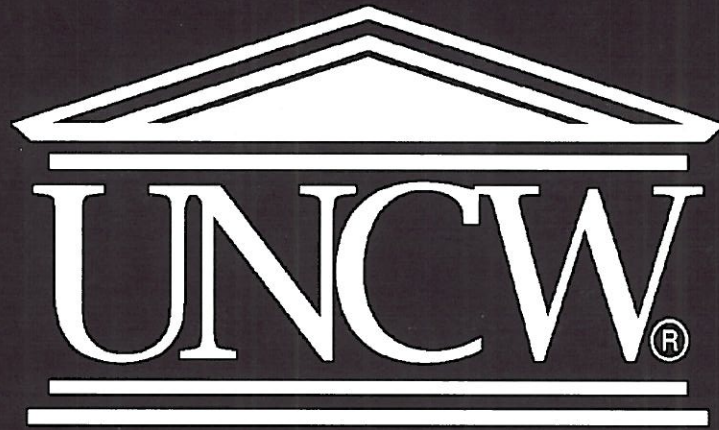
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