



**Middle Georgia
State University**

Title.

Middle Georgia State University Administrative Assessment

Instructions. This form is used to collect administrative assessments for each budgeted unit at Middle Georgia State University (academic and nonacademic units). Departments should include a brief mission statement (describing what they do and who they serve), goals the department or unit is working to accomplish (in a 5 year time frame. Your goals and objectives should be reported out individuals, linked to the plan imperatives and strategies, align with the measurable objectives from the previous year , and defined and measurable objectives for the upcoming year. This form should be completed by each budgeted unit no later than the end of July. NOTE: All fields are required, please place NA or O in response field ONLY if the numbered objective is not being utilized, otherwise full responses are required. Provide ALL necessary information requested to the fullest extent possible, such that a peer reviewer is not required to assume any information not provided. Utilize the provided assessment scoring rubric drafting guideline to evaluate your report prior to submission. https://www.mga.edu/institutional-research/docs/IEB_Administrative_Score_Card.pdf

****Please SUBMIT the form within 30 minutes of opening this page. If you wait too long to submit you may lose your work**** In the event that you need to edit your submission, you may contact the Faculty Affairs Manager to secure a custom link to edit and resubmit.

Q1. Submitters Email

dorothy.howell@mga.edu

Q2. Who is the person responsible for this report?

Dorothy Howell

Q3. For which year are you completing this report?

- ☐ FY 23 (July 2022-June 2023)
- ☒ FY 24 (July 2023-June 2024)
- ☐ FY 25 (July 2024-June 2025)

Q4. To which division of the University is your unit assigned?

- ☐ Office of the President
- ☐ Advancement
- ☒ Academic Affairs
- ☐ Fiscal Affairs
- ☐ Enrollment Management
- ☐ Student Affairs

Q5. For which department or area are you reporting? (Ex. Financial Aid, Library, OTR, Athletics, etc)

Health Service Administration

Q6. The mission and goals of the department should be consistent over a 5 year period, although some institutional changes may necessitate and prompt a change in mission or goals for specific departments. In this section, report the mission statement for your department.

The mission of the Department of Health Services Administration is to prepare students to become leaders and managers in health care organizations through an understanding of the professional, social, technical, regulative, economic, and political forces that influence the health care industry.

Q7. What are the goals for this department? These should be the "big things" the department/area intends to accomplish within 5 years.

1. The Health Services Administration Department will increase Health Service Administration Program student enrollment by 5% as measured by the number of currently enrolled students. 2. The Health Services Administration Department will improve student retention in the major by 50% as measured by enrollment comparisons between semesters. 3. The Health Services Administration Department will establish a new measure to improve faculty and student engagement by including students in scholarly research and publications. We will increase the five-year average of scholarly activity as measured by peer-reviewed publications by 5%. 4. The Health Services Administration Department will increase student satisfaction with the academic program by 5% as measured by the HSA program student satisfaction survey.

0. Each year, every department should identify objectives the department hopes to accomplish in the next year. These should align with departmental goals and the MGA strategic plan. In the next section you will be reporting on the objectives you set and whether or not you achieved them in FY25. Later in the document you will report on objectives you hope to accomplish in the coming fiscal year, FY26.

8. Objective 1: What was this department's first objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

The Health Services Administration Department will increase student enrollment in the program by 5% as measured by the number of currently enrolled students.

9. Objective 1: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

Increasing enrollment was measured by obtaining the number of students enrolled in the Health Services Administration Program each semester. This Information was retrieved from the Power BI Deans and Chairs Dashboard through Banner Request Ticket.

10. Objective 1: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

5% enrollment growth

11. Objective 1: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

The target performance level for this objective was established based on past performance data.Data retrieved from the MGA Internal Dashboard Data Request for Spring 2024 indicates enrollment of 144 students. Spring 2025 data from the same dashboard reveals enrollment of 119 students. When reviewing and comparing data from Spring 2024 (144 students) to Spring 2025 (119 students), a 17% decrease in enrollment is noted.

12. Objective 1: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

-17%

13. Objective 1: Did your department meet this objective?

- ☒ The department did not meet this objective.
- ☐ The department met this objective.
- ☐ The department exceeded this objective.

14. Objective 1: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

Enrollment may drop for several reasons, including decreased program satisfaction, inability to pay, family dynamics, work challenges, and potentially a lack of marketing. Although it is unclear why enrollment has dropped for the HSAD program, we do not believe that program satisfaction is an issue, as we measure that annually. The program faculty has little to no control over the remaining enrollment obstacles, as many academic institutions and programs face similar issues. However, the HSA faculty will continue to aggressively advise students and reach out to them before they are dropped for nonpayment as a measure of ensuring awareness. In addition, prompt reenrollment will continue to occur as faculty are informed of the need.

15. Objective 2: What was this department's second objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

The Health Services Administration Department will improve student retention within the program by 50% as measured by the enrollment comparisons between semesters.

16. Objective 2: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

Student retention was obtained from the Power BI Deans and Chairs Dashboard using the Banner Data Request Form by reviewing the number of students who re-enroll from one semester to the next or Spring-Spring or Fall-Spring semesters.

17. Objective 2: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

50% Retention

18. Objective 2: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

The target performance level for this objective was established based on past performance data. Retention rates from Spring 2024- Spring 2025 reveal that 93 out of 144 students, or 64.58%, from Spring 2024 also enrolled during Spring 2025. When reviewing retention rates from Fall 2024 to Spring 2025, 108 out of 133 students, or 81.20%, from Fall 2024 also enrolled during Spring 2025.

19. Objective 2: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

20. Objective 2: Did your department meet this objective?

- ☐ The department did not meet this objective.
- ☐ The department met this objective.
- ☒ The department exceeded this objective.

21. Objective 2: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

The department will continue the current advising and student enrollment methods to ensure students are retained from semester to semester.

22. Objective 3: What was this department's third objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

The Health Service Administration Department will improve faculty and student engagement by including students in scholarly activity as measured by a 5% increase in peer-reviewed publications.

23. Objective 3: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

This objective was measured by requesting faculty to report inclusion of students in their research. Professor Hervey had two students assist him on a Quantum Literacy paper publication that he presented at a conference.

24. Objective 3: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

5% engagement

25. Objective 3: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

The target performance level for this objective was established based on past performance data.

26. Objective 3: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

100%

27. Objective 3: Did your department meet this objective?

- ☐ The department did not meet this objective.
- ☒ The department met this objective.
- ☐ The department exceeded this objective.

28. Objective 3: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

Faculty will continue to be encouraged to include students in their research endeavors.

29. Objective 4: What was this department's fourth objective for this fiscal year? Objectives should be specific, measurable, and achievable within one year.

The Health Service Administration Program will increase student satisfaction with the academic program by 5% as measured by the HSA Program Student Satisfaction Survey administered in the Spring of each year.

30. Objective 4: Detail specifically how your department measured this objective? (Survey, budget number, number of participants, jobs completed, measurable time and/or effort, etc)

During the Spring of each year, the Faculty will include the satisfaction survey within their course and ask students to complete the survey.

31. Objective 4: What was your target outcome for this objective? (1.e. 80% participation, 5% enrollment growth, 7% change in engagement)

5% increase in satisfaction

32. Objective 4: Provide details for your target performance level established (i.e. accreditation requirement, past performance data, peer program review, etc)

The target performance level for this objective was established based on past performance data.

33. Objective 4: At what level did the department/area achieve on this objective? (This should be a number, i.e. 82%, 6%, 345 attendees, 75% engagement)

100% overall satisfaction

34. Objective 4: Did your department meet this objective?

☐ The department did not meet this objective.

☒ The department met this objective.

- ☐ The department exceeded this objective.

35. Objective 4: Improvement Plans and Evidence of changes based on an analysis of the results: What did your department learn from working toward this objective? What changes will you make based on this effort next year?

100% of students reported their overall satisfaction with the program. However, we did find areas where we can improve. For example, some students reported they want more empathy from faculty, they wanted faculty to put more effort into getting to know them, and they indicated that guest speakers, videos, or alumni presentations may be helpful. Faculty will be apprised of these requests and asked to incorporate them within their courses moving forward.

36. Based on your goals and objectives listed above please indicate their connection with MGA's Strategic Plan (https://www.mga.edu/about/strategic-plan/docs/Strategic_Plan_2023-2028.pdf) by checking all associated and relevant Strategies from the list below. (Check all the apply)

- ☒ Champion Student Success 1. Demonstrate standards of excellence in all academic programs
- ☒ Champion Student Success 2. Grow student engagement at all degree levels
- ☒ Champion Student Success 3. Expand enrollment and graduation
- ☐ Lead Innovation and Economic Opportunity 4. Ensure high-demand programs for workforce and career alignment
- ☐ Lead Innovation and Economic Opportunity 5. Use Center for Middle Georgia Studies to drive University outreach
- ☐ Lead Innovation and Economic Opportunity 6. Coordinate faculty scholarship and grant awards to build University reputation
- ☐ Build Culture and Identity 7. Plan, resource, and promote campus roles and identities
- ☐ Build Culture and Identity 8. Pursue great-place/college -to-work designation
- ☐ Build Culture and Identity 9. Promote culture of wellness throughout the MGA community
- ☐ Build Culture and Identity 10. Compete and win at the NCAA Division II level
- ☐ Sustain Fiscal Resilience and Brand Value 11. Apply data-driven accountability to all operations
- ☐ Sustain Fiscal Resilience and Brand Value 12. Maintain access, affordability and value for all students
- ☐ Sustain Fiscal Resilience and Brand Value 13. Grow and diversity streams of revenue

37. Please indicate which of the following actions you took as a result of the 2023/2024 Assessment Cycle (**prior cycle**) (Note: These actions are documented in reports, memos, emails, meeting minutes, or other directives within the reporting area)(Check all the apply)

- ☒ Disseminating/Discussing Assessment Results/Feedback to Appropriate Members of the Campus Community
- ☐ Disseminating/Discussing Assessment Results/Feedback to Appropriate External Stakeholders
- ☐ Faculty or Staff Support: Professional Development Activities, Trainings, Workshops, Technical Assistance
- ☐ Process Changes: Improve, Expand, Refine, Enhance, Discontinue, etc Operational Processes
- ☐ Request for Additional Financial or Human Resources
- ☐ Customer Service Changes: Communication, Services, etc
- ☒ Making Improvements to Teaching Approach, Course Design, Curriculum, Scheduling, other
- ☐ Evaluating and/or Revising the Reporting Lines Internal Assessment Processes

☐ Other

38. Please indicate which of the following actions you will take as a result of the 2024/2025 Assessment Cycle (**current cycle**) (Note: These actions must be documented in reports, memos, emails, meeting minutes, or other directives within the reporting area)(Check all the apply)

☒ Disseminating/Discussing Assessment Results/Feedback to Appropriate Members of the Campus Community

☐ Disseminating/Discussing Assessment Results/Feedback to Appropriate External Stakeholders

☐ Faculty or Staff Support: Professional Development Activities, Trainings, Workshops, Technical Assistance

☐ Process Changes: Improve, Expand, Refine, Enhance, Discontinue, etc Operational Processes

☐ Request for Additional Financial or Human Resources

☐ Customer Service Changes: Communication, Services, etc

☒ Making Improvements to Teaching Approach, Course Design, Curriculum, Scheduling, other

☐ Evaluating and/or Revising the Reporting Lines Internal Assessment Processes

☐ Other

39. Please provide a **comprehensive narrative** outlining how assessment results are utilized for continuous improvement in this field. Your narrative **should be of sufficient length and detail** to address the past, present, and future aspects of assessment, with specific emphasis on how these results inform decision-making and drive improvement efforts.

The goal of data is to invoke continuous improvement. Data retrieved to complete the Administrative Assessment for the HSA Department reveals how we are doing with metrics set in place regarding the program. From past data we can review departmental performance trends such as whether or not our enrollment increased or decreased and if this data affected our graduation rates. The same trends are useful in evaluating retention rates. Data revealing a decrease in enrolment, retention or graduation helps us to determine and implement measures to increase them respectively. Data revealing an increase can be used in a positive manner to see if the upward trends can be maintained or improved. Healthcare will continue to grow in Georgia and the US. As such, healthcare organizations will continue to need properly prepared administrators to sustain a strategic presence. To assist with the need, the HSA Department will continue to work on enrolling, retaining, and graduating students by measures outlined in this assessment. We will continue to use the student survey within the program to help us gain information on how to improve the program and sustain it for future generations. We will continue to use this moving forward and redesign our classes as needed based on the students' assessments. Additionally, we will use data from this assessment process to improve program and student outcomes.

40. Please indicate (if appropriate) any local, state, or national initiatives (academic or otherwise) that are influential in the operations, or goals, and objectives of your unit. (Complete College Georgia, USG High Impact Practice Initiative, LEAP, USG Momentum Year, Low-Cost No-Cost Books, etc)

CCG, USG Momentum Year

41. Please identify and detail three to four measurable objectives for the next fiscal year. In listing the objectives, please use the format shown in these examples. 1) The Department of X will improve services levels by 5% as measured by our satisfaction survey. 2) The department of X will provide training in ABC for at least 73 MGA faculty and staff.

1. The Health Services Administration Department will increase Health Service Administration Program student enrollment by 5% as measured by the number of currently enrolled students. 2. The Health Services Administration Department will improve student retention in the major by 50% as measured by enrollment comparisons between semesters. 3. The Health Services Administration Department will establish a new measure to improve faculty and student engagement by including students in scholarly research and publications. We will increase the five-year average of scholarly activity as measured by peer-reviewed publications by 5%. 4. The Health Services Administration Department will increase student satisfaction with the academic program by 5% as measured by the HSA program student satisfaction survey.

42. Optional Mindset Update (Academic Deans ONLY) Please provide an update on the implementation of your school based mindset plan/strategy. Include any adjustments to metrics for the FY24 as well as outcomes associated with your appraisal of your schools activities.

43. Did you use any of the following resources to support your data collection, analysis, and planning efforts? Please check all that apply and/or list any others you utilized:

- ☒ MGA Dashboards
- ☐ USG Dashboards
- ☒ MGA Institutional Reports
- ☐ USG System-Level Reports
- ☒ MGA Internal Surveys
- ☐ USG-Administered Surveys
- ☐ Academic Program Reviews
- ☐ Strategic Planning Documents (MGA and/or USG)
- ☒ Enrollment Reports (term-over-term, year-over-year)
- ☒ Retention/Graduation/Success Rate Reports
- ☐ Budget or Financial Reports
- ☐ Assessment Reports of Institutional Effectiveness Documents
- ☐ Faculty/Staff Workload Data
- ☐ Peer Institution Comparisons or Benchmarking Reports
- ☐ External Accreditor Data or Standards
- ☐ National or State Data Sets (IPEDS, NCES, Georgia Data System, etc.)
- ☐ Custom Data Requests (OIRDS or other offices)
- ☒ Other (please specify):

44. Optional: The following upload portal is available to supplement your report with supportive documentation should you wish to provide any (instruments, data, etc).

