

Request to Establish the School of Health and Human Sciences and Discontinue the School of  
Health and Human Performance and School of Human Environmental Sciences at  
The University of North Carolina at Greensboro, effective July 1, 2011

**Summary:** The University of North Carolina at Greensboro requests approval to establish the School of Health and Human Sciences effective July 1, 2011, and to discontinue the School of Health and Human Performance (HHP) and School of Human Environmental Sciences (HES) on July 1, 2011. The School of Health and Human Sciences would include the following departments: Communication Sciences & Disorders; Human Development & Family Studies; Kinesiology; Nutrition; Public Health Education; Social Work; Recreation and Gerontology; and the Genetic Counseling Program. The Department of Interior Architecture would be relocated from HES to the College of Arts & Sciences, the Department of Consumer, Apparel, & Retail Studies from HES to the Bryan School of Business & Economics (B&E), and the Hospitality & Tourism Management Program from HHP to B&E. Celia Hooper, Dean of the School of Health and Human Performance would be named Dean of the School of Health and Human Sciences to oversee the transition. A search for the permanent Dean of HHS would be launched no later than July, 2012, and the successful candidate would be appointed no later than July, 2013.

**History:** In August, 2010, Chancellor Linda P. Brady and Provost David H. Perrin announced that UNCG would engage in academic restructuring to build on its historic strengths in health and human development, and to reduce administrative costs in anticipation of further budget reductions. These strengths are primarily found in the School of Health and Human Performance and the School of Human Environmental Sciences, but also exist in other areas of the University including the Graduate School (e.g., the Genetic Counseling and Gerontology programs), College of Arts & Sciences, School of Nursing, and School of Education.

**Rationale:** The purpose of restructuring is to 1) position UNCG to respond to emerging disciplines/fields and the changing needs of the state and nation, 2) to create an academic unit that builds on existing strengths in health and human development in the School of Health and Human Performance, School of Human Environmental Sciences and possibly other academic units, departments and/or programs, 3) to strengthen the connection between graduate education and UNCG's research mission, and 4) to enhance administrative efficiencies in preparation for significant budget reductions. The goal is to create a single unit that is likely to enhance collaboration through interdisciplinary approaches to curricula, community engagement, and research. The restructuring process will also support Strategic Area 2 of the UNCG Strategic Plan 2009-2014: To improve health, wellness, and quality of life for children, adults, families, and communities through scientific inquiry and application, workforce development, reduction of disparities, sustainability efforts, and recreational opportunities.

**Process and Approvals:** In the fall term of 2010, Provost Perrin appointed the UNCG Restructuring Committee (RC), composed of faculty, staff and student representatives, and charged the committee to recommend multiple options for a single academic unit that is likely to enhance collaboration through interdisciplinary approaches to curricula, community engagement, and research. The RC was co-chaired by Dr. Dan Bibeau (Department of Public Health Education) and Dr. Gwendolyn O'Neal (Department of Consumer, Apparel, and Retail Studies). Committee members included faculty representatives from each department in HES and HHP and staff and student members from each of those Units. There were also representatives from

the College of Arts and Sciences, two interdisciplinary programs housed in the Graduate School, the School of Education, School of Nursing, and the faculty and staff senates. Dr. David Altman from the Center for Creative Leadership volunteered his time as a coach for the co-chairs of the RC.

The RC was asked to be creative in developing proposals for the new unit. To this end, the committee early on drafted over 40 potential structures for discussion. Many of these potential structures were based on current national models and some of these included departments and programs outside of HES and HHP which are health or human development related. As the process continued, the RC identified issues and questions about its work that needed guidance from the University's administration. As administrators answered the questions, their thinking about the new unit evolved. For example, the Provost informed the RC that this new unit was to be a professional school and no programs or departments in the College of Arts and Sciences should be included. This information resulted in a new set of parameters which restricted potential structural options. In addition, the RC developed several structures with middle levels of administration which could not be supported by administration because they might potentially increase rather than reduce administrative costs. The administration believed such structures would not be feasible in the current state budget climate and therefore not approved by the Board of Governors.

The Restructuring Committee met six times during the fall semester: September 29, October 18 & 27, November 10, December 1, and December 13. A second meeting was scheduled in December which was cancelled by the RC at the December 13 meeting because some members were unable to attend the second meeting due to prior commitments and they were unable to alter those prior commitments due to the short notice of these two meetings. Spring term meetings were held on January 20 and February 22. To facilitate their work, the RC created a Blackboard site for use by only committee members. Between meetings the RC co-chairs met with the Provost and feedback from the Provost was reported back to the RC.

The final report of the RC was posted on the restructuring website for public review and comment from March 1 to March 9. The Chancellor and Provost reviewed this input in preparation for recommending a structure and name to the Board of Trustees Academic/Student Affairs Committee on March 14. At this meeting the committee unanimously approved a recommendation to establish the School of Health and Human Sciences effective July 2, 2011. The new unit will be comprised of the Departments of Communication Sciences & Disorders; Human Development & Family Studies; Kinesiology; Nutrition; Public Health Education; Social Work; Recreation and Gerontology; and the Genetic Counseling Program. Also approved was the relocation of the Department of Interior Architecture from HES to the College of Arts & Sciences, the Department of Consumer, Apparel, & Retail Studies from HES to the Bryan School of Business & Economics, and the Hospitality & Tourism Management program from HHP to the Bryan School of Business & Economics. At this same meeting the Committee approved the recommendation to discontinue the School of Health and Human Performance and School of Human Environmental Sciences, also effective July 1, 2011. These recommendations were approved unanimously by the full Board of Trustees on March 17, 2011. The Board of Trustees also approved the appointment of Celia Hooper, current Dean of HHP to oversee the transition to the School of Health and Human Sciences.

**Financial Implications:** The reduction in administrative overhead resulting from restructuring from two academic units to one carries the potential of reducing annual personnel and operating costs by \$1,077,941. It is also expected that the new collaborations generated among faculty with strengths in health and human sciences will lead to increased success in sponsored research. This impression is supported by a review of universities that have recently reorganized to create “health and human science” units. These included highly-ranked universities such as Purdue, Oregon State, and Georgia State, which created new units since the year 2000.

**BOARD OF TRUSTEES  
THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO**

March 17, 2011

**ACTION ITEM:**

Academic Restructuring: Recommendation on the Structure and Name of the New Academic Unit

**BACKGROUND INFORMATION:**

The Restructuring Committee, consisting of faculty, staff, and students, was charged with recommending multiple options for a single academic unit focused on existing strengths in health and human development. The goal of the restructuring process is to create a single academic unit that is likely to enhance collaboration through interdisciplinary approaches to curricula, community engagement, and research. The committee submitted its report to the Provost on March 1, 2011. The report was posted on the academic restructuring website from March 1 to March 9 for public review and comment. This recommendation for the structure and name of the new unit is based on the work of the Restructuring Committee and a review of the input received in response to the committee's report.

**RECOMMENDED ACTION:**

That the Board of Trustees of The University of North Carolina at Greensboro approve establishment of the School of Health and Human Sciences effective July 1, 2011, to include the following departments: Communication Sciences & Disorders; Human Development & Family Studies; Kinesiology; Nutrition; Public Health Education; Social Work; Recreation and Gerontology. That the Department of Interior Architecture be relocated to the College of Arts & Sciences, the Department of Consumer Apparel & Retail Studies and the Hospitality & Tourism Management Program be relocated to the Bryan School of Business and Economics. That further consideration be given to the location of the Genetic Counseling program and the Recreation Management, Leisure Services Management, and Commercial Recreation and Event Management programs.

David H. Perrin  
Provost and Executive Vice Chancellor