

Doctor of Health Administration
CIP 51.0701
University of North Florida

Board of Governors
Staff Analysis

May 2024



**STATE UNIVERSITY
SYSTEM OF FLORIDA**

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Program Description and Overview

The University of North Florida (UNF) is proposing a Doctor of Health Administration. The proposed program is an applied doctorate, focusing on using evidence available in clinical, organizational, and policy areas to solve complex problems in healthcare. The proposed program will focus on global health management, leadership, and advanced management of healthcare facilities and institutions.

To be eligible for the proposed program, prospective students must have experience in clinical care or another health administration-related position and have a post-baccalaureate or master's degree in a clinical field or related health administration program.

Once admitted, students will complete a total of 48 credit hours. Thirty-six credit hours will consist of coursework including public policy and healthcare, strategic vision and planning in healthcare, leadership accountability for quality and patient safety, and evidence-based decision-making. The remaining twelve credit hours will consist of an evidence-based doctoral project that focuses on an issue that requires a change in healthcare, educational services, or administrative practices or policies. The project will be a scholarly work that students must defend to a faculty committee.

Program graduates will have the knowledge and skills necessary for leadership roles in healthcare management and administration. Leadership positions may include a clinical director, a healthcare system director, and a medical and health services manager.

The University of North Florida's Board of Trustees approved the proposed program on December 8, 2023. If approved by the Board of Governors, the proposed Doctor of Health Administration will be the first doctoral program in the System in CIP 51.0701. Table 1 provides a summary overview of the Doctor of Health Administration.

Table 1: Proposed Program Summary

Doctor of Health Administration	
Tuition per Credit Hour	\$493.53 Florida Resident \$1,044.27 Non-Resident
Delivery Mode	Hybrid (80% online and 20% on-campus weekend sessions)
Location	Main Campus/Online
Graduation Requirements	48 Credit Hours
Effective Date	Fall 2024

Source: University of North Florida Doctor of Health Administration Proposal



Need for Graduates in the Labor Market

The proposed doctorate, combined with the required previous workforce experience in clinical care or health administration-related positions, will strategically position graduates for jobs such as medical and health service managers and postsecondary teachers in health-related fields. There are currently four regional health systems in northeast Florida and other healthcare organizations that have workforce demand for experienced health administration executives with advanced training. Hospital leaders from the Baptist Health System and Mayo Clinic provided letters of support for the program due to the need for highly credentialed senior leadership to navigate the complex healthcare industry and promote innovation. The UNF Health Administration Advisory Board, which is comprised of regional healthcare executives, identified a significant gap in meeting the local educational needs of mid- and upper-level administrators and clinicians in 2021 and recommended a new Doctor of Health Administration.

Workforce Demand

The workforce demand for medical and health services managers is projected to grow significantly in Florida and nationally. Though the minimum education required for the occupation is a bachelor's degree, graduates will meet the demand from healthcare partners for advanced management skills. As shown in Table 2, the number of jobs for medical and health services managers is expected to increase by 26 percent in Florida over the next eight years, with an average of 4,611 job openings each year. In the Jacksonville region, the occupation is projected to grow by 30 percent over the next eight years, creating 715 new positions. The current median salary for medical and health services managers in Duval County is \$102,440.

The workforce demand for postsecondary teachers in health-related fields is also projected to grow in Florida and nationally. As shown in Table 2, the demand for postsecondary teachers in health specialty areas is projected to grow by 20 percent in Florida over the next eight years. This growth amounts to an average of 897 job openings in Florida each year.

Board staff conducted an independent search on Indeed.com, HigherEdJobs.com, and the Baptist Health System Jacksonville for job openings requiring or preferring a doctorate in health administration. The search identified 15 current openings in Florida, with two in the Jacksonville region. The job openings included positions in regional healthcare organizations and postsecondary education. For example, Baptist Health Medical Center Nassau advertised for a hospital president role to fulfill the need for visionary leadership that facilitates operational excellence and enhances patient care delivery.¹ There are a substantial number of open health administration positions in the Jacksonville region. However, some senior-level management roles require a master's degree in health administration with a minimum of five years of experience.

¹ Baptist Health Medical Center Nassau "Hospital President." Retrieved on 4/10/24 from: <https://www.baptistjax.com/about-us/careers/job-listings/hospital-president-baptist-medical-center-nassau-full-time-days-baptist-nassau-60116>

Table 2: Labor Market Demand, CIP Code 51.0701

Occupations	Percent Change in Job Openings		Annual Average Job Openings		Total # of New Jobs		Education Level Needed for Entry
	FL 2023-31	U.S. 2022-32	FL 2023-31	U.S. 2022-32	FL 2023-31	U.S. 2022-32	
Medical and Health Services Managers	26.1%	28.4%	4,611	54,700	9,938	144,700	Bachelor's Degree
Health Specialties Teachers, Postsecondary ¹	20.6%	19.1%	897	27,400	1,573	50,200	Doctoral Degree
Postsecondary Teachers, all other ¹	8.1%	3.6%	713	21,800	601	9,400	Doctoral Degree

¹These occupations are not included in the CIP to SOC Crosswalk, but the proposed program's learning outcomes may prepare graduates to pursue jobs in these areas.

Sources: U.S. Bureau of Labor Statistics, <https://data.bls.gov/projections/occupationProj>; Florida Department of Commerce, <http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/employment-projection>

Date Retrieved: 3/12/2024

Student Demand and Projected Enrollment

The University of North Florida surveyed current students in the Master of Science in Health Administration to determine their interest in the proposed doctoral program. Of the 65 survey respondents, 37 students expressed their desire to pursue UNF's Doctor of Health Administration. Fifty-two students surveyed wanted more information about the proposed program.

The University of North Florida anticipates enrolling ten students in Year 1 and growing incrementally to an expected enrollment of 48 students in Year 5, as shown in Table 3.

Table 3: Projected Student Enrollment

	Student Headcount	Student FTE
Year 1	10	7.5
Year 2	22	16.5
Year 3	36	24.5
Year 4	42	28.5
Year 5	48	32.5

Source: University of North Florida Doctor of Health Administration Proposal

Alignment with Institutional and System Strategic Priorities

Part of UNF's mission is to promote learning and discovery through transformational education to fuel northeast Florida's economic and overall prosperity. The proposed program will prepare graduates to evaluate and apply research to innovate and transform organizational change. The proposed program aligns with UNF's 2023-2028 Strategic Plan by fostering mutually beneficial partnerships within the Jacksonville community. According to UNF, the proposed program has been designed in collaboration with local healthcare executives with the specific intent of serving the regional as well as the national healthcare workforce.

The proposed Doctor of Health Administration supports the 2025 System Strategic Plan's goals in teaching and learning; scholarship, research, and innovation; and community and business engagement. The program's focus on regional partnerships in healthcare administration will directly increase community engagement and help meet the local and state workforce needs. As reported in the proposal, the specific intent of the program is to serve the regional healthcare workforce with a focus on teaching hospitals and academic medical centers.

Estimate of Investment

The proposed program will be funded through Education and General funds. As shown in Table 4, the institution intends to expend \$116,958 in Year 1 and \$178,535 in Year 5. The program will charge students the standard approved graduate tuition rates, which are currently \$493.53 per credit hour for resident students and \$1,044.27 for non-resident students.



Table 4: Projected Program Costs

Total Costs		Source	Cost per FTE
		E&G	
Year 1	\$116,958	\$116,958	\$15,594
Year 5	\$178,535	\$178,535	\$5,493

Source: University of North Florida Doctor of Health Administration Proposal

Appendix A

Assessment of the University Review Process in accordance with Board of Governors Regulation 8.011

Prior to submitting a program proposal to the Board of Governors' office, the institution and its board of trustees are required to ensure that all programs meet the requirements of Board of Governors Regulation 8.011. Section C is an assessment of the university's review process to ensure that all criteria have been considered.

ACCOUNTABILITY

Check either the "yes" or "no" box and make comments beneath the criterion as appropriate.

1. Overall – *The proposal is in the correct format, includes all necessary signatures, and contains complete and accurate tables for enrollment projections, faculty effort, and the proposed budget.*

YES NO

The proposal has been approved by the university board of trustees and includes all required signatures.

The University of North Florida Board of Trustees approved the program proposal at their December 8, 2023, meeting.

The university has provided a proposal written in the standard State University System format, which addresses new academic program approval criteria outlined in Board of Governors Regulation 8.011.

The University of North Florida submitted the proposed program in the correct format.

The pre-proposal was reviewed by the Council of Academic Vice Presidents Academic Coordination Group, and any concerns identified by the group have been listed and addressed in the proposal.

The Council of Academic Vice Presidents Academic Coordination Group reviewed the pre-proposal on April 19, 2023. The University of Florida expressed a formal concern about a similar program they offer regarding any focus on health services research in UNF's proposed program. This concern was addressed as the proposed Doctor of Health Administration was designed with an applied research component.

The university has provided data that supports the need for an additional program in the State University System, as well as letters of support or concern from the provosts of other state universities with substantially similar programs.

The proposed doctorate would be the first in the System in CIP 51.0701.

YES NO

- The university has provided complete and accurate projected enrollment, faculty effort, and budget tables that are in alignment with each other.**

The University of North Florida submitted all required tables in Appendix A of the proposal.

- The university has included a statement in the proposal signed by the equity officer as to how this proposal will meet the need and demand section of the proposal.**

The equity officer signed the proposal on July 19, 2023, regarding the review of the need and demand section of the proposal.

- The program does not substantially duplicate programs at FAMU; if it does, evidence was provided that consultations have occurred with the university on the impact of the new program on existing programs.**

The proposed program does not duplicate an existing Florida Agricultural and Mechanical University program.

2. Budget – *The proposal presents a complete and realistic budget for the program consistent with university and Board of Governors policy and shows that any redirection of funding will not have an unjustified negative impact on other needed programs.*

YES NO

- The University Board of Trustees has approved the most recent budget for this proposal.**

The budget for the proposed program was approved in conjunction with the full proposal by the UNF Board of Trustees on December 8, 2023.

- The university has reviewed the budget for the program to ensure that it is complete and reasonable, and the budget appears to align with expenditures by similar programs at other system institutions.**

The university provided estimated enrollment and growth for the proposed program with the projected costs and funding sources.

- The proposal indicates that the program will follow the cost-recovery or market-rate funding models. If so, details and timelines for getting approvals for these funding models are included in the proposal.**

The proposed program will operate with E&G funding and will not follow the cost-recovery or market-rate funding models.

YES NO

- If resources within the institution are redirected to support the new program, the university has identified this redirection and determined that it will not negatively impact undergraduate education, or the university has provided a reasonable explanation for any impact of this redirection.**

The University of North Florida anticipates that implementation of the program will yield no negative impact on related programs.

READINESS

Check either the "yes" or "no" box and make comments beneath the criterion as appropriate.

3. Program Quality – *The proposal provides evidence that the university planning activities have been sufficient, and responses to any recommendations to program reviews or accreditation activities in the discipline pertinent to the proposed program have been addressed.*

YES NO

- The university has followed a collaborative planning process for the proposed program in accordance with policies and procedures adopted by the university board of trustees.**

The University of North Florida provided a narrative and chronological table of events that occurred during the development of the proposal, as well as a list of the campus constituents involved. The table and narrative provide sufficient evidence that the institution followed a collaborative planning process according to the policies and procedures adopted by the UNF Board of Trustees.

- An external consultant has reviewed the proposal and supports the department's capability of successfully implementing this new program.**

Thomas T.H. Wan, Ph.D., MHS, Professor Emeritus of the School of Global Health Management and Informatics at the University of Central Florida, reviewed the proposal. Following the review, Dr. Wan offered feedback and provided a letter of support for the program.

- The university has found the level of progress that the department has made in implementing the recommendations from program reviews or accreditation activities in the discipline pertinent to the proposed program to be satisfactory.**

The Doctor of Health Administration will be located in the Brooks College of Health's Department of Health Administration, which currently offers three programs. These include the Master of Health Administration, the Executive Master of Health Administration, and the Bachelor of Health Administration.

The Master of Health Administration was granted reaccreditation on May 18, 2023, by the Board of Directors of the Commission on Accreditation of Healthcare Management Education (CAHME) and extended its accreditation for a maximum period of seven years. The Executive Master of Health Administration will be eligible to apply for CAHME accreditation in 2025. The Bachelor of Health Administration was awarded recertification in October 2022 for the maximum period of seven years.

YES NO

- The university has analyzed the feasibility of providing all or a portion of the proposed program through distance learning.**

The proposed program would be offered in a hybrid format. The program would include 80 percent online coursework and 20 percent on-campus weekend executive seminars.

- The university has made allowances for licensure and legislative approval.**
No applicable licensure or legislative approval is required for the proposed program.

4. Curriculum - *The proposal provides evidence that the university has evaluated the proposed curriculum and found that it describes an appropriate and sequenced course of study, and that the university has evaluated the appropriateness of specialized accreditation for the program.*

YES NO

- The university has reviewed the curriculum and found that the course of study presented is appropriate to meet specific learning outcomes and industry-driven competencies discussed in the proposal.**

The institution has provided the curriculum for the proposed program, and the coursework is designed to meet learning outcomes for the degree and industry-driven competencies.

- The university anticipates seeking accreditation for the proposed doctoral program or provides a reasonable explanation as to why accreditation is not being sought.**

No specialized accrediting bodies are available for the proposed doctoral program.

5. Faculty – *The proposal provides evidence that the university is prepared to ensure a critical mass of faculty will be available to initiate the program based on estimated enrollments and that faculty, in the aggregate, have the necessary experience and research activity to sustain a doctoral program.*

YES NO

- The university has reviewed the evidence provided and found that there is a critical mass of faculty available to initiate the program based on estimated enrollments.**

The institution has identified five existing faculty members who will participate in the proposed program in fall 2024. The institution will hire two additional existing faculty members for initial participation in the program in fall 2025 and one faculty member on a new line in fall 2027.

YES NO

- The university has reviewed the evidence provided and found that the faculty, in aggregate, has the necessary experience and research activity to sustain the program.**

The institution provided multiple examples showing that the faculty associated with the proposed program has been productive in teaching, research, and service.

- If appropriate, the university has committed to hiring additional faculty in later years based on estimated enrollments.**

The institution reported two additional existing faculty members will be hired for initial participation in the program in fall 2025, and one faculty member will be hired on a new line in fall 2027.

6. Resources – *The proposal provides evidence that the university has ensured the available library volumes and serials, classroom, teaching laboratory, research laboratory, office space, equipment, clinical and internship sites, fellowships, scholarships, and graduate assistantships will be sufficient to initiate the program, and that, if applicable, funding has been secured to make more resources available as students proceed through the program.*

YES NO

- The university has provided a signed statement from the library director verifying that the library volumes and serials available are sufficient to initiate the program.**

The library director signed the proposal on July 26, 2023.

- The university has ensured that the physical space necessary for the proposed program, including classrooms, laboratories, and office space, is sufficient to initiate the program.**

The University of North Florida provided descriptions of the physical and online resources available to the program. The program has adequate space to implement and sustain the proposed program through Year 5.

- The university has ensured that the necessary equipment is available to initiate the program.**

The University of North Florida provided examples of equipment that is available to support the proposed program's instruction and research.

- The university has ensured that fellowships, scholarships, and graduate assistantships are sufficient to initiate the program.**

This is not applicable because there are no fellowships, scholarships, and graduate assistantships for this program.

- If applicable, the university has ensured that the department has arranged a suitable number of clinical sites and internships.**

This is not applicable because the program does not require clinicals or internships.



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