

New Academic Program Workflow Form

General

Proposed Name: Healthcare Business Management

Transaction Nbr: 00000000000238

Plan Type: Specialization

Academic Career: Undergraduate

Degree Offered: Undergraduate Certificate

Do you want to offer a minor? N

Anticipated 1st Admission Term: Fall 2025

Details

Department(s):

BUSN

DEPTMNT ID	DEPARTMENT NAME	HOST
3004	Management & Organizations	Y

Campus(es):

MAIN

LOCATION	DESCRIPTION
TUCSON	Tucson

Admission application terms for this plan: Spring: N Summer: N Fall: Y

Plan admission types:

Freshman: N Transfer: N Readmit: N Graduate: N

Non Degree Certificate (UCRT only): Y

Other (For Community Campus specifics): N

Plan Taxonomy: 51.0701, Health/Health Care Administration/Management.

Program Length Type: Program Length Value: 0.00

Report as NSC Program:

SULA Special Program:

Print Option:

Diploma: N

Transcript: Y Healthcare Business Management Certificate

Conditions for Admission/Declaration for this Major:

Zuckerman Public Health Majors and Eller Business Majors in good standing

Requirements for Accreditation:

Eller is AACSB accredited

Program Comparisons

University Appropriateness

By minimizing required courses and offering electives drawn from the several departments of the Eller College of Management and the Mel and Enid Zuckerman College of Public Health, the proposed curriculum offers greater flexibility to accommodate the unique needs of a variety of student career goals. This flexibility is appropriate given the diversity of majors offered by the Eller College (e.g., accounting, finance, economics, management, marketing, and management information systems). Because Eller undergraduate degree majors allow for relatively few electives, the requirement of only 12 units (with up to 6 units applied to the student's major) increases the likelihood that students can complete the certificate within the total number of units required for the degree.

Arizona University System

NBR	PROGRAM	DEGREE	#STDNTS	LOCATION	ACCRDT
1	Health Care Policy and Deliver	CERTU	1	Arizona State University	Y

Peer Comparison

The curricula of all four certificate programs provide similar foundational knowledge of the US health care system, introducing students to the health care industry and preparing them for entry-level positions. The proposed certificate requires fewer units (12) than either of the three identified peer certificate programs (18 and 21). Twelve is the standard and minimum requirement for undergraduate certificates at the University of Arizona. In addition, the proposed certificate also has fewer required courses and allows greater flexibility for students to select from a more diverse set of electives in composing their own

experience.

Resources

Library

Acquisitions Needed:

Physical Facilities & Equipment

Existing Physical Facilities:

No additional physical facilities will be needed.

Additional Facilities Required & Anticipated:

None are needed

Other Support

Other Support Currently Available:

Current Faculty

Instructor ID	Name	Department	Rank	Degree	Faculty/%effort
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	Juan Pantano	Economics	Professor	PhD	0.26
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	Ann McGrath	Accounting	Senior Lecturer	MBA	0.13
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	Gondy Leroy	MIS	Professor	PhD	0.13
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	Martin Reimann	Marketing	Professor	PhD	0.13
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	Brian Hilligoss	Management	Professor	PhD	0.40
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Other Support Needed over the Next Three Years:

NONE

Comments During Approval Process

12/6/2024 9:44 AM

MELANIECMADDEN

Comments

Removed duplicate forms and non-Arizona peers from peer comparison tab,



NEW CERTIFICATE PROPOSAL: Healthcare Business Management

I. CERTIFICATE DESCRIPTION--.

The joint Eller College of Management and Zuckerman College of Public Health undergraduate Healthcare Business Management certificate enhances the employability of undergraduate students interested in careers in healthcare. The program is designed with maximum flexibility to allow students to draw from healthcare-related courses in accounting, economics, entrepreneurship, management and organizations, management information systems, marketing, and public health to create a plan tailored to their own interests and career goals.

II. NEED FOR THE CERTIFICATE/JUSTIFICATION -

The Eller College has offered its undergraduate students an unofficial concentration in healthcare management for many years. The intent of this certificate is to collaborate with the Zuckerman College of Public Health to provide Zuckerman Public Health and Eller Business students with an official recognition of that concentration and enhance their understanding of health care policy and management. A University of Arizona undergraduate certificate in healthcare business management will provide students interested in careers in the healthcare industry with an important credential for launching or furthering their careers.

There is steady interest in healthcare content from Eller undergraduate students. Eller healthcare-related courses in accounting, economics, and management are regularly enrolled at, near, or over capacity. In addition, since 2011, 104 students have expressed interest in the unofficial concentration in healthcare management¹. Eleven students have completed the concentration, and an additional 3 are currently pursuing it. The official recognition conferred by a university certificate may attract more students to complete the healthcare business management curriculum.

Demand for bachelors-prepared healthcare administrators is strong and growing. Occupations in healthcare administration and management for bachelors-prepared applications is expected to grow by 17.5% between 2022 and 2032². Between January 2021 and July 2022, there were 2.21 million unique job postings in this category. Top employers in this category include insurance (e.g., Anthem Blue Cross, Humana, UnitedHealth Group), consulting (e.g., Deloitte, KPMG, PricewaterhouseCoopers), healthcare delivery (e.g., HCA Healthcare), and newer ventures (e.g., Amazon). Open positions indicate a variety of occupations highly suited to graduates of business majors, including human resources generalists and managers, recruiters, office managers, and project coordinators. Similarly, the specialized skills most frequently identified in relevant job postings are those which are developed in undergraduate business majors, including marketing, auditing, finance, process improvement, project management, talent acquisition, accounting, and performance management.

III. PROGRAM AFFILIATION-

The certificate will be affiliated with the Bachelor of Science in Business Administration (all majors) offered by the Eller College of Management.

The Mel and Enid Zuckerman College of Public Health will collaborate, offering courses to be included in the certificate program in addition to courses offered by the Eller College.

¹ Numbers reported by Eller Undergraduate Programs.

² Numbers reported in this paragraph were obtained from the University of Arizona Office of Curricular Affairs report: Program Overview: Health/Health Care Administration/Management; Lightcast Q3 2022 Data Set; September 2022

IV. CERTIFICATE REQUIREMENTS--

UNDERGRADUATE CERTIFICATE

Minimum total units required	12
Minimum upper division units	9
Total transfer units that may apply to the certificate.	6
Pre-admissions expectations	None. (Some electives have pre-requisites not included in the certificate.)
Certificate requirements	<p>The US Health Care System <i>Complete 1 course (3 units) from the following options:</i></p> <ul style="list-style-type: none"> • MGMT 438 (3) Health Care Organizations and Management • PHPM 310 (3) Health Care in the US <p>Applications of Business and Management Skills and Knowledge in Health Care <i>Complete 3 courses (9 units) from the options below:</i></p> <ul style="list-style-type: none"> • ACCT 440 (3) Financial & Managerial Accounting in Healthcare • ECON 422 (3) Introduction to Health Economics • ECON 427 (3) Current Topics in Healthcare Economics and Policy • ENTR 448/MGMT 448 (3) Healthcare Entrepreneurship • GHI 414 (3) Intercultural Communication for Health Sciences • MGMT 428 (3) Health Care Consulting • MIS 406 (3) Healthcare Information Systems • PHPM/MKTG 458 (3) Health Care Marketing • PHP 305 (3) Population Health in the Digital Age • PHP 438 Health Profession Finance • PHPM 407 (3) Health Care Economics and Policy
Internship, practicum, applied course requirements (Yes/No).	No
Any double-dipping restrictions (Yes/No)? If yes, provide description. *A maximum of 6 units may double-dip with a degree requirement (major, minor, General Education) or second certificate.	Yes, students may apply 6 units towards major or minor.
Additional requirements	Zuckerman Public Health majors and Eller Business majors

V. CURRENT COURSES--

Course prefix and number (Include cross-listings) and Title	Units	Course Description	Pre-requisites	Modes of Delivery	Campus and Location Offered	Dept signed party to proposal? (Yes/No)
ACCT 440 Financial & Managerial Accounting in Healthcare	3	This course covers financial and managerial accounting topics relevant to the healthcare industry. Concepts covered include the financial and operational implications of healthcare reimbursement methodologies; understanding and analyzing external financial statements for taxable and tax-exempt healthcare entities; usefulness of capital and operating budgets; practical applications of managerial accounting; and decision-making tools for managers within healthcare enterprises.	ACCT 200 and ACCT 210	In-person	Main Spring	Yes
ECON 422 Introduction to Health Economics	3	This is an undergraduate-level introductory course in health economics. During this course, students will gain a solid foundation in the basic theoretical issues that arise in the economics analysis of health, health care markets and health policy. They will get acquainted with important institutional details that are important to understand health care markets. Empirical results testing and quantifying various theories will be discussed. The theory, institutional background and empirical evidence will equip students with the necessary knowledge to understand key health policy issues in the United States and how economic incentives motivate various players in health care markets.	ECON 300 or ECON 361	In-person	Main Spring	Yes
ECON 427 Current Topics in Healthcare Economics and Policy	3	The purpose of this course is to introduce students to basic aspects and core principles in health economics and policy, and concomitantly to examine recent issues in healthcare reform in the context of those principles. Hence, the course sits at the interface between the economics of healthcare and current healthcare policy. The underlying framework for the course will be to explore cost, quality and access in healthcare, with the primary focus being how insurance (or lack thereof) impacts these parameters.	ECON 300 or ECON 361	In-person	Main No current instructor. Course can be offered in the future if demand is sufficient.	Yes
ENTR 448 (MGMT 448) Healthcare Entrepreneurship	3	In this course students will focus their business and entrepreneurial skills on contemporary healthcare challenges and opportunities	None	In-person	Main Spring	Yes
GHI 414 Intercultural Communication for Health Sciences	3	This course will examine how culture influences health communication. Students will gain an understanding of intercultural communication theories and will be able to apply them to become more effective health communicators. Students will gain skills to identify different variables as they relate to intercultural encounters such as values, assumptions, context, and audience. A variety of local and global contexts will be explored including health literacy, health promotion campaigns, healthcare interactions, global health	None	Online	Main Fall	Yes

Course prefix and number (include cross-listings) and Title	Units	Course Description	Pre-requisites	Modes of Delivery	Campus and Location Offered	Dept signed party to proposal? (Yes/No)
		collaborations, health identity, health research, health policy, and patient/provider interactions.				
MGMT 428 Health Care Consulting	3	This course will provide students with hands-on experience in consulting for healthcare organizations. Students will work in teams and use their business expertise to consult on projects with community healthcare organizations. Projects will be sponsored and guided by clients from the healthcare community. Students will learn to manage project deliverables, client expectations, and outcome communications, thereby building valuable skills for their resumes. The emphasis of the course content will be the focused application of consulting skills, business related research, and client collaboration.	None	In-person	Main No current instructor. Course can be offered in the future if demand is sufficient.	Yes
MGMT 438 Health Care Organizations and Management	3	This course focuses on the management and organization of health care delivery, particularly in the United States. The course examines the salient features of the health care context, the unique challenges these features produce for managers and consumers in that industry, and solutions that organizations have used to address those challenges. Micro to macro challenges and solutions are explored, with a particular emphasis on the ways that leadership, human resources, culture, operations, organization design, and strategy influence the quality, safety, and costs of care and the patient experience.	None	In-person	Main Spring	Yes
MIS 406 Healthcare Information Systems	3	This course introduces students to the concepts and practices of healthcare information systems. Topics include: (1) introduction to the health IT discipline; (2) major IT applications; (3) social media and online access to healthcare information; (4) information systems design and usability; and (5) new opportunities and emerging trends. A semester-long group project will provide students hands-on experience in planning and building healthcare information systems; associated ethical and legal concerns, human-computer interaction issues, and user acceptance and outcomes evaluation methods will also be discussed.	None	In-person	Main No current instructor. Course can be offered in the future if demand is sufficient.	Yes
PHPM 458 (MKTG 458) Health Care Marketing	3	This course provides an overview and applications of health care marketing theories and methods for health care and public health organizations.	None	In-person and Online	Main Spring	Yes
PHPM 310 Health Care in the US	3	This course describes the structure and function of the various private and public health care entities within the United States. Strengths and weaknesses related to cost, quality and access are analyzed. Basic economic theories that drive financing are also considered.	None	In-person and online	Main Fall, Spring	Yes
PHP 305 Population Health in the Digital Age	3	This undergraduate course provides an overview of the role advanced digitization plays in the decision making of healthcare organizations, both hospitals and public health departments, on how to improve the care delivery	None	Online	Main Fall, Spring	Yes

Course prefix and number (include cross-listings) and Title	Units	Course Description	Pre-requisites	Modes of Delivery	Campus and Location Offered	Dept signed party to proposal? (Yes/No)
		of the populations they serve. Such improvement in health must consider the role social determinants play in the care delivery (e.g., income, education, social and ethnic culture, age, etc.) in one's ability to seek quality care at an affordable cost. Role of social and community organizations along with other clinical care providers outside a hospital will be discussed. Readings, discussions, and project-based assignments will be used to understand the issues and apply the concepts using appropriate dashboard tools.				
PHP 438 Health Profession Finance	3	UAHS students should be financially literate and able to sustain financial stability throughout their professional career as a health care worker. Financial health is an important component of student well-being and a pillar in the foundation of successful education while enrolled in the UAHS colleges. This course is designed to assess and augment student financial literacy as a component of strategic initiative 1.4 of the Vice President for Health Sciences.	None	Online	Main, Fall	Yes
PHPM 407 Health Care Economics and Policy	3	Health policy is examined from an economic perspective. Basic economic theories and their relationships to the structure and function of the US health care system are explored. Alternative health care systems and health care reforms are evaluated. Health policy positions are evaluated using a variety of publicly available data sources. Weekly readings, homework problems, viewing recorded topic lectures, watching and abstracting supplemental video materials, and working on individual projects will be required of students throughout the semester.	Permission of instructor	Online	Main Fall, Spring	Yes

VI. Learning Outcomes -

Learning Outcomes	Curriculum Map
Learning Outcome #1: Explain how health care services are organized, reimbursed, and regulated in the United States.	MGMT 438; PHPM 310
Learning Outcome #2: Discuss the value of health care, including how it is assessed, what shapes it, and efforts to improve it.	MGMT 438; PHPM 310
Learning Outcome #3: Apply core business skills and knowledge to the unique opportunities and constraints of health care industries.	ACCT 440; ECON 422; ENTR 448; MGMT 438; MIS 406; MGMT 428; PHPM 458; PHP 305

VII. CONTACTS AND ADMINISTRATION

UNDERGRADUATE (delete if n/a)

- a. List the name and contact information for the primary point of contact for the certificate:

Pamela Jorden, Ph.D.
Assistant Dean/ Eller MBA
Academic Director Healthcare Program
The University of Arizona, Eller College of Management
1130 E. Helen St., McClelland Hall 210
Tucson, Arizona 85721-0108
pjorden@arizona.edu
520-621-2281

b. List the name and contact information for the person or persons who will serve in the role of Director of Undergraduate Studies (DUS) for the certificate (this is not always the same as the DUS for affiliated programs or head of the managing academic unit.):

Pamela Jorden, Ph.D.
Assistant Dean/ Eller MBA
Academic Director Healthcare Program
The University of Arizona, Eller College of Management
1130 E. Helen St., McClelland Hall 210
Tucson, Arizona 85721-0108
pjorden@arizona.edu
520-621-2281

c. If known, list the members of the certificate oversight committee for this certificate. Note: undergraduate certificate oversight committees shall consist of a minimum of 3 members, 2 of which are faculty and at least one of the 2 is participating faculty in the certificate program. The oversight committee is responsible for 1) qualifications of participating faculty, 2) coordination of admissions recommendations with the Office of Admissions, and 3) curricular changes:

Brian Hilligoss, Ph.D., Associate Professor of Management & Organizations, Eller College of Management
Juan Pantano, Ph.D., Associate Professor of Economics, Eller College of Management
Gail Barker, Ph.D., Principal Lecturer, Mel and Enid Zuckerman College of Public Health-Phoenix

VIII. REQUIRED SIGNATURES

Program Director/Main Proposer (print name and title):

Pamela Jordan, Ph.D. Assistant Dean, Eller College of Management

Program Director/Main Proposer signature:

Date:

Pamela Jordan

Pamela Jordan 10-29-24

Associate/Assistant Dean (print name):

Associate/Assistant Dean's signature: Anne Paquet

Date: 10/29/2024

Anne Paquet

Dean (print name): KARTHIK KANNAN

Dean's signature: K. Kartik Kannan

Date: 10/28/2024

For use by Curricular Affairs (Undergraduate):

Committee	Approval date
APS	
Undergraduate Council	
Undergraduate College Academic Administrators Council	

For use by Curricular Affairs (Graduate):

Committee	Approval date
GPERC	
Graduate College Academic Administrators Council	



New Academic Program PEER COMPARISON

Select three peers (if possible/applicable) for completing the comparison chart from [ABOR-approved institutions](#), [AAU members](#), and/or other relevant institutions recognized in the field. The comparison programs are not required to have the same degree type and/or title as the proposed UA program. Information for the proposed UA program must be consistent throughout the proposal documents. Minors and Certificates may opt to include only 2 peer comparisons.

Program name, degree, and institution	Healthcare Business Management University of Arizona Eller College of Management	Health Care Policy and Delivery Certificate, Arizona State University	Health Management Certificate, University of Minnesota	Undergraduate Certificate in Health Administration, Indiana University
Current number of students enrolled				
Program Description	The Eller College undergraduate <u>Healthcare Business Management</u> certificate enhances the employability of Eller undergraduate students interested in careers in healthcare. The program is designed with maximum flexibility to allow students to draw from healthcare-related courses in accounting, economics, entrepreneurship, management and organizations, management information systems, and marketing to create a plan	The certificate program in health care policy and delivery provides students an overview of principles related to health systems, management and program oversight in health care settings. The curriculum focuses on the business of medicine, administration, leadership and policy. Students have the option of selecting an internship course to enhance their application of core concepts. Those who complete the program and earn the certificate have broadened and	The Health Management certificate program provides fundamental knowledge in the business of health care in areas like finance, health information technology, health care law, ethics, group practice, and others. The certificate qualifies participants to advance their management careers in hospitals, outpatient centers, physician group practices, managed care organizations, public health agencies, and other health-related organizations.	Designed for students interested in learning about the administrative and management functions required to run public health and healthcare organizations. Completing the Certificate in Health Administration will help prepare you for entry-level work in such organizations. Current health care professionals will find this certificate to be a time-saving way to develop the additional skills needed for career advancement.

	tailored to their own interests and career goals.	expanded their competitiveness for employment and postgraduate degree programs.		
Target Careers	Entry level positions in healthcare delivery administration, health insurance, biomedical devices, or pharmaceuticals.	<p>Graduates who combined the certificate in health care policy and delivery with their major program of study may be more marketable to employers. The certificate broadens understanding of the business side of U.S. health care systems for those intending to be health educators or medical practitioners in private practice.</p> <p>Entry-level positions in the field include program or clinical administration, advocacy or quality improvement.</p>	Management careers in hospitals, outpatient centers, physician group practices, managed care organizations, public health agencies, and other health-related organizations	Administrative and management positions in public health and healthcare organizations
Emphases? (Yes/No) List, if applicable	No	No	No	No
Minimum # of units required	12	18	21	18
Level of Math required (if applicable)	None	None	None	None
Level of Second Language required (if applicable)	None	None	None	None
Pre-Major? (Yes/No) If yes, provide requirements.	No	No	No	No

Special requirements to declare/gain admission? (i.e. pre-requisites, GPA, application, etc.)	None	Minimum 2.0 GPA	Minimum 2.5 GPA. Students must complete 45 credits before admission to the program.	None
Internship, practicum, or applied/experiential requirements? If yes, describe.	None	Students have the option of selecting an internship course to enhance their application of core concepts.	None	None

Additional questions:

1. How does the proposed program align with peer programs? Briefly summarize the similarities between the proposed program and peers, which could include curriculum, overall themes, faculty expertise, intended audience, etc.

The curricula of all four certificate programs provide similar foundational knowledge of the US health care system, introducing students to the health care industry and preparing them for entry-level positions.

2. How does the proposed program stand out or differ from peer programs? Briefly summarize the differences between the proposed program and peers, which could include curriculum, overall themes, faculty expertise, intended audience, etc.

The proposed certificate requires fewer units (12) than either of the three identified peer certificate programs (18 and 21). Twelve is the standard and minimum requirement for undergraduate certificates at the University of Arizona. In addition, the proposed certificate also has fewer required courses and allows greater flexibility for students to select from a more diverse set of electives in composing their own experience.

3. How do these differences make this program more applicable to the target student population and/or a better fit for the University of Arizona?

By minimizing required courses and offering electives drawn from the several departments of the Eller College of Management and the Mel and Enid Zuckerman College of Public Health, the proposed curriculum offers greater flexibility to accommodate the unique

needs of a variety of student career goals. This flexibility is appropriate given the diversity of majors offered by the Eller College (e.g., accounting, finance, economics, management, marketing, and management information systems). Because Eller undergraduate degree majors allow for relatively few electives, the requirement of only 12 units (with up to 6 units applied to the student's major) increases the likelihood that students can complete the certificate within the total number of units required for the degree.



BUDGET PROJECTION FORM

Name of Proposed Program or Unit: Undergraduate Certificate in Healthcare Business Management

Budget Contact Person:	Projected		
	1st Year 2023 - 2024	2nd Year 2024 - 2025	3rd Year 2025 - 2026
METRICS			
Net increase in annual college enrollment UG	20	40	60
Net increase in college SCH UG	240	480	720
Net increase in annual college enrollment Grad			
Net increase in college SCH Grad			
Number of enrollments being charged a Program Fee			
New Sponsored Activity (MTDC)			
Number of Faculty FTE	1	1	1
FUNDING SOURCES			
<u>Continuing Sources</u>			
UG Revenue	44,400	88,800	133,200
Grad Revenue			
Program Fee Revenue (net of revenue sharing)			
F and A Revenues			
Reallocation from existing College funds (attach description)			
Other Items (attach description)			
Total Continuing	\$ 44,400	\$ 88,800	\$ 133,200
<u>One-time Sources</u>			
College fund balances			
Institutional Strategic Investment			
Gift Funding			
Other Items (attach description)			
Total One-time	\$ -	\$ -	\$ -
TOTAL SOURCES	\$ 44,400	\$ 88,800	\$ 133,200
EXPENDITURE ITEMS			
<u>Continuing Expenditures</u>			
Faculty	-	-	-
Other Personnel			
Employee Related Expense			
Graduate Assistantships			
Other Graduate Aid			
Operations (materials, supplies, phones, etc.)			
Additional Space Cost			
Other Items (attach description)			
Total Continuing	\$ -	\$ -	\$ -
<u>One-time Expenditures</u>			
Construction or Renovation			
Start-up Equipment			
Replace Equipment			
Library Resources			
Other Items (attach description)			
Total One-time	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ -	\$ -	\$ -
Net Projected Fiscal Effect	\$ 44,400	\$ 88,800	\$ 133,200



BUDGET PROJECTION FORM

Name of Proposed Program or Unit: Undergraduate Certificate in Healthcare Business Management

Eller & CPH Joint UG Certificate: CPH budget

Projected

Budget Contact Person: John Ehiri

1st Year
2023 - 2024

2nd Year
2024 - 2025

3rd Year
2025 - 2026

METRICS

Net increase in annual college enrollment UG	10	15	20
Net increase in college SCH UG	60	90	120
Net increase in annual college enrollment Grad			
Net increase in college SCH Grad			
Number of enrollments being charged a Program Fee			
New Sponsored Activity (MTDC)			
Number of Faculty FTE			

FUNDING SOURCES

Continuing Sources

UG AIB Revenue	11,880	17,820	23,760
Grad AIB Revenue			
Program Fee Revenue (net of revenue sharing)			
F and A AIB Revenues			
Reallocation from existing College funds (attach description)			
Other Items (attach description)			
Total Continuing	\$ 11,880	\$ 17,820	\$ 23,760

One-time Sources

College fund balances			
Institutional Strategic Investment			
Gift Funding			
Other Items (attach description)			
Total One-time	\$ -	\$ -	\$ -

TOTAL SOURCES	\$ 11,880	\$ 17,820	\$ 23,760
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EXPENDITURE ITEMS

Continuing Expenditures

Faculty			
Other Personnel			
Employee Related Expense			
Graduate Assistantships			
Other Graduate Aid			
Operations (materials, supplies, phones, etc.)			
Additional Space Cost			
Other Items (attach description)			
Total Continuing	\$ -	\$ -	\$ -

One-time Expenditures

Construction or Renovation			
Start-up Equipment			
Replace Equipment			
Library Resources			
Other Items (attach description)			
Total One-time	\$ -	\$ -	\$ -

TOTAL EXPENDITURES

TOTAL EXPENDITURES	\$ -	\$ -	\$ -
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Net Projected Fiscal Effect	\$ 11,880	\$ 17,820	\$ 23,760
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Mel and Enid Zuckerman
College of Public Health

1295 N. Martin Avenue
P.O. Box 245209
Tucson, AZ 85724
Tel: (520) 626-6317
Fax: (520) 626-8716
www.publichealth.arizona.edu

January 13, 2023

Brian Hilligoss, Ph.D.
Associate Professor, Management & Organizations
Eller College of Management
The University of Arizona

Dear Dr. Hilligoss,

Undergraduate Certificate in Healthcare Business Management

Type text here

The Mel and Enid Zuckerman College of Public Health is excited to be partnering with Eller College of Management on the above certificate program. With equitable core course requirements in management and public health, the joint Eller College of Management and the Mel and Enid Zuckerman College of Public Health *Undergraduate Certificate in Healthcare Business Management* represents a true collaboration that seeks to provide opportunities for University of Arizona students in the growing healthcare management industry.

The Mel and Enid Zuckerman College of Public Health provides this letter of collaboration as a demonstration of our excitement for the opportunity to collaborate with Eller on this important program. We look forward to effective implementation and to our future collaborations.

Sincerely,

Iman Hakim

Iman Hakim, MD, MPH, PhD
Endowed Professor and Dean
Affairs

John Ehiri, PhD. MPH
Professor and Associate Dean for Academic

