



## **ORGANIZATIONAL UNIT CHANGE FORM**

**DIRECTIONS:** Use this form when proposing a change to an existing organizational unit, center, institute, department, school, or college that is the result of a significant reorganization of existing units, consolidation, or change in mission.

**DATE OF REQUEST:** February 2017

*Date of AAC Approval:*

March 1, 2017

**INSTITUTION:** University of Nevada, Reno

**CURRENT UNIT NAME:** School of Community Health Sciences

*Date of Board Approval:*

**PROPOSED UNIT CHANGE:** School of Community Health Sciences

**EFFECTIVE DATE OF CHANGE:** July 1, 2017

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### **PART 1**

#### **A. Brief description of proposal**

This proposal has been prepared by the School of Community Health Sciences (SCHS) Task Force. The recommendations are for SCHS to become a free-standing entity within the University and that the title of 'Director' be changed to that of 'Dean'.

#### **B. Justification for proposed change in existing program or structure**

The SCHS trains the public health workforce, conducts public health research, and serves the community of Nevada in accordance with UNR's mission as a land grant institution. In fall 2016, SCHS had 1,183 undergraduate students, 53 masters' students (including 7 MD/MPH students), and 7 PhD students making the School one of the largest on campus. In fall 2017 the pre-nursing designation will be eliminated and pre-nursing students will be encouraged to enroll as SCHS majors. It is anticipated that this change will increase the undergraduate enrollment in SCHS by 500-1,000 students. With the launch of the online MPH program next year, active MPH and PhD recruitment, and the elimination of the pre-nursing major at UNR, it is anticipated that SCHS student enrollment will increase significantly during the next academic year. In addition, the SCHS continues to hire new tenure track faculty, and research productivity has increased substantially. In fiscal year 2015-2016 SCHS faculty were awarded \$5,718,130 in grants and contracts. Transitioning to an independent school is necessary to streamline the operations required to support this rapid growth. The Council on Education for Public Health (CEPH), the accrediting body for educational programs in public health, has two levels of accreditation: individual programs and full Schools of Public Health ([www.ceph.org](http://www.ceph.org)). In October 2016 SCHS received accreditation for its undergraduate, masters and doctoral programs for seven years (the maximum granted by the accrediting body). This is an important milestone in the SCHS strategic plan to become an accredited full School of Public

Health. Accreditation as a full School of Public Health will enhance student and faculty recruitment and retention, improve the School's competitiveness for research and Center grants, and position UNR as the only accredited School of Public Health serving the Intermountain West. The Association of Schools and Programs of Public Health estimates that by the year 2020 the United States will face a shortfall of at least 250,000 public health workers ([www.aspph.org](http://www.aspph.org)), and through this accreditation the School will be optimally positioned to address this shortfall in Nevada and its neighboring states. To receive full accreditation as a School of Public Health by the Council on Education for Public Health (the accreditation agency for public health schools and programs) SCHS must be an independent school. Presently SCHS offers accredited undergraduate and graduate degrees in public health, and receiving accreditation as a School of Public Health will improve the standing, visibility, and prestige of SCHS within the broader academic public health community. This change will enable the Dean to work more closely with other Deans of Public Health throughout the country, and will enhance the ability for SCHS faculty to advocate for and address public health issues due to the increased stature of SCHS. Opportunities for growth, research funding, fund raising, and recruitment of talented students and faculty will be improved. Dr. Schwenk, Vice President of Health Sciences, has encouraged autonomy and independent functioning of all units within the Division of Health Sciences. Independence would also enhance the autonomy and efficiency of the school. Efficiency of several reporting functions will improve following the organizational change, e.g., faculty appeals, faculty evaluations, incorporation of centers and institutes into SCHS, and faculty promotion and tenure will be handled by the Dean with direct reporting to the Provost and no need for VPHS review and approval. Human resources, budgetary processes, and information technology resources will be handled by SCHS and offices at the University level without the need to go through DHS. SCHS has bylaws in place, and several minor revisions are needed to accommodate the change from a Director to a Dean.

**C. Relationship to other programs or units within the institution and system**

The UNR SCHS is currently housed within the Division of Health Sciences and has collaborative relationships with other Schools and Centers within the Division (School of Medicine, School of Nursing, School of Social Work, and the Center for the Application of Substance Abuse Technologies). The SCHS currently offers baccalaureate, masters, and doctoral-level public health degrees. The SCHS also supports required coursework for baccalaureate and master's and doctoral degrees across campus. In fall 2017 the pre-nursing designation will be eliminated and pre-nursing students will be encouraged to enroll as SCHS majors. It is anticipated that this change will increase the undergraduate enrollment in SCHS by 500-1,000 students. Within NSHE, the UNR SCHS has developed a collaborative relationship with Truckee Meadows Community College (TMCC), which offers several first year SCHS courses to facilitate a diverse pipeline of students that can transfer into the SCHS's baccalaureate program. The University of Nevada, Las Vegas SCHS also offers baccalaureate, masters, and doctoral-level public health degrees. Master of Public Health (MPH) programs at UNLV and UNR have a reciprocal relationship that enables students to take some core course requirements at either institution. The relationships to other programs or units within the institution and the system will not be negatively impacted as the SCHS becomes a free-standing school.

**D. Estimate of resources needed for proposed change (personnel, library holdings, facilities, equipment)**

Extra resources are not immediately needed for this proposed change. However, over the past several years the School has experienced significant growth in undergraduate and graduate programs, faculty hires, and external research grants, and additional infrastructure and administrative capacity are needed to support the growth in research activities, academic programs, and community services. Additional space will also be required. Currently, SCHS faculty are located in two separate locations on campus and space for faculty offices, computer and research lab space, and graduate students will

be sufficient for the next three years. Overall, the extra resources needed are due to school growth, not this proposed change.

**E. Estimated annual financial impact of proposed change**

The independence of the SCHS under the direction of a Dean will streamline budgetary and administrative agendas and provide further access to university resources used by other free standing schools and colleges. The proposed change is budget neutral. Separate from the organizational change there are significant infrastructure deficits that exist and will be ongoing due to growth in programs and students.

**PART II**

**A. Description and mission of unit as proposed for change**

SCHS Mission: to develop, disseminate, and apply knowledge with an ecological approach to protect and promote the health of populations.

**B. Statement of objectives**

SCHS Objectives: • To prepare future public health practitioners, researchers, educators and leaders • To develop the knowledge base for public health through research • To be recognized for leadership in innovative approaches to public health • To engage with multiple communities through professional and scholarly service • To expose students to diversity in multiple venues. The SCHS baccalaureate, master's, and doctoral degrees also have standardized competencies and clear student learning outcomes that are mapped to the curriculum.

**C. Plan for assessment of objectives**

Annual alumni and periodic workforce surveys are conducted to determine whether the SCHS Mission and Objectives are having an impact. The mission and objectives were recently revised based on such evaluation results. The SCHS baccalaureate, masters and doctoral degree competencies and student learning outcomes are assessed each semester and a summary of findings are submitted to the Council on Education for Public Health (CEPH) annually. Faculty also review assessment findings each year and revise curriculum as appropriate.

**D. Contribution and relationship of proposed change to the following –**

**i. Institution mission**

The proposed unit change will increase the visibility and impact of SCHS faculty and students as it relates to research productivity. Increasing research and scholarship will contribute to the University's goal of becoming a Carnegie R1 institution. In addition, the large number of graduate and undergraduate students trained in the school will contribute to the University's mission as a land grant institution to fill gaps in the public health work force in Nevada, the Intermountain West, and nationally. This is a critically important role given that the Association of Schools and Programs of Public Health estimate that by the year 2020 the United States will face a shortfall of at least 250,000 public health workers ([www.aspph.org](http://www.aspph.org)). This shortfall is anticipated to be even more significant in the Intermountain West, where SCHS is positioned to become the first CEPH accredited School of Public Health. In President Johnson's September, 2016 State of the University speech he thanked members of the UNR community who helped to build a stronger bridge with the greater Reno and Nevada communities. Community engagement is central to the mission and goals of SCHS - "community" is part of the name of the school - and as such an independent SCHS would help to further achieve the University's mission in this regard.

## ii. Campus strategic plan

The SCHS vision, mission, values, and strategic plan are congruent with the vision, mission, values, and strategic plan of the University of Nevada, Reno. Theme 1, Learning (Goals 1-5) from the UNR strategic plan includes goals to prepare a diverse student body for success through quality programs and faculty. An independent SCHS will enhance the ability to recruit talented faculty and students and to provide more diverse choices, opportunities, and careers for graduates. An independent SCHS will have more opportunities to address local and international health issues through both increased research and partnerships. This enhanced research capacity will contribute to the University's goal (Theme 2, Goal 1) to attain "Carnegie R1," while fostering community engagement (Theme 3, Goal 1) and fulfilling the University's land-grant mission. In particular, the UNR strategic plan addresses goals for interdisciplinary research in health and environmental science (Theme 2, Goal 2) and the goal of improving the quality of life, physical and mental health of Nevadans through health professional education, collaboration, and public health practice and outreach (Theme 3, Goal 3). These goals directly align with the mission of SCHS in teaching, research, and community engagement.

## iii. College strategic plan

The SCHS was accredited for its MPH programs in Epidemiology and Social-Behavioral specialties in 2011. Schools of Public Health must offer MPH degrees in all of the five core public health disciplines plus have at least 3 PhD programs and sufficient faculty (at least 5 full time faculty in each discipline granting PhDs) to advise, teach and conduct research. At the time of the accreditation visit, the PhD programs must have produced at least one graduate and have enrollment in the other two PhD programs.

To reach the goal of applying for accreditation as a School of Public Health by 2020, the following plan is proposed:

- PhD in Public Health with specializations in Epidemiology (Epi) and Social-Behavioral Health (SBH). Has enrolled students in Fall 2016. First graduate by 2020 (or earlier).
- The next PhD will be in Health Administration and Policy (HAP), to enroll by Fall 2018.
- The required additional MPH programs include HAP (started 2013), Biostatistics/ Informatics (BIO) (started 2017), and Environmental Health (ENV) by 2018 (if faculty added).

To support this plan, new faculty (for which there is institutional commitment), new administrative assistants, an associate director, research faculty and space will be needed. For CEPH accreditation, faculty must dedicate >.5 FTE to the graduate program to be counted as a full time faculty and for the PhD programs it is required that faculty in the discipline have an active research program. To serve the very large undergraduate majors program (1185 fall 2016), additional faculty in each discipline will be needed. Other adjunct faculty from schools and programs on campus serve to add to the complement of teaching faculty but do not count towards CEPH accreditation.

A reaccreditation visit occurred in 2016 and accreditation was granted for all programs for 7 years. An application for a School of Public Health can be started before that time. Total proposed faculty would be 33 Full time faculty and 6 administrative faculty (who regularly teach). Three additional faculty positions would come from research grants and contracts that leverage state funds. With the addition of the Nevada State Public Health Laboratory to the SCHS, additional opportunities for research and service become important. The laboratory is separately funded with both state and contract/grant support. The administrative structure includes a Director (should be Dean for a SPH designation), Outreach and Community Development coordinator (this position currently in place), and Associate Dean/Directors (hired 1/2016).

Not Included: The online Public Health Practice MPH launched January 2017. The program is totally self-funded and includes the addition of a Coordinator (Administrative faculty Range 4), an assistant coordinator for field studies and outreach, and 4-5 full time Lecturers. Also not included: CASAT will be joining the SCHS in July of 2017 and this merger will include an addition of approximately 40 faculty and staff. They are currently a self-supporting program with a growing academic program in Addiction counseling. A reorganization of the SCHS is anticipated at that time and additional resources/sharing of resources may alter administrative support plans.

Space: Current space will be completely full by 2020 even after the addition of Savitt space. Needed space will include office space for new faculty (18 positions including research faculty), office space for two new administrative assistants, space for both MPH and PhD students (group offices with computer stations), seminar room for graduate classes and faculty meetings (to hold up to 40), research space for faculty and graduates to include shared and individual project space (tables, computers, desks, phone banks, etc. ), computer laboratory, wet laboratory space for environmental faculty (potentially), a large lecture hall/meeting room, and an expanded administrative space for additional administrative faculty, administrative assistants, and storage/office equipment and addition of space for CASAT, the Nevada State Public Health Laboratory, and shared space with the Nevada Division of Public and Behavioral Health OPHIE staff. An ideal solution for a new building would be to incorporate a new Public Health Laboratory into the planning as the current space is old and crowded although the instrumentation is new and sophisticated.

#### **iv. Other programs in the institution**

This proposed change should have little impact on other programs within the institution. Current relationships within the institution are strong and will remain so. There would be a more direct flow of information to the SCHS from higher administration because a Dean has membership on the Academic Leadership Council. The Dean will better be able to build relationships within the University, State, and National levels. Further, there will be more cross-school collaboration and a greater offering of SCHS courses available to students in other programs outside of SCHS.

#### **v. Other related programs in the System**

The Dean position in the UNR SCHS would bring the leader of the SCHS to the same administrative level as their UNLV counterpart. The Dean of the UNLV School of Community Health Sciences supports autonomy as a school as an important way to enhance the effectiveness and status of public health. This will bring greater visibility to the School and to the University.

### **E. Evaluation of need for the proposed change**

As noted in section 1B, the growth of the programs in the SCHS has been substantial. Currently the SCHS had 1,183 undergraduate students, 53 masters' students (including 7 MD/MPH students), and 7 PhD students, and addition of prior pre-nursing students will increase the undergraduate enrollment in SCHS by 500-1,000 students. In addition, the SCHS continues to hire new tenure track faculty, research productivity is increasing, and additional programs like the online MPH are adding complexity to the school. Efficient and streamlined operations are important to support this growth. A stand-alone school can be more nimble and timely as current processes must go through the DHS.

Accreditation as a full School of Public Health is the strategic direction that SCHS has followed for the last 5 years. To reach this objective, it is important that the school is autonomous in terms of decision making and equal to other schools and colleges within the university in terms of access and input. Status as a School of Public Health will enable the Dean to work more closely with other Deans of Public Health throughout the country, and will enhance the ability for SCHS faculty to

advocate for and address public health issues due to the increased stature of SCHS. Opportunities for growth, research funding, fund raising, and recruitment of talented students and faculty will be improved.

**F. Procedures used to arrive at the decision to make the proposed change**

The VP for Health Sciences convened the Transition Task Force Committee, consisting of representatives from SCHS, School of Nursing, Social Work, and DHS. The Task Force met regularly during fall 2016 to discuss and formulate recommendations. The Task Force conducted two (2) anonymous surveys to seek input from the SCHS faculty. The proposal was approved by the full faculty of the school, and the Faculty Senate reviewed and supported the proposal.

**G. Capability within the following areas to make the proposed change –**

**i. Faculty strengths**

SCHS has a strong and growing faculty with strengths in the five core areas of public health (Epidemiology, Social and Behavioral Health, Biostatistics, Health Administration and Policy and Environmental Health). While there are areas in which the SCHS has gaps in faculty strengths, the SCHS has 3 new faculty, 4 current searches and 6 additional lines approved for hire over the next three years. SCHS will continue to strategically recruit new faculty to position the school to become fully accredited and to help the University achieve its goal of achieving "Carnegie R1" status.

**ii. Organizational arrangements that must be made within the institution to accommodate the unit**

The major organizational arrangement that will need to be made within UNR to accommodate changing the SCHS from a school within the Division of Health Sciences headed by a Director to a freestanding School headed by a Dean will be a change in reporting line. The SCHS Director currently reports to the VP for Health Sciences. The future Dean of SCHS will report directly to the UNR Executive Vice President and Provost, as do all other Deans at UNR.

**H. Resource Analysis – proposed source of funds necessary for the proposed change (enrollment-generated state funds, reallocation of existing funds, grants, other state funds)**

Currently SCHS has enrollment generated state funds to hire an additional 10 faculty (3 have already been hired). There are also graduate assistantships associated with these new hires. Faculty have increased research productivity over 100% in one year (from \$900,000 to \$1,900,000 expenditures) and indirect cost recovery funds will come directly to the SCHS (DHS will no longer get the ICR). DHS funds currently providing support for DHS efforts will revert to the SCHS based on FTE of faculty and these will provide an ongoing source of revenue. The online MPH is expected to generate revenues after the first year. These funds will provide the needed resources for an independent school including addition of a finance officer, marketing and IT coverage, development, research, and other infrastructure needs.

**I. Estimated budgetary and financial ramifications that may result from the proposed change**

The independence of the School of Community Health Sciences under the direction of a Dean will streamline budgetary and administrative agendas, and provide further access to university resources used by other free standing schools and colleges.

**J. Impact of proposed change on institution's existing resources**

The impact of the proposed changes should not impact the University's existing resources. Over the past several years the School has experienced significant growth in undergraduate and graduate programs, faculty hires, and external research grants, the infrastructure and administrative capacity

are needed to support the growth in research activities, academic programs, and community services. Same as other units at the institution, office space will be needed.

*Please attach any supporting documentation (i.e. support letters from community, industry).*