



Executive Summary  
2021 Academic Program Review  
College of Business

Health Services / Health Administration [CIP: 510701]

**Review Team**

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**Degree Programs by Level**

**Undergraduate Programs:**

Bachelor of Health Services (B.H.S.)

**Graduate Programs:**

Master of Health Administration (M.H.A.)

**Mission and Purpose**

Our mission is to prepare students to become future health care managers and leaders, who are committed to organizing and improving the health delivery system in the U.S. and throughout the world. The Health Administration (HEAD) program offers both undergraduate and graduate degrees that will provide students with the knowledge needed to work in a dynamic health care setting. Due to the continuously changing environments of the health care system, these degrees are designed to provide a flexible, rigorous, and comprehensive academic curriculum blending didactic and practical experience.

**Strategic Goals and Action Plans**

Goal 1. DIVERSITY: Achieve balance in the experiences and perspectives of faculty and guests who offer their insights to our students.

*Objective 1.1. As openings arise, hire three faculty in management programs, at least two of whom will be from underrepresented groups. Hiring will be done in accordance with FAU's designation as an equal employment opportunity employer.*

The Department of management programs, which houses the Health Administration Unit, was also reviewed this year. While there was no specific recommendation on diversity offered by the team that reviewed the HA unit, the above recommendation applies to all management

faculty, including HA faculty. We therefore report it here with the plan described in the management program's strategic goals and plans.

"A review team recommendation was that we increase department faculty diversity, particularly among the full-time entrepreneurship faculty and in the balance across tenure-track faculty ranks. Currently, there are no assistant professors among the management and entrepreneurship faculty. This recommendation can only be addressed through future faculty hiring, and our ability to hire in the near term is severely limited by University budgetary considerations. As that situation changes, we will make special efforts to recruit women and minorities at all ranks. We ask, however, that the University give us permission to advertise positions prior to our annual conference in August of each year even if we must advertise those positions as "pending budgetary approval." Often, we do not get permission to recruit until several months into the academic year, after many potential applicants have already agreed to take positions elsewhere. This is especially problematic for recruiting and hiring at the assistant professor rank."

Goal 2. OPPORTUNITY: Expand the enrollment, course, and co-curricular offerings available to students.

*Objective 1.1. Create a student group to develop a social media strategy for HA programs.*

A review team recommendation was to use a variety of mechanisms to recruit majors. They suggest recruiting a group of dynamic and motivated FAU BHS and/or TMHA students who could be charged with developing a social media strategy for HA programs. We will work with the COB Communications Unit to study the feasibility of this endeavor and, if possible, recruit students to lead this project.

*Objective 1.2. Create a "Business of Health" Week.*

The review team also recommended that we use multiple student recruitment opportunities within and outside FAU. More specifically, the team recommended the creation of a "Business of Health" week to increase awareness of the HA programs and student HA clubs. During the middle of Fall and Spring semesters, we propose a university-wide initiative to recruit HA students. The Director, Associate Director, and volunteer faculty members will visit all the HSA3104 and HSA3534 courses to provide information on the HA programs and take questions from the students. These courses are typically taken by large numbers of non-HA students. During that week, we will also visit top local high schools and community/technical colleges in the local area to recruit talented candidates into the BHS program. We will involve adjunct faculty and, if feasible, visit some of the institutions where our adjuncts work. We will develop messaging and marketing materials that adjunct faculty can distribute to individuals in their workplaces looking to return to complete a degree in health administration.

*Objective 2.3. Integrate as part of the academic experience co-curricular activities offered by the department and student groups as well as develop networking skills and development for students.*

The review team also recommended that we invite MHA alumni to campus to mix up with students and faculty. They recommended that we consider having undergraduate and graduate students develop/participate in student organizations that build networking skills and provide

professional development. The health administration program has several co-curricular activities on and off campus. We plan to make these programs available to the students by improving communications so that students are better informed of these programs. We plan to continue our membership in the American College of Healthcare Executives and invite the students to participate in the events organized by the South Florida Chapter. We also plan to restart the Honor Society for the BHS and MHA programs. These networking groups are generally self-funded. A faculty advisor should be assigned to each of these groups, and this should be counted as part of the faculty service.

*Objective 2.4. Obtain final approval for 4+1 HA program (undergraduate to MHA graduate).*

To increase enrollment in the graduate programs, the review team recommended pursuing a 4+1 HA program (undergrad to grad in HA) and potential other 4+1 options for BHS students. We started working on creating this program last year. The 4+1 program was approved by the faculty of the management department last month. We are in the process of getting the program approved by the COB curriculum committee. This program is expected to start in August 2022. We are working on obtaining final university approval in Fall 2021 and then advertising it to students.

Goal 3. QUALITY: Improve our alignment with best practices in curricula and instruction.

*Objective 3.1. Develop a consistent structure for more consistent coordination among Health Administration administrators and faculty across undergraduate and all graduate programs.*

A strong recommendation of the review team was to establish a cohesive Health Administration infrastructure across the BHS, TMHA, XMHA and OMHA programs. In anticipating the need to improve coordination, an Assistant Program Director for Health Administration was appointed effective August 2021. The Director and Assistant Director will develop a plan for improving coordination with faculty, and fostering greater faculty involvement and investment in the Health Administration program.

*Objective 3.2. Create a faculty committee for MHA admissions.*

A recommendation of the review team was that the MHA admissions processes be redesigned to include faculty input beyond setting criteria for admission. The health administration program will create a committee for MHA admissions, which will work with the admissions' offices for all the MHA programs to establish criteria of admissions as well as review applications of borderline students. The committee will review admissions criteria and processes on a regular basis.

*Objective 3.3. Integrate further the practicum process within the work of the college Internship and Professional Development Office.*

Another review team recommendation was to create a single point of contact for traditional MHA (TMHA) students (staff) who does legwork for practicum course. The number of students in the TMHA that needs practicum is small. A single faculty is already responsible for the TMHA practicum. In general, the students visit the Internship and Development to request information

on internships. We will work closer with the staff in the college Internship and Professional Development Office such that they can refer TMHA students to the appropriate person.

*Objective 3.4. Create a curriculum review committee composed of faculty from all programs.*

The review team recommended that a curriculum review committee composed of full-time faculty and adjuncts be immediately created to review at least three BHA and MHA undergraduate and graduate programs from other institutions and provide suggestions on how best to restructure the current programs. Last year, two faculty in our unit with the help of two graduate students reviewed eight MHA programs, including all the SUS programs. They provided suggestions on how to restructure the MHA programs, including increasing the number of credits in the MHA programs. We were advised that the College does not intend to increase the number of credits in the MHA programs. As recommended by the review team, we will reconstitute the existing curriculum review committee to review both BHS and MHA programs and provide suggestions on how to improve these curricula. A curriculum expert may need to be engaged to reach this objective.

*Objective 3.5. Seek out inputs from local stakeholders in the field about their organizational needs and re-constitute the external advisory board.*

The review team also recommended that we discuss the program goals and curricula with the field of practice, which can be done through a functioning Advisory Board. There have an increasing number of healthcare practitioners who have been coming to our classrooms to lecture our students. Moreover, the COB internship and professional development unit has established strong ties in the local healthcare community. We will seek inputs from these individuals who already have strong ties with FAU. With regards the advisory board, it is worth noting that an advisory board was established in 2016, but it became non-functioning after two years. We will examine the feasibility of re-constituting the external advisory board.

*Objective 3.6. Create group practice management and public health minors.*

The review team also recommended working with the advisory board and other external local stakeholders to consider creating additional BHS minors in group practice management and public health. We have been offering these course subjects as electives in the program. We plan to get feedback from the local stakeholders and create these minors if recommended.