



*DEPARTMENT OF HEALTH POLICY  
AND MANAGEMENT*

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Associate Chair*

November 20, 2019

Anthony Stanowski, DHA, FACHE  
President and CEO, CAHME  
PO Box 911  
Spring House, PA 19477

Dear Dr. Stanowski,

On behalf of the University of North Carolina at Chapel Hill Department of Health Policy and Management, I am pleased to submit this application for the CAHME/Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice.

As described in the accompanying nomination and supporting letters, sustainability and social responsibility are integral to the UNC at Chapel Hill MHA curriculum, and include a variety of classroom and experiential activities. This application details how our program manifests sustainability through our required weeklong orientation, the curriculum, alumni engagement with our students, experiential learning experiences, and the University of North Carolina at Chapel Hill and Gillings School sustainability initiatives. In the appendix, we have also included three letters of support from alumni, three letters of support from current students, and a letter of support from the UNC Sustainability Office.

The UNC MHA program is a CAHME accredited program. We have not won the CAHME/Canon Solutions award previously. If awarded, we would be honored to receive this award at the 2020 ACHE Congress in Chicago and participate in a video about our success.

We aim to be at the forefront of health services management education, both in curriculum content and teaching methodologies. We welcome this opportunity to share with you what our program in promoting sustainability and social responsibility in health management education, and thank you for considering our application for the CAHME/Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice.

Best regards,

A handwritten signature in black ink that reads "Paula H. Song". The signature is written in a cursive, flowing style.

Paula H. Song, PhD  
Associate Professor  
Director, Residential Masters Programs  
Department of Health Policy and Management  
Gillings School of Global Public Health  
University of North Carolina at Chapel Hill  
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## **Program Overview**

Housed in the Department of Health Policy and Management (HPM) at the top-ranked Gillings School of Global Public Health (Gillings), the mission of the MHA program at the University of North Carolina at Chapel Hill (UNC) is “to improve decision-making and leadership skills of early and mid-career professionals who aspire to manage and lead the delivery of healthcare in North Carolina, in the United States and globally.” The program is driven by a newly updated [competency model](#), and is offered in both on-campus residential and executive formats. We welcome approximately 70 new students each year and have over 35 full-time faculty with both real-world practice experience and track records of research and teaching excellence.

The UNC MHA program was one of the first CAHME (then ACHESA) accredited programs and has continually maintained CAHME accreditation. The program is consistently ranked among the top programs (currently #3) in healthcare management by *US News and World Report*, and was one of the inaugural recipients of the CAHME Mentorship Circle awards. The program has a long-standing commitment to supporting CAHME’s mission “to advance the quality of graduate health management education” as evidenced by their active involvement in AUPHA and CAHME, and by their numerous journal articles and textbooks published in the field.

## **Sustainability Ideals**

Gillings is committed to sustainability ideals. As Dean Rimer states, “Environmental sustainability is fundamental to public health, and we can and should do more. We aim to lead the way.” Similarly, the program’s commitment to sustainability and social responsibility is reflected in our orientation, competency model, curriculum, alumni engagement, and experiential learning opportunities.

## **Setting the Stage: Student Orientation Week**

The program introduces and models sustainability and social responsibility ideals during our weeklong orientation required for all incoming master’s students. Our focus on environmental sustainability was motivated by a comment from our student orientation feedback survey:

*My biggest suggestion is to cut down on waste a bit –although there was recycling, MOST people had water bottles and could have gone without the many many plastic bottles. ...the plates were Styrofoam and many of the flatware items were plastic-wrapped. This is not a criticism, but rather **an opportunity for the health policy department to recognize the role that being eco-friendly can have in promoting community health and well-being**”*

This comment marked a turning point for the program and we quickly made a commitment, with the full support of the HPM department and Gillings, to develop program sustainability goals. These goals include:

1. Reduce the use of plastic bottles at all HPM events and program related activities.
2. Consider the environmental impact in all event planning activities.
3. Promote a *culture* of environmentally sustainable practices within the program and department.

In 2019, we revamped our orientation week to reflect these goals through the following actions:

- Students received a high-quality insulated stainless-steel UNC water bottle on the first day of orientation and were advised of water refilling station locations; no plastic water bottles were supplied going forward.
- Orientation was held at the [North Carolina Botanical Gardens](#) which requires *zero waste* practices for all events, requiring us to change our purchasing and practice behaviors.
- [Three Zeroes](#) spoke to our students about the initiatives the University is taking to reach its three sustainability goals: net zero water, zero waste, and net zero greenhouse gases.

We have several dedicated sessions devoted to cultural competency and community involvement. The first is focused on diversity, inclusion and health equity. This year, Kerry Watson, a retired hospital CEO and certified Diversity Trainer, shared stories and his experiences as a black hospital executive. We subsequently offered an elective seminar with Mr. Watson to continue explore issues in diversity and health care management; 95% of our first-year students chose to enroll. Inclusivity is a [core value](#) of the HPM department and Gillings was recently recognized as the recipient of the [2019 Health Professions Higher Education Excellence in Diversity Award](#) by INSIGHT Into Diversity Magazine for its effort and [commitment to inclusive excellence](#).

The second session is designed to prepare students to work in teams. We offer session using Lencioni's "The Five Dysfunctions of a Team" to frame the discussion. Students work together to identify characteristics of high and low performing teams based on their experiences. The week ends with a "ropes" course, where students engaged in a variety team-building activities.

Finally, embedded in our orientation is a community service event. This year, over 40 UNC master's students volunteered at the local food bank and sorted through 14,500 pounds of potatoes to remove spoiling spuds- resulting in over 12,042 meals saved!

**Continuing the Sustainability Dialogue: Required and Elective Courses**

Sustainability ideals are integrated throughout our curriculum and are evident in course structure, program competencies and assessments. Cultural sustainability competencies include *team citizenship, accountability, interpersonal awareness, communication skills* and *professionalism*. Competency attainment is assessed formally for each student throughout the program, and students receive regular feedback on their progress.

Below we highlight specific examples of how sustainability ideals are manifested in our curriculum (sustainability ideals - cultural competency, community involvement, and environmental sustainability - are indicated in the parenthesis).

[HPM 730: Leadership and Workforce Management Strategies](#): In this required course, student teams work on five Harvard Business cases that add a real-life perspective of leadership, teamwork and conflict resolution concepts addressed in class. (Cultural competency- team citizenship, interpersonal awareness, professionalism, diversity & inclusion)

[HPM 760: Healthcare Quality and Information Management](#): In this required course, students work to complete a real-world quality improvement team projects in conjunction with UNC Healthcare, often utilizing Lean Six Sigma practices to reduce waste. Past projects have included a Massive Transfusion Project to reduce wastage of blood products and a project to streamline the discharge process for diabetic patients. (Cultural competency- team citizenship, accountability, professionalism; environmental sustainability)

[HPM 728: Leadership and Workforce Management Strategies in Healthcare Organizations](#). This required leadership and management course for the executive MHA program includes a module on gender and leadership. In this module students take the Career-gender implicit Association Test (IAT) which examines the strength of association between gender and career or family. (Cultural competency- diversity & inclusion)

[HPM 741: Management Accounting for Health Administrators](#). This required course applies managerial accounting concepts and data to a variety of cases involving health care delivery. An example case has teams develop new rate structures for a community health center facing a budget deficit. Teams are encouraged to be mindful of the target patient population and payor mix and how their decisions might impact the uninsured or financially vulnerable populations. (Cultural competency- team citizenship, accountability, diversity & inclusion)

[HPM 758: Underserved Populations and Health Reform](#). This popular elective course teaches students how to think critically about the impact of policy changes on different populations. Students can serve as Affordable Care Act navigators or work on community projects to improve quality and/or access for marginalized populations. (Cultural competency-accountability, professionalism, communication skills; Community involvement)

We are in the early stages of reassessing and potentially revising our MHA curriculum. A high priority for the department is to ensure that *equity and inclusion* is incorporated in every course we offer.

#### **Practicing Sustainability: Alumni and Student Engagement**

There are over 4500 HPM alumni in the United States and across the globe. Below are select examples of how our alumni demonstrate sustainability ideals through sharing their knowledge and practical experiences with current students.

- **Alumni Support for NAHSE:** HPM students participate in the NAHSE Student Case Competition each year. Past UNC Alumni participants or those who are active in NAHSE financially support the registration fee for students attending the conference- an experience that many students describe as “life-changing.” This fall alumni supported seventeen students conference registrations!
- **Fellowship mentorship program:** Alumni serve as coaches for current students going through the administrative fellowship process. This involves reviewing application materials, mock interviews and other preparation activities.
- **Guest speakers:** Our alumni consistently engage with our students as guest speakers in required courses and through our Novant Lecture Series. Our most recent Novant lecture featured Jessica Melton, MHA’07, COO at Sentara Norfolk General Hospital who discussed Sentara’s initiatives to address social

determinants of health.

**Applying Sustainability: Experiential Learning Opportunities**

Throughout the program, students have opportunities to apply cultural sustainability and social responsibility ideals through projects, required internships, professional development activities, and student organizations. Select examples include:

**Partnership with UNC Healthcare:** Students can elect to obtain their Yellow Belt quality improvement certification through UNC Health Care enabling students to implement strategies that will improve quality and processes, and reduce waste. The MHA program leadership is also collaborating with UNC Healthcare leadership on their environmental sustainability initiatives.

**Student Organizations:** Student organizations provide an opportunity for students to become engaged and involved in a variety of professional and community involvement activities. Our students lead the [Student Health Action Coalition](#), which operates the nation's oldest student-run free health clinic for the uninsured in our community. Our Student Council group is also engaged in community service activities such as Habitat for Humanity, community garden volunteering, and food drives.

**Leading by Example: UNC's Commitment to Sustainability Initiatives**

The University is deeply [committed to sustainability](#) and in 2016 formally launched the Three Zeroes Environmental Initiative and [ranked #1](#) in the United States for sustainability by Times Higher Education. The Gillings School of Global Health is also leading in this initiative and has set goals. For example, the School's 2019 graduation ceremony was zero waste and the School has committed to eliminating the use of plastic water bottles by 2020.

**Conclusion**

Our program's, School's and University's commitment to cultivating a culture of sustainability, cultural competency, community involvement and environmental sustainability within and outside of the classroom supports our application for this award. Winning this award would help further our program's investment and commitment to sustainability and social responsibility in healthcare management education.

## **Appendix: Recommendation Letters**

The following Recommendation Letters were provided by:

- Alumni
  - Levelton Thomas: MHA Class of 2014
    - Program Director, Operations & Management Service at Private Diagnostic Clinic, PLLC Duke Health
  - Justin Dunham: MHA Class of 2019
    - Administrative Fellow at Novant Health
  - Megan Clawar: MSPH Class of 2018
    - Program Manager at Refugee Community Partnership
- Students
  - Anna Tonseth: MHA Candidate, May 2020
  - Kelly Page: MHA Candidate, May 2020
  - John Cashion: MHA Candidate, May 2020
- UNC-Chapel Hill Sustainability Office
  - Lewis A. Kellogg: Executive Director of Energy Services and Sustainability



## Private Diagnostic Clinic, PLLC

November 18, 2019

Anthony Stanowski, DHA, FACHE  
President and CEO  
CAHME  
PO Box 911  
Spring House, PA 19477

Dear Award Selection Committee Members:

I am writing this letter in support of the UNC Gillings Department of Health Policy and Management's (HPM) application for the *CAHME/Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice*. I matriculated through both the Bachelor of Science in Public Health and the Master of Healthcare Administration degree programs in the HPM Department at the UNC Gillings School of Global Public Health.

As the Immediate Past President of the North Carolina Chapter of the National Association of Health Services Executives (NC NAHSE), I can speak to HPM's commitment to inclusion. For more than 15 years, the Department has sponsored student teams to participate in the Everette V. Fox Student Case Competition which is held as a part of the NAHSE National Educational Conference each fall. I participated in this case competition in 2012 and that experience made a significant impact upon my professional career. I strongly believe that graduate programs who support organizations like NAHSE recognize the importance of exposing their students to diverse leaders in healthcare management, which is integral to creating a culture of sustainability.

Three years ago, I was one of several HPM alumni who responded to the HPM Department's invitation to financially support UNC HPM Graduate students who were not participating in the case competition, but still desired to attend the NAHSE National Educational Conference. I am pleased to share that this past October, 17 UNC HPM graduate students were able to attend the conference. I am confident that this experience will have a lasting effect upon each of their professional careers.

Additionally, in 2018 HPM partnered with the NC NAHSE Chapter to host the fall signature event at the Gillings School, with a focus on Mental Health in the Black Community. Through this event, hospital administrators, policy experts and mental health practitioners had a very informative discussion, exposing Gillings students and the surrounding community to inclusion in healthcare management.

As an alumnus of the program, I have seen firsthand how strategic HPM is in its efforts to engage alumni and other stakeholders in healthcare management to ensure students are receiving competencies that will enable them to be effective future healthcare leaders. Though I have only shared a few examples, there are countless others that demonstrate HPM's commitment to sustainability as described by the Canon Sustainability Award Criteria. I strongly support HPM's application for this award, and am confident the department will continue to develop and expand its future sustainability efforts.

If I can be of further assistance, please feel free to give me a call at (919) 613-1151 or email me at [LeVelton.Thomas@duke.edu](mailto:LeVelton.Thomas@duke.edu).

Sincerely,

A handwritten signature in cursive script that reads "LeVelton Thomas".

**LeVelton R. Thomas**  
**UNC BSPH 08', UNC MHA 13'**  
Program Director, Operations & Management Services  
Private Diagnostic Clinic, PLLC | Duke Health



November 21, 2019

Anthony Stanowski, DHA FACHE  
President & CEO, CAHME  
PO Box 911  
Spring House, PA 19477

Dear Award Selection Committee Members,

I am very pleased to submit this letter in support of the University of North Carolina at Chapel Hill for the CAHME/Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice. I graduated from the department of Health Policy & Management with an MHA degree in 2019 and I am currently an administrative fellow at Novant Health.

Throughout our coursework for the MHA we learned about the importance of developing cultural competencies and the need to practice them in academic and professional settings. I was able to apply what I learned firsthand between my first and second year of graduate school, as an intern in the Hospital Quality and Innovation department at UNC Hospitals as a UNC Healthcare Scholar. I worked on a myriad of projects, but my primary task involved the development of a health equity monitoring tool. The analysis generated from the equity tool informed the necessary quality improvement efforts for each clinical service unit. My experiences in our leadership and management, and quality improvement courses allowed me to facilitate improvement from data collection down to process development and monitoring. In doing so I was able to evaluate existing processes to eliminate waste and recommend changes towards achieving health equity.

During my second year I served as the MHA Program Teaching Assistant and I had the opportunity to work closely with the MHA program by leading our student interview day. In this capacity, I not only served on our admissions committee, but I also served as the programs first and last points of contacts for prospective applicants and admitted students. I appreciated the opportunity to help recruit a diverse cohort of incoming students. The department recognized my contributions by awarding me the UNC HPM Teaching & Learning award in recognition of a residential student who enhances diversity.

UNC has inspired me to think creatively about how we as emerging leaders can be more mindful about creating a more diverse and equitable healthcare delivery system. I have received mentorship and sponsorship throughout my time in the program from faculty and support staff alike. I am confident that the lessons I've learned in this program will aid me in my future aspirations and I look forward to continued opportunities to engage with the program and current student as an alumnus.

Sincerely,



Justin Dunham, MHA '19



November 20, 2019

Anthony Stanowski, DHA, FACHE  
President and CEO  
CAHME  
PO Box 911  
Spring House, PA 19477

Dear Award Selection Committee Members:

I am honored to write this letter in support of the UNC Gillings Department of Health Policy and Management's application for the CAHME/Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice. I am a double graduate of HPM. I completed my Bachelor of Science in Public Health with a second major in Hispanic Literature and Cultures and then continued my graduate studies in the Master of Science in Public Health degree program.

In 2015 I began volunteering for the Refugee Community Partnership which is a local not for profit organization that supports forcibly displaced families through the long and complex process of rebuilding home. Through relationship-based support, community bridging, and opportunity development, RCP galvanizes the community resources needed for families to address immediate needs, establish and work toward long term goals, and develop powerful networks of social support.

I appreciate that my graduate education afforded me the opportunity to continue my efforts with RCP as a program manager for the organization. I was also able to apply many of the competencies and skills I was receiving in graduate school in support of the many programs RCP runs. Since graduating, I have continued as a Program Manager with RCP and we continue to offer volunteer opportunities to Gillings students who have an interest in RCP's mission.

During the Fall of 2018, the RCP Director and myself were invited to guest lecture in the HPM 601 Introduction to Health Issues course which is a required MHA course. We had the opportunity to introduce the students to individuals in our communities who are often invisible and who face numerous barriers to accessing health care. I feel that this guest lecture is reflective of HPM's commitment to ensuring that graduate students who are trained in health policy and management have a clear understanding of the diverse patient population they will serve as they advance their careers.

As an alumnae of HPM, I'm pleased to see the continued commitment to inclusion and I feel that this strongly reflects the culture of sustainability that is sought after in the CAHME Canon Award description. Therefore, I highly support HPM's application materials and I would be happy to provide additional information if needed.

Sincerely,

Meagan Clawar, MSPH'19



**MORRIS WEINBERGER, PhD**  
*Chair*

**KRISTIN REITER, PhD**  
*Associate Chair*

**REBECCA SLIFKIN, PhD**  
*Associate Chair*

Anthony Stanowski, DHA FACHE  
President & CEO, CAHME  
PO Box 911  
Spring House, PA 19477

Dear CAHME Awards Committee,


It is my pleasure to support the University of North Carolina at Chapel Hill's Health Policy and Management's application for the CAHME/Canon Solutions America Award. As a second year Master of Healthcare Administration candidate, the MHA curriculum has emphasized a commitment to sustainability and how as future leaders we can influence creating sustainable and inclusive healthcare organizations. As we continue to see shifts in healthcare and society as a whole, it is imperative we learn guiding principles to lead with integrity to improve environmental and social sensitivities while managing operations, reducing costs, and serving our communities.

These principles of leadership and sustainability are embedded in the coursework of the UNC MHA program. One course in particular is HPM 760: Healthcare Quality and Information Management. Throughout this course, students learn a myriad of quality improvement methodologies specifically the principles of Lean Six Sigma. With readings, lectures, and group project work, we each became extremely familiar and comfortable using specific quality improvement techniques. As a part of the course, we had the opportunity to serve as consultants in quality improvement projects in partnership with UNC Health Care. In my group of six, we worked with the UNC Emergency Department and Blood Bank to tackle inefficiencies in the Massive Transfusion Protocol, specifically with wastage of platelets and plasma. Beginning with site visits and data analysis, we utilized the A3 thinking framework to identify the problem, root causes, and potential solutions. It was clear that lack of awareness and communication as well as lack of efficient processes was the root cause of the waste. These root causes were similar to those discussed in class with other issues in healthcare. At the conclusion of our project, we presented our findings and recommendations to administrators of the Blood Bank and ED. The administrators were then given our work and could implement as they saw fit.

Overall, the coursework in HPM 760 forced us to be innovative and focus on the best possible solutions to positively impact healthcare and health outcomes. The hands-on elements with guidance from expert quality improvement specialists truly transformed our ability to understand problems and find innovative ways to solve them. As President of the Institute of Healthcare Improvement UNC Chapter this year, we continue to provide this hands-on experience through similar projects in coordination with UNC Health Care and the Student Health Action Coalition, a student led health clinic. The presence of numerous ways to gain experience further proves the mission of UNC's Health Policy and Management program to manage and lead the delivery of care in a sustainable and inclusive manner.

I strongly believe the University of North Carolina's Health Policy and Management's program has greatly enhanced my abilities to be an advocate for change and continues to provide me with the opportunities to become a better leader to handle challenges that I will encounter in the future.

Sincerely,

  
Anna Tonseth



**MORRIS WEINBERGER, PhD**  
*Chair*

**KRISTIN REITER, PhD**  
*Associate Chair*

**REBECCA SLIFKIN, PhD**  
*Associate Chair*

Anthony Stanowski, DHA FACHE  
President & CEO, CAHME  
PO Box 911  
Spring House, PA 19477

Dear CAHME Awards Committee,

My name is Kelly Page, and I am a student in the Department of Health Policy and Management (HPM) at the University of North Carolina at Chapel Hill (UNC) pursuing a Master of Healthcare Administration degree. It is with great enthusiasm that I write this letter of support for HPM for selection for the CAHME/Canon Solutions American Award. UNC HPM epitomizes the qualities of a program that is preparing students to lead in sustainable, inclusive, and socially responsible healthcare organizations.

UNC HPM is a leader in sustainability, as evidenced by providing opportunities to teach the importance of learning cultural competencies and the need to practice them in academic and professional settings. In each of my courses, I have benefited from exercises and training in diversity, inclusion, and equity. These competencies are incorporated into coursework, project work, team building, and guest speaker sessions. These experiences prepared me to contribute to the diversity and inclusion council meeting as the featured speaker of the month during my administrative summer internship with Novant Health Matthews Medical Center. I also joined the African American and Women's Business Resource Groups (BRG), voluntary groups in which team members work together to support each other and promote diversity and inclusion strategies within the organization. My interest in diversity and inclusion has been nurtured by UNC HPM, and I am proud that I have had the confidence to emerge as a leader for diversity and inclusion during my internship. I feel prepared to continue my work in my future career, and this can largely be attributed to the values instilled in me as a UNC HPM student.

UNC HPM values community involvement and encourages students to become more involved in the community. I received departmental support as I pursued my interest to become a student leader, and I was so excited to be elected as Graduate and Professional Student Senator and executive board member for the Health Policy and Management Student Council. I also serve beyond the campus community as a volunteer Girl Scout leader and Chair for an international health education and philanthropy program to serve girls in Nairobi, Kenya. In recognition of my community involvement, the program nominated me for the CAHME/Judy Baar Topinka Foundation Scholarship. As the inaugural winner of the scholarship award, I am thankful that the department valued my community involvement enough to share with the scholarship awards committee and invested in connecting me with the opportunity to receive financial assistance.

UNC HPM does a phenomenal job providing students with access to well-rounded experiences that are preparing me to be an effective healthcare administrator. The department has connected me with alumni who have allowed me to speak with them and shadow to gain real-life insight into organizational management. I also have had the opportunity to attend professional conferences with financial support from the department, which has enhanced my experience. My academic program experience overall has been incredibly diverse, and my experiences have added tremendous value to my professional preparation.

The work of the Department of Health Policy and Management has made a significant impact on my academic experience. It has fully prepared me to contribute to the sustainability of a healthcare organization. The department has worked diligently to stress the importance of cultural competencies, community involvement, environmental focus, and accessibility. The department is unequivocally devoted to the values that this award represents, and the exceptional work the department does is an example of this. Therefore, it is with no reservations that I fully support their application for the CAHME/Canon Solutions American Award.

Sincerely,

*Kelly Page*

Kelly Page



MORRIS WEINBERGER, PhD  
*Chair*

KRISTIN REITER, PhD  
*Associate Chair*

REBECCA SLIFKIN, PhD  
*Associate Chair*

Anthony Stanowski, DHA FACHE  
President & CEO, CAHME  
PO Box 911  
Spring House, PA 19477

Dear CAHME Awards Committee,

It is my pleasure to support the University of North Carolina at Chapel Hill's Health Policy and Management's application for the CAHME/Canon Solutions America Award. Throughout my time as a Master's student at Gillings, the HPM Department has demonstrated a clear, intentional commitment to sustainability and social responsibility. Before starting this program, I had heard of the term "social determinants of health," but did not fully grasp the gravity of their impact on health outcomes and social well-being. Not only did our first-year curriculum equip us with a richer understanding of what these social determinants were, but more importantly, faculty taught us how to harness certain tools in order to address these problems. Perhaps the two most important tools, advocacy and stakeholder relationship-building, are cultivated and applied throughout this program.

These principles have been instilled within and spread throughout our student body. Many members of our cohort volunteer at the Student Health Action Coalition (SHAC), a student-led clinic providing free health services to uninsured and other vulnerable members of our community. Population health and environmental justice were key focal points for many of the immersive summer internships. On a personal note, I was inspired by a member of the Class of 2019 to serve as a Bridge Builder within the Refugee Community Partnership, a local non-profit. As Bridge Builders, we serve refugee families across Orange County to help ensure their social needs are met. These tasks have involved anything from tutoring children to serving as family advocates during interactions with the healthcare system or government agencies. Volunteering at RCP has been an incredibly rewarding experience. Without HPM, I never would have known about this opportunity or the greater Orange County refugee community.

For the past year, I have had the great privilege of serving as President for HPM Student Council. The Student Council is an incredible organization, through which student leaders from both first and second-year cohorts help facilitate connections between the Master's student body and the greater community. Student Council has established connections several community organizations, including Carrboro Table and Habitat for Humanity, directly engaging student volunteers to give back to our neighbors. As a Council, we are always brainstorming creative new ways to connect with our community.

The HPM Department consistently inspires our cohort to proactively and relentlessly pursue equity. Our students will carry these principles throughout our careers, and pass them along to the next generation of healthcare leaders. The HPM department has demonstrated a commitment to service and sustainability and consideration for this prestigious award is well-earned.

Sincerely,  
*John Cashion*  
John Cashion

Anthony Stanowski, DHA FACHE  
President & CEO, CAHME  
PO Box 911  
Spring House, PA 19477

Dear CAHME/Canon Solutions America Award Selection Committee:

Please accept this letter to satisfy C. Support Materials, 3 – University Sustainability Office letter detailing commitment to sustainability of the University of North Carolina at Chapel Hills' (UNC-Chapel Hill) application for the CAHME/Canon Solutions America Award.

UNC-Chapel Hill has a long history of support and commitment to sustainability. Through a variety of pan-campus efforts, this commitment has paid off as our waste per capita fell one percent each year since 2002, greenhouse gas emissions dropped 19% since 2007 and our water use intensity declined 63 percent since 2000. As a signatory of the American College and University Presidents Climate Commitment (ACUPCC), our institution is committed to carbon neutrality by 2050. In recognition of our efforts, UNC-Chapel Hill received a Gold STAR rating by the Association for the Advancement of Sustainability in Higher Education (AASHE), received the Cool Schools ranking from the Sierra Club and this year we scored 90.6 on the Times Higher Education Impact Survey, ranking us No. 24 in the world and No. 1 in the United States.

In 2016, UNC-Chapel Hill announced an integrated approach to reducing its environmental footprint through three bold sustainability goals: net-zero water usage; zero waste to landfills; and net-zero greenhouse gas emissions. As a key partner in this initiative, the UNC-Chapel Hill School of Public Health is leading the way with these recent commitments to advance sustainability in the School:

- The School's May 2019 commencement celebration was zero waste.
- There now are nine water bottle filling stations across the school, and several more to come.
- After December 1, 2019, the School will no longer provide water in plastic bottles at our events.
- Starting in December, the School will add composting to recycling and waste stations.
- Renovations throughout the school now include the installation of LED lighting and occupancy sensors.
- The School actively seeks out products made with recycled materials.

According to Dean Rimer, "Environmental sustainability is fundamental to public health, and we can and should do more. We aim to lead the way."

Sincerely,



Lewis A. Kellogg  
Executive Director of Energy Services and Sustainability, UNC-Chapel Hill