

FINAL ASSESSMENT REPORT

PERIODIC PROGRAM REVIEW (PPR) Bachelor of Health Administration Health Services Management Ted Rogers School of Management

In accordance with the Institutional Quality Assurance Process (IQAP), this final assessment report provides a synthesis of the external evaluation and the internal response and assessments of the undergraduate Health Services Management. This report identifies the strengths of the program, together with opportunities for program improvements and enhancements, and it sets out and prioritizes the recommendations that have been selected for implementation.

This report also includes an Implementation Plan that identifies who will be responsible for approving the recommendations set out in the final assessment report; who will be responsible for providing any resources entailed by those recommendations; any changes in organization, policy, or governance that will be necessary to meet the recommendations, who will be responsible for leading those recommendations; and timelines for acting on and monitoring the implementation of those recommendations

SUMMARY OF THE PERIODIC PROGRAM REVIEW OF HEALTH SERVICES MANAGEMENT

Toronto Metropolitan University's undergraduate Bachelor of Health Administration (BHA) is a part-time, degree-completion program designed to meet the needs of healthcare professionals who now hold, or wish to hold, management positions in health service organizations. In contrast to traditional undergraduate programs that begin the process of education as the basis for later practice, the BHA builds on a pre-existing established base of professional education and practice.

The BHA's degree-completion model offers healthcare workers the opportunity to receive credit for their college diploma courses as they work toward a university degree. Flexible program entry points in Winter, Spring and Fall semesters facilitate diverse academic and career aspirations of students. The program is designed primarily for individuals currently working in applied healthcare who hold a diploma from one of the Colleges of Applied Arts and Technology (CAAT) and/or those certified by the Canadian Health Information Management Association (CHIMA) and currently working in the field of health information management. The program includes a practicum course that must be completed in conjunction with a partner health organization in the community. Unlike traditional undergraduate programs, the program offers courses that build on students' existing base of practical knowledge of the healthcare field.

Accreditation information:

The School of Health Services Management is certified by the Association of University Programs in Health Administration (AUPHA). AUPHA is a global network of colleges, universities, institutions and healthcare professionals that promotes improvements in the delivery of healthcare services, healthcare

management education, healthcare research and healthcare reform. Its individual members include educators, hospital executives, corporations and libraries who are committed to the nonprofit's mission.

This document comprises the Ted Rogers School of Management's (TRSM) Dean's response to the Peer Review Team (PRT) Report and the School's response, in accordance with the directions of the 2020 Periodic Program Review (PPR) Manual and with Section 8.2 of Senate Policy 126, Periodic Program Review of Graduate and Undergraduate Programs. The site visit by the external PRT for the Periodic Program Review was carried out April 15, 2023. The Health Services Management program submitted a list of potential Peer Review Team (PRT) candidates to the Office of the Dean who then selected

Katie Dainty, PhD; Associate Professor and Research Chair, Health Systems Research
Joseph Tan, PhD; Professor, information Systems, McMaster University

The PRT report acknowledges that the program serves an important niche in the healthcare industry, but expresses concerns regarding the long-term sustainability of the program. The reviewers were surprised by the number of recommendations from the previous PPR cycle that had not been addressed, reiterating a need to carefully consider those past recommendations. The PRT also notes the strength and dedication of its core faculty members and their ability to engage students successfully.

The PRT Report offered the following six critical recommendations, and the School has responded thoughtfully to each to generate their Implementation Plan. The Dean's Office is in full support of the School's responses to the PRT recommendations.

The program submitted its response to the PRT report to the Dean of the Ted Rogers School of Management to which the Dean responded on September 21, 2023.

The Academic Standards Committee completed its assessment of the Bachelor of Health Administration on Jan 25, 2024. The Committee indicated that a thorough, analytical and self-critical program review was conducted. The program provided a detailed plan for future growth and support for development.

The Academic Standards Committee recommends that the program continue, as well as provide a one-year follow-up report, as follows:

1. The mandated One-Year Follow-up Report be submitted by June 30, 2025 to include:
 - a. An update on all curricular changes as indicated in the Implementation Plan
 - b. A hiring and staffing update
 - c. A plan to successfully grow the program

Presented to Senate for Approval: **March 5, 2024**

Start date of next Periodic Program Review: **2029-30**

SUMMARY OF THE REVIEWERS' RECOMMENDATIONS WITH THE PROGRAM'S AND DEAN'S RESPONSES

RECOMMENDATION 1:

Enrollment into the BHA program be suspended effective immediately until an in-depth strategic internal review can be conducted.

PROGRAM RESPONSE:

The HSM respectfully disagrees with the recommendation to suspend enrolment. The School believes that PRT's recommendations for resource enhancement are reasonable and necessary to sustain and grow the School. Suspending admissions will send a negative signal and may result in further loss of students and reputation.

DEAN'S RESPONSE: *The Dean did not directly respond to this recommendation.*

RECOMMENDATION 2: A visionary leader with health administration and higher education design expertise needs to be recruited immediately. The salary must be competitive to attract high-quality candidates.

PROGRAM RESPONSE:

The School agrees with this assessment and fully supports the need to recruit a permanent director for HSM whose qualifications are outlined by the PRT in the appendix of their report.

DEAN'S RESPONSE:

See response to Recommendation Three.

RECOMMENDATION 3: There is a vastly inadequate amount of Faculty (n=2) available to properly support the curriculum, practicum, and program growth. A minimum of an additional 2 tenure-stream Faculty must be recruited to the BHA/MHA program to meet an acceptable teaching standard that would also sustain its longer-term accreditation.

PROGRAM RESPONSE:

The School agrees wholeheartedly with the PRT's later recommendation for a "minimum of an additional 2 tenure-stream Faculty must be recruited to the BHA/MHA program to meet an acceptable teaching standard that would also sustain its longer-term accreditation."

DEAN'S RESPONSE:

Given the small enrolment level in the program, it is unlikely that approval will be granted for additional hires from the Provost and the Dean's Office. However, the introduction of a new four-year program with incremental students would increase this likelihood very significantly.

RECOMMENDATION 4: The practicum program is of value however, the administration of that component of the curriculum needs to be revised to ensure a successful experience for students and a balanced workload for Faculty. In addition, the elective course requirement of the curriculum must be reviewed for relevance and operational effectiveness.

PROGRAM RESPONSE:

The HSM faculty agree with the need to improve the structure, organization, communication, and advanced preparation of the Practicum. The School recognizes the concerns expressed by the students. A distinguishing feature of the practicum is that the practicum expectations, goals, and objectives align with the Association of University Programs in Health Administration (AUPHA) accreditation requirements. Diluting expectations would risk the School's ability to meet the strict criteria around practical and experiential learning requirements required by the accrediting body. Therefore, while maintaining expectations and goals, the School plans to undertake additional modifications for the Practicum course.

The suggestion to allow students to complete placements at arm's length to the student is unfortunately not possible given that this requirement is outside of the control of the School. Each practicum placement requires that an active affiliation agreement be secured between the University and the site, and within this agreement, there is a clear stipulation that the student cannot be employed at the site where they complete the practicum. However, students are allowed to pursue the practicum with their employer, provided the employer operates out of multiple locations. We have been encouraging students that are in this particular situation to do this.

Issues related to structured information regarding practicum have been largely addressed using a D2L course shell to store and share all relevant practicum information with students. Early course access has allowed students to learn about these requirements and paired with the resource person provided by the Dean's office, this issue should likely be less of a concern in the future.

Meanwhile, the existing practicum-related programming improvements include:

- Two workshops have been offered since 2021: an initial practicum orientation open to all students in the program to take and an additional proposal workshop offered six weeks before the start of the practicum.
- In 2022, the second seminar within the 3-practicum seminar sessions over the semester was modified to shift the emphasis to a peer-to-peer learning opportunity where students could focus on troubleshooting problems during their practicum placement term. The seminar discusses barriers and challenges with an emphasis placed on focusing on effective solutions to ensure that students complete the practicum successfully.
- A preceptor workshop is offered to all new preceptors to inform preceptors about their practicum responsibilities and advise them of the TRSM resources available.
- During the practicum semester, weekly drop-in sessions are offered to students in Fall and Winter cohorts to pose practicum-related queries. Former students are invited to address current students about their past practicum experiences resulting in opportunities for peer-to-peer learning and student support. The initiative received strong positive feedback from students during the pandemic, so the School continues to hold such events.
- The School obtained a practicum resource to assist with the affiliation agreements, which has allowed students to receive timely feedback on the first step in practicum, which is securing an affiliation with the host institution they are completing their practicum at. In the past, students would experience considerable stress because there was a lack of communication between the School and the students regarding the status of their affiliations. Students now receive timely information regarding the site expectations before the practicum term so they can be prepared

to go on-site by the time their practicum semester starts (vulnerable sector screening, WSIB, confidentiality agreements, data transfer agreements, ethics approval, etc.).

In the future, the School plans to undertake the following additional steps:

- The School will create a systematic process for securing practicum placements, including a mixture of new and existing ties to healthcare institutions. Each semester students could select from the many secured host institutions available. However, the School will continue to allow students also to select their sites so that remotely based students can find sites near them, which may be different cities and provinces.
- A systematic process focusing on year-of-year placement growth will be developed. The systematic process for selecting sites will be reviewed by the advisory committee in November 2023.
- The School will increase the initial preparatory training for the students by offering additional workshops and consultation sessions. This will include:
 - o Formalize the process for pairing students with practicum partners to reduce the burden on students to find partners.
 - HSM will be responsible for pairing students with healthcare institutions/preceptors.
 - More admin resources will be invested to facilitate pairing.
 - HSM will review the successful implementation of similar initiatives in Nursing at TMU and at other universities to identify best practices for adoption.
 - o Upstream Practicum-related information and prep in the curriculum by advising students about Practicum in other related courses, such as the one focusing on research methods.
 - o Offer more admin support to students to explore relevant partners.
 - o Conduct additional group presentations on the structure of the Practicum, expectations, and logistics.
 - o Create opportunities for peer learning so that students can learn from each other's experiences.
 - o One-on-one discussions with students earlier in the process to assist with project and site selection.
 - o Additional remedial training in research methods.

Finally, the School will take the opportunity to review the curriculum to broaden the topics covered to include accessibility to healthcare and improving health and wellbeing outcomes for equity-seeking groups, including, but not limited to, First Nations communities in remote and urban areas, racial minorities, low-income communities, and immigrants.

DEAN'S RESPONSE:

The practicum project is a resource-heavy element in the program, and I encourage the School to consider a variety of means to streamline the associated processes.

RECOMMENDATION 5: Unexpectedly high attrition rates in the numbers of students enrolled vs. graduating annually continue to be concerning. This data needs to be reviewed in-depth, and reasons for lapse/drop-off identified and addressed.

PROGRAM RESPONSE:

The School agrees with the concerns expressed by the PRT about attrition rates. The School proposes to monitor attrition rates each semester to implement strategies to address any challenges detected. Since the School offers a degree completion program, comparing the attrition rates in HSM against other schools in TRSM may not be reasonable. Instead, the School proposes benchmarking HSM attrition rates against other degree completion programs, such as nursing, at Toronto Metropolitan University. The School is aware of new AI-enabled student monitoring capabilities being developed as part of TRSM’s ERM system. The School would like to be part of the pilot to monitor student progress and attrition using the AI-enabled tools at TRSM.

DEAN’S RESPONSE:

I’m supportive of this recommendation, and encourage the School to engage with the Executive Director, Student Services, since this office has access to TRSM enrolment data. I also encourage the School to engage with the Accreditation and Strategic Analytics unit under the Associate Dean, Faculty & Academic, to ensure inclusion in the annual Dean’s Survey of students.

RECOMMENDATION 6:

Significant effort and investment must be made to market the program and increase (ie. triple) enrollment or increase tuition rates to make it financially viable. A rise in tuition based in line with current market assessment should also be strongly considered.

PROGRAM RESPONSE:

The School agrees with the advice and points out that neither TRSM nor the central admissions currently invest resources in marketing the BHA program. The enrollment is therefore sustained strictly by word of mouth. The need for a coordinated marketing plan is acutely felt.

DEAN’S RESPONSE:

Given the overall faculty resource constraints, we have had to reduce our marketing budget overall in TRSM. Having said that, I do encourage the school to engage with the marketing and communication team in TRSM to see if there are low or no-cost options to increase awareness of the BHA program.

IMPLEMENTATION PLAN: HEALTH SERVICES MANAGEMENT

Recommendation # 1
Recommendation: Conduct a systematic feasibility analysis for a new Major in Health Services/Healthcare Management as part of the degree requirements for the full-time, four-year Business Management program. Other program formats will also be explored (e.g., part-time, direct-entry, co-op, etc.).
Rationale: As part of its commitment to expanding learning pathways, the School of Health Services Management will explore the possibility of offering a new Major in Health Services/Healthcare Management, as part of the degree requirements for the existing Business Management program. Under this structure, the HSM Major would benefit from the common first-year entry into the Business Management program, allowing a greater number of students with access to this field of specialization.

<p>It would also provide an opportunity to create efficiencies between the HSM Major and BHA program, as well as help address some of the financial viability concerns raised in the self-study report. As part of the Business Management program, the School (of Business Management) would include the HSM Major when applying for AACSB re-accreditation.</p>
<p>Objective: Develop a Letter of Intent (LOI) that integrates a new Major in Health Services/Healthcare Management into the existing Business Management program.</p>
<p>Actions: The School of Health Services Management will coordinate with the TRSM Office of the Dean and the Office of the Vice-Provost Academic to develop the Letter of Intent in preparation for a new program proposal.</p>
<p>Timeline: Jan. 2024 to Sept. 2026</p>
<p>Responsibility for leading initiative: School of Health Services Management</p>
<p>Responsibility for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: School of Health Services Management; TRSM Undergraduate Curriculum Committee; TRSM Faculty Council; Curriculum Management; University Planning Office; Office of the Vice-Provost Academic</p>
<p>Recommendation # 2</p>
<p>Recommendation: Review, revise, and deliver additional and improved prep opportunities for students enrolled in practicum. Improve communication about practicum expectations.</p>
<p>Rationale: As noted in the results of the student survey and feedback from the Peer Review Team, several inefficiencies were identified with respect to the administration of the practicum component of the program. This recommendation would seek to rectify these issues and better prepare students for their practicum placements.</p>
<p>Objective: To improve communication and knowledge about practicum both leading up to it (in Year 1) and through the practicum semester for HSM students.</p>
<p>Actions: Several learning workshops are being created to assist students with their transition into the practicum semester (research ethics workshop, statistics workshop, proposal workshop, preceptor workshop, project plan workshop and writing workshop, weekly online drop-in TA/GA support to all practicum students). Additionally, this month TRSM extended writing support services to our HSM student group, which requires evening and weekend support slots. Almost all of the slots are already booked, which are aimed to assist students with preparing their necessary research proposals and final reports. Finally, we are offering a new student orientation that includes very detailed information about our practicum and the practicum tab within our HSM website has been updated to reflect the recent changes to our practicum.</p>
<p>Timeline: Sept. 2023 to August. 2024</p>
<p>Responsibility for leading initiative: School of Health Services Management</p>

<p>Responsibility for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: School of Health Services Management</p>
<p>Recommendation # 3</p>
<p>Recommendation: Explore opportunities to enhance curriculum offerings in leadership either as a new course or revising contents in existing courses to accommodate leadership content. Increase EDIA content in existing curriculum.</p>
<p>Rationale: Alumni and the PRT identified leadership skills as integral to success in the healthcare field. In their report the PRT recommends placing greater emphasis on leadership and policy-related skills.</p>
<p>Objective: To develop a leadership focused course as an elective option for students in the current degree completion BHA as well as the proposed HSM Major. To increase key components of leadership and policy specific skills within our core first year offerings, specifically CHSM301 and CHSM305 and to relaunch our Leadership in Healthcare course, CHSM306.</p>
<p>Actions: In 2020 the School phased out our Leadership course, CHSM306, which will be reoffered once again as an (open) elective for current BHA students as well as core-elective in the proposed undergraduate HSM Major (see Recommendation #1). This course specifically focused on leadership within healthcare and had several simulation opportunities for students to develop their leadership skills and to assess their growth and capacity across the course. In addition, new cases with a specific emphasis on EDIA principles will be integrated into the course material. Combined with some changes to our other first-year course offerings CHSM301 and CHSM305, these additions should be achievable over the next academic year as the work is already underway for CHSM301.</p>
<p>Timeline: Sept. 2023 to August 2025</p>
<p>Responsibility for leading initiative: School of Health Services Management</p>
<p>Responsibility for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: School of Health Services Management; TRSM Undergraduate Curriculum Committee; TRSM Faculty Council</p>
<p>Recommendation # 4</p>
<p>Recommendation: Consult with students and alums to explore opportunities to offer programme-relevant elective options.</p>
<p>Rationale: Students and alumni expressed some dissatisfaction with the availability and selection of elective courses (open elective, liberal studies).</p>
<p>Objective: To increase awareness of open elective options for our current and future HSM students.</p>

Actions: Utilize TRS Student Advising support to increase awareness of relevant open elective options available to our students each term.

New elective courses in leadership and international healthcare have been proposed for the new HSM Major. Additionally, several ITM, HTM, GMS, CINT and MKT courses have been identified as core elective options for future HSM Major students (see Recommendation #1).

Timeline: Sept. 2023 to August 2024

Responsibility for leading initiative: School of Health Services Management

Responsibility for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: School of Health Services Management; TRSM Undergraduate Curriculum Committee; TRSM Faculty Council

Recommendation # 5

Recommendation: Review and revise curriculum content to include examples and materials that cover a broader range of healthcare administration roles in addition to hospital management.

Rationale: As noted by the Peer Review Team, the program curriculum is primarily focused on a hospital context and could benefit from providing students with a greater range of examples to draw from. These examples should also extend to experiential learning opportunities (e.g., practicum).

Objective: To expand our current course offering coverage of material to additional healthcare settings beyond acute care.

Actions: In W2024 our core course offering CHSM301 will be revised to further reflect the continuum of care, beyond acute care. Both Modules 6-10 will be expanded on further and the long-term care, rehabilitation, complex care and other community health organizations will be discussed.

Timeline: Sept. 2023 to April 2024

Responsibility for leading initiative: SHSM Curriculum Committee

Responsibility for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: School of Health Services Management; TRSM Undergraduate Curriculum Committee; TRSM Faculty Council

Recommendation # 6

Recommendation: Work with sessional instructors to increase synchronous components of courses.

Rationale: The Peer Review Team expressed concern about the predominantly asynchronous delivery of the program curriculum. Synchronous components, either in-person or online, would help promote student engagement and networking.

The lack of synchronous components is primarily an issue related to sessional instructors and course delivery through the Chang School.

Objective: To increase synchronous opportunities.

Actions: Since Fall 2023 we have been systematically reviewing our core courses to determine how to build in more synchronous opportunities. In the Fall 2023 term, CHSM301, CHIM305, CHIM306, CHIM404, CHSM305 and CHSM407 were all offered with weekly synchronous lectures. We will continue to expand these synchronous components and follow up with a student survey to determine if any improvements are noted.

Timeline: Sept. 2023 to April 2024

Responsibility for leading initiative: School of Health Services Management

Responsibility for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: School of Health Services Management; Chang School of Continuing Education

Recommendation # 7

Recommendation: Devise plans for orientation sessions for three waves of admissions per year to increase resource awareness among students.

Rationale: Survey feedback suggests that a majority of students have never utilized support services (e.g., Academic Success; Business Career Hub) offered by TRSM. In addition, a significant portion of survey respondents had never met with an Academic Advisor. More structured, regular communications will help ensure that students are well-informed of all relevant support services and resources.

Objective: To improve support services for HSM students.

Actions: Starting this fall 2023 we have been reaching out to a variety of student services within TRSM to determine the viability of offering evening and weekend support to our student group who work full-time. To this point we have successfully secured writing support services and in the past month 12 slots have been opened specifically to accommodate the needs of our student group. We will continue efforts to explore further support services once we have a clear idea of the current student needs with respect to services. To address this former issue we intend to interview both current and past students about the services they would be most interested in. Similarly, this approach was used to determine the support service requirements for our practicum students where 22 students were surveyed and one of the established needs was writing support services, which have now been expanded to our HSM students.

Timeline: Sept. 2023 to August 2024

Responsibility for leading initiative: School of Health Services Management

<p>Responsibility for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: School of Health Services Management</p>
<p>Recommendation # 8</p>
<p>Recommendation: Work with the newly revised advisory council to initiate HSM-focused fundraising to create new bursaries and scholarships for students.</p>
<p>Rationale: Increasing the number of HSM-specific bursaries and scholarships will greatly benefit students by providing financial aid to offset the cost of tuition and the time away from work required for the practicum. A key component of this recommendation will be considering how to address systemic barriers to admission for racialized people, persons with disabilities, and Indigenous peoples through the creation of entrance scholarships for equity-deserving groups.</p>
<p>Objective: To explore both private and public healthcare agencies and pharmacare around their desire to contribute to a scholarship fund aimed at increasing opportunities to specialized groups that are currently underrepresented in the program.</p>
<p>Actions: In our first alumni event we set out a plan to engage a variety of agencies that they are currently employed at as well as other target agencies that have historically provided large scholarship opportunities. At our Feb 2024 meeting we will begin the recruitment for potential scholarship donations to HSM. The advisory board has recently been engaged as well and our first meeting is set for Dec 7th, 2023 where one of the key agenda items will be to engage our alumni around this particular objective of increasing scholarship and bursary opportunities for future students.</p>
<p>Timeline: Sept. 2023 to August 2025</p>
<p>Responsibility for leading initiative: School of Health Services Management</p>
<p>Responsibility for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: School of Health Services Management; Director of Development, TRSM</p>
<p>Recommendation # 9</p>
<p>Recommendation: Develop a research plan for the School for robust research productivity.</p>
<p>Rationale: Refocus research efforts to align with TRSM's new Mission and Vision for the next five years.</p>
<p>Objective: To begin the early steps in establishing a research plan for HSM.</p>
<p>Actions: This item has proven very challenging with the two faculty members holding many roles and responsibilities. We are currently collaborating toward research plans to continue to explore AI and its influence on specific healthcare functions, largely those restricted to acute care clinical healthcare operations. The next step for this plan will likely be addressed in late 2024 as we are going to be down to one faculty member for half of the year. We will be working with a load of one faculty member within the School for the next 2 years, which will make this task challenging, but the target has been</p>

set.
Timeline: Sept. 2023 to August 2024
Responsibility for leading initiative: School of Health Services Management
Responsibility for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: School of Health Services Management; Associate Dean, Research
Recommendation # 10
Recommendation: Monitor attrition rates in collaboration with the registrar’s office.
Rationale: The Peer Review Team expressed concern over “unexpectedly high” attrition rates outlined in the self-study report and raised in the previous PPR. The School acknowledges that retention is an important aspect of program health and remains committed to monitoring attrition rates and improving communication strategies to ensure that students are aware of available support services and resources.
Objective: Explore strategies to increase retention of HSM students.
Actions: Several strategies have been implemented based on student feedback, such as a student orientation that is attended by our faculty members and the student advisor providing students with the opportunity to ask questions about the program. Within 4 months of their entry to the program, they are engaged via email to ask about their current experience within the program. This engagement is repeated again at the end of 3 semesters. As well, we are targeting and reaching out to students that have not taken courses for two consecutive terms. A recent examination of the Fall 2022 and W2023 student numbers show that retention rates are higher than they were in 2020 and higher than other TRSM Schools for both the first, second and third year, but the goal is to continue to try to move these retention numbers higher. We are also now in the process of developing a buddy mentoring program where new HSM students can pair with an alumni member that will make themselves available to new students for their first 2 years of the program. We have currently proposed that our 10 mentors will likely have 2-3 students that they will follow, which may change the proposed model slightly, but the goals and objectives will remain the same. This program is set to launch F2024.
Timeline: Sept. 2023 to August 2025
Responsibility for leading initiative: School of Health Services Management
Responsibility for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: School of Health Services Management; Executive Director, Student Services; Associate Dean, Faculty and Academic; University Planning Office
Recommendation # 11
Recommendation: Explore existing options (e.g., Navitas Group) to internationalize BHA enrollment.

<p>Rationale: This would assist with easing the burden of carrying the School to allow for additional course sections of our program to be offered through Navitas.</p>
<p>Objective: To explore options to internationalize the program.</p>
<p>Actions: A letter of interest was submitted in the Fall of 2022 to allow for our program to be considered, however we have not heard anything regarding the current status of this consideration. Alternatively, the creation of an HSM Major would also provide opportunities to increase international enrollments (see Recommendation #1).</p>
<p>Timeline: Sept. 2023 to August 2024</p>
<p>Responsibility for leading initiative: School of Health Services Management</p>
<p>Responsibility for approving recommendations, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: School of Health Services Management</p>
<p>Recommendation # 12</p>
<p>Recommendation: Explore opportunities for 2+2 models with community colleges to increase domestic enrollment.</p>
<p>Rationale: Increasing domestic enrollment in the BHA program will help to address budgetary deficits outlined in the self-study report.</p>
<p>Objective: As an alternative to the proposed 2+ 2 model proposed by the reviewers, the School is working with the Dean’s office toward the goal of submitting an LOI for an HSM Major, which would also provide an alternative approach to addressing our current budgetary deficits, as well as providing a potential pathway for further college partnerships (e.g., third-year, direct entry).</p>
<p>Actions: To submit the LOI and work toward the establishment of an HSM Major once it is approved by the wider university community (see Recommendation # 1).</p>
<p>Timeline: Sept. 2023 to August 2025</p>
<p>Responsibility for leading initiative: School of Health Services Management</p>
<p>Responsibility for approving recommendation, providing any resources made necessary by the recommendation, and overall monitoring of the implementation of the recommendation: School of Health Services Management</p>