

# OUTLOOK

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## The Chair's Corner —Dr. Dawn Oetjen, Interim Chair



Happy New Year from the Department of Health Management and Informatics at the University of Central Florida! We are thrilled to launch this inaugural edition of *HMI Outlook*, a publication which will highlight the programs and accomplishments within our Department. As 2011 came to a close, we reflected on the successes of both students and faculty.

To date, our Department houses five degree programs — two undergraduate and three graduate programs. All programs have experienced significant growth this semester. The undergraduate Health Informatics and Information Management (HIIM) program has moved into a new, larger high-tech computer lab and has new coding software, QuadraMed Quantim, to supplement the 3M Encoder currently available to both HIIM

minors and majors. The HIIM program has experienced tremendous growth this past year, so this larger space is welcome! You can read more about the HIIM program on page 3.

Our undergraduate Health Services Administration program has recently undergone the Association of University Programs in Health Administration (AUPHA) certification process and successfully was awarded certification. This is quite an accomplishment as there are only 41 AUPHA-certified programs in the country, and ours is the largest! As of fall 2011, over 900 students are actively involved in the B.S.-HSA program. See page 2 for more BS-HSA highlights.

At the graduate level, the MS-HSA program is equipping more than 300 students to become competent and professional health care executives. Two students from our CAHME-accredited program recently won second place in the University of Alabama, Birmingham, National Case Competition. This is a tremendous accomplishment! You can read more about the MS-HSA program happenings on page 2.

New to our Department is the Executive Master of Science in Health Services Administra-

tion (eMSHSA) program. Led by Dr. Reid Oetjen, this program welcomed its first cohort this fall. This program allows working health care professionals to gain their degree fully online. More information on the eMSHSA program is provided on page 2.

The graduate Health Care Informatics (HCI) program welcomed its third cohort this fall. Students in this program are facing strong employability success. Dr. Ward, the Program Director, reports that 100% of the first graduating class of 2011 is employed. You can review more information on the HCI program on page 3.

Additional exciting news is that we will be growing our faculty to meet the student growth. In the next year, we will be hiring eight new faculty members in the Department!

We hope you enjoy reading about our successes and accomplishments this past year. And we thank you for your continued support. It is indeed a privilege to be a part of the University of Central Florida, the College of Health and Public Affairs, and the Department of Health Management and Informatics.

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## HSA Undergraduate Program – Dr. Bernardo Ramirez



Dr. Bernardo Ramirez  
Director, BS-HSA  
Undergraduate Program

The Bachelor of Science in Health Services Administration program has reason to celebrate! This fall, the program was awarded AUPHA certification. We now join the ranks of 41 other certified undergraduate programs.

Our undergraduate HSA program is the largest in the country, educating more than 900 students to be leaders in the field. These students are

working towards successful completion of the curriculum, which contains both an internship and capstone experience. During the internship, students work with local health care organizations and receive hands-on training and instruction in health services administration. While enrolled in the capstone, students have the opportunity to bridge all of their program

course work together and complete their final projects for the degree.

Students are also actively involved in our HSA Student Association (see page 5).

For more information about the BS-HSA program, please visit [www.cohpa.ucf.edu/hmi](http://www.cohpa.ucf.edu/hmi).

We look forward to the continued growth of the program and to the lasting success of our diverse student body.

*“We are excited to offer this new and innovative type of a degree program, one that offers a unique opportunity for working students, already in the field, to grow both professionally and academically.”*

— Dr. Reid Oetjen



Dr. Reid Oetjen  
Director, MS-HSA  
and eMSHSA Graduate  
Programs

## HSA Graduate Program – Dr. Reid Oetjen

UCF’s Master of Science in Health Services Administration program is ranked among the Top 50 graduate programs according to *U.S. News and World Report*. With over 300 students actively enrolled, the program is the largest of its kind in the nation.

Students continue to work successfully towards the completion of a 51-credit-hour, CAHME-accredited program. This past fall, we welcomed nearly 100 new students who represented a variety of backgrounds in both discipline

and experience. The MS-HSA program also welcomed a new Program Director, Dr. Reid Oetjen. His expertise in the area of health services administration and understanding of graduate programs will be a valuable asset to the program.

November 2011, the MS-HSA program held a *Meet & Greet*, which allowed current students from multiple cohorts to network and meet with newly admitted students. The *Meet & Greet* was a success, and will be added as an annual event for our student body.

For more information about the M.S.-HSA program, please visit [www.cohpa.ucf.edu/hmi/mshsa.cfm](http://www.cohpa.ucf.edu/hmi/mshsa.cfm).



## MS-HSA Executive Program – Dr. Reid Oetjen

The Executive Master of Science in Health Services Administration program welcomed its first cohort of students during the fall 2011 semester. Eighteen students from a variety of managerial and health-related backgrounds entered the new “eMSHSA” program.

This track is designed for working health care professionals who have three or more years of management

experience. Students can complete the degree program in 24 months in a “distance learning” format — all classes are completed entirely online. The 44-credit-hour curriculum emphasizes leadership in career progression, strategic and operational management, and development of health care organizations.

Dr. Reid Oetjen, the eMSHSA program director states, “We are excited to offer

this new and innovative type of a degree program, one that offers a unique opportunity for working students, already in the field, to grow both professionally and academically. The online format will allow for greater access and ease for these non-traditional type students.”

For more information about the new eMSHSA program, please visit [www.ce.ucf.edu/credit/Healthadmin](http://www.ce.ucf.edu/credit/Healthadmin).

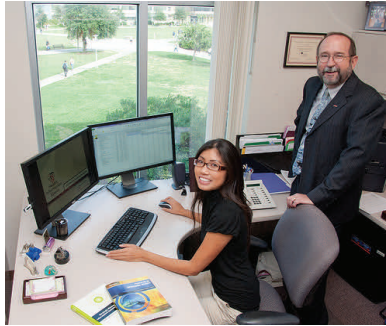
## HCI Program – Dr. Kendall Cortelyou-Ward

The Master of Science in Health Care Informatics program (MS – HCI) blends the disciplinary fields of both computer science and health care. Informatics involves the gathering and analysis of data, and uses that information to make improvements to overall management functions in health care organizations.

Students enrolled in the MS-HCI program can earn their degrees in 20 months through a fully online model that accommodates the schedules of working professionals. Within the program, students receive a thorough grounding in the clinical, management, and business aspects of the health informatics field.

The MS-HCI program launched its first cohort of students in 2009,

and just graduated this first cohort in May 2011. Each year since, the MS-HCI program has shown increased enrollment. Additionally, the MS-



HCI program hosts a very diverse group of students, with a large contingent of these students being women.

One of the most crucial and expected outcomes when students

invest their time and money to their education is to be gainfully employed by the time they graduate. The MS-HCI program is proud to say that 100% of its first graduating class of 2011 is employed in the health care informatics field. Some students have found employment outside of Florida, while most of the students are employed in Central Florida.

The health care informatics field is growing at a rapid pace, and UCF is honored to offer these competent and professional graduates to the workforce.

For more information about the MS-HCI program, please visit [www.cohpa.ucf.edu/informatics/](http://www.cohpa.ucf.edu/informatics/).



Dr. Kendall Cortelyou-Ward, Director, MS-HCI Graduate Program

*“The MS-HCI program is proud to say that 100% of its graduating class of 2011 is employed in the health care informatics field.”*

— Dr. Kendall Cortelyou-Ward

## HIIM Program – Dr. Alice Noblin

The Health Informatics and Information Management (HIIM) undergraduate program emphasizes health information management, systems analysis, and computer applications in health care.

The HIIM program is a limited-access program, and Dr. Alice Noblin, the HIIM Program Director, reports that a second application deadline (October 1<sup>st</sup>) has been added to supplement the traditional March 1<sup>st</sup> deadline. “This has allowed us to accept exceptionally

high-quality students and also meet the needs of many who are unaware or unable to apply by March 1<sup>st</sup>.”

To facilitate increased enrollment, HIIM has gained a new, larger computer lab to accommodate hands-on learning. This lab is equipped with QuadraMed Quantim and 3M Encoder, medical coding

software introduced in the Coding I course by Mr. Thomas Falen.

The Student Health Information Management Association (SHIMA), comprising both HIIM juniors and seniors, has been involved in numerous service activities. Most recently, SHIMA delivered goodie bags to the program’s internship sites to thank the organizations for hosting students during their management affiliations. This activity was done to celebrate Health Information and Technology Week (Nov. 6-12).

The HIIM students also recently gained first-hand experience using the latest in medical record scanning technology thanks to IOD, Inc. Andrew Bressers, a project manager with IOD Professional Services and a member of UCF’s Health Information Management Advisory Board, offered the opportunity when he learned the HIIM program had a need to store



about 1,000 paper medical records in an electronic format. “I suggested this be a class project so that students in our professional practice class [HIM 4816] could get involved and could learn about the scanning process,” said Dr. Noblin. In November the students prepared records to be scanned, and then traveled to IOD, Inc.’s office in Eustis, Florida, to watch Bressers scan the records. Afterwards, the students indexed them. “The indexing process is where they link the images to the record type so the record can be searched based on common parts of the record,” Noblin explained. Bressers and Noblin plan to offer this same opportunity again “to expose as many students as possible to the technology.”

Please visit [www.cohpa.ucf.edu/hmi/bshim.cfm](http://www.cohpa.ucf.edu/hmi/bshim.cfm) for more details.



Dr. Alice Noblin, Director, HIIM Undergraduate Program

## UAB Case Competition



The UCF team of Sarah Cox ('11) and Natalia Warren ('11), both recent students in the Master of Science in Health Services Administration degree program, took second place, out of 29 teams from across the country, in

the national Health Administration Case Competition, sponsored by the University of Alabama, Birmingham, Health System.

By placing second, they each won a cash prize of \$2,000. The competition took place Feb. 16-17, 2011, in Birmingham and included teams from Johns Hopkins University, Baylor University, Georgetown University, the University of Michigan, the University of Florida and the University of North Carolina, Chapel Hill. Mount Sinai University took first place.

Cox and Warren earned second place under the mentorship of Dr. Dawn Oetjen. Like each of the competing teams, they received a health care

case to analyze. They then formed recommendations, presented in a written executive summary, PowerPoint document and handouts.

The competition "is designed to be a capstone experience that tests [students'] analytic, teamwork, communication and presentation skills," according to the Case Competition website. Graduate students enrolled in a CAHME-accredited health administration program are eligible to compete.

*"During the event, students of the course meet children of the local community, and help them to celebrate the Christmas season."*

— Dr. Sharon Douglass

## The HUG-ME Project

The students in Dr. Sharon Douglass' *HIV Disease, A Human Concern*, course recently held the annual "HUG-ME" event.

Each December, students in this course partner with HUG-ME, a local nonprofit organization, to provide a Christmas celebration for children who are

affected by the HIV virus.

Students in the course raise all of the necessary funds for the event, including resources needed for the venue, food, games, and gifts for each child. During the event, the students meet children of the local community and help them celebrate the Christmas season. Santa Claus, himself, made an appearance and offered some holiday cheer to these very special children.



Dean of the College of Health and Public Affairs, Dr. Michael Frumkin, pictured with Santa Claus at the 2010 HUG-ME Christmas party.

### Upsilon Phi Delta Officers

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## Upsilon Phi Delta — Melissa Phillips, President

Upsilon Phi Delta (UPD) is a national honor society whose mission is to recognize, reward, and encourage academic excellence in the study of Health Service Administration.

Student members network with faculty and peers, which benefits the students as they make plans for the future. UPD also promotes activity that elevates standards, ideals,

competence, and ethics of future administrators.

Student members are involved with events on campus and within the community. In October 2011, UPD brought Hawaii and the Pacific Islands to the College of Health and Public Affairs for the annual diversity week luncheon. In November, members participated in fundraising for *Step Out: Walk to Stop Diabetes*.

UPD offers scholarships to eligible students as they prepare

for a career in health care administration.

For more information, please contact Dr. Masri, the UPD faculty advisor, at [Maysoun.Dimachkie@ucf.edu](mailto:Maysoun.Dimachkie@ucf.edu).



# HSA Student Association – Mike Porcella, President

The Health Services Administration Student Association (HSASA) is an organization for UCF students interested in pursuing careers in health administration. Its mission is to develop professional skills and to create a networking platform to prepare members for post graduation.

HSASA encourages its members to become active participants in the health care community. This is done by inviting health care leaders to the HSASA meetings to talk about career options. The speakers range from medical group managers to hospital CEOs. These meetings create the perfect opportunity for students to develop professionally and to interact with professionals in order to land the perfect internship or, better yet, that perfect job interview.

Members of the HSASA also give back to the community by

conducting one philanthropic event each month during the fall and spring semesters. Currently, the team is participating in the American Diabetes Association 5K *Walk to Stop Diabetes*, and has raised over \$600. Other philanthropies include *Relay for Life* and *Miracle Miles*. Fundraisers are

also held frequently to raise money for members to attend health care conferences.

For more information, please contact the HSASA Faculty Advisor, Dr. Oetjen, at [Reid.Oetjen@ucf.edu](mailto:Reid.Oetjen@ucf.edu).



## HSASA Student Officers

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- Vice President: Hernan Rojas
- Treasurer: Brittany Joiner
- Secretary: Mary Elizabeth Events
- Whitney Worfel
- Philanthropy: Manessa Lazare

# HSA Alumni Chapter – Sara Afonso, President

The Health Services Administration Alumni Chapter is pleased to be featured in *HMI Outlook*. We are happy to share our recent accomplishments as well as our upcoming events with you.

We are very excited to see an increase in alumni participation. This past fall semester we held a *UCF Football Watch Party*, during which we partnered with the Rosen Hospitality Alumni Chapter, the Seminole County Alumni Chapter, and the Young Alumni Club. We

had an excellent turnout, and we look forward to our next Watch Party in the fall.

On March 28th, we will again be hosting our annual Health Services Administration Symposium. The topic for the evening is *Accountable Care Organizations: A Magic Bullet?* We will feature guest speakers and thought-provoking discussion on the topic of ACOs. Please look for more information from your faculty members and from the department advisors.

We encourage all alumni to become active members by attending our various events or monthly meetings.

For more information on upcoming meetings and events, please contact the HSA Alumni President, Sara Afonso, at [safonso@knights.ucf.edu](mailto:safonso@knights.ucf.edu), or visit us on LinkedIn or Facebook. We look forward to welcoming new graduates and welcoming back former graduates of the HSA programs!



# HSA Alumni Spotlight: Kevin Lenhart

The HSA Alumni Chapter is pleased to feature Kevin Lenhart ('99 & '01) in the Alumni Spotlight.

Kevin has been a leader and an innovator for the HSA Alumni Chapter. He currently works at the Lake County Sheriff's Office as the Health Services Director and is an active member of the Community Advisory Board for the HSA programs.

Over the past year, Kevin has been honored with some of the highest awards a UCF graduate can

receive. In 2010, UCF presented Kevin with the UCF Alumni Jefferson Award, and the College of Health and Public Affairs presented Kevin with the 2011 Outstanding Alumni Award.

Kevin continues to be an outstanding alumnus throughout the community. He also continues to be an active member in the HSA Alumni Chapter as the Immediate Past Chair, and is an Adjunct Instructor for the undergraduate HSA program.

From all of the members of the Alumni Chapter, we thank Kevin for his hard work and dedication to our program!



## HMI Faculty Spotlight: Dr. Lynn Unruh



Dr. Unruh's new course for the Doctoral Program in Public Affairs—Health Services Administration track examines the effect of globalization on health.

Dr. Lynn Unruh was awarded a year-long sabbatical for the academic year 2010-2011. During this time, she completed a new book, worked on several grants and papers, and developed a new course for the HSA track in the Doctoral Program in Public Affairs.

Written in collaboration with Tom Rice, Pauline Rosenau and Andrew Barnes, Dr. Unruh's book is part of a series entitled *Health Systems in Transition*, and will be published by the World Health Organization. Their book covers the U.S. health care system, and will be completed in 2012. This new publication can be used to compare health care systems internationally, as all the books in the series follow the same template and contain comparative figures and tables. It will also be offered online free of charge, along with the other books in the series.

In addition to her book, Dr. Unruh was awarded a research grant by the Agency for Healthcare Research and Quality (AHRQ). Awarded under first review, this two-year grant entitled, "Benchmarking Patient Safety and Quality in U.S. Hospitals: the Stochastic Frontier Approach," began

in fall 2011. Dr. Unruh has partnered with Dr. Richard Hofler from the UCF Economics Department to complete the grant. Using stochastic frontier analysis, their research will find 'best practice' targets for nine Centers for Medicare and Medicaid Services Hospital Quality Initiatives outcomes measures, and will use data from a large national sample of U.S. households. Their research aims to determine hospital factors that could be changed, and the direction and magnitude of change that would reduce the 'quality gap' in health care.

Along with Drs. Jackie Zhang, Tom Wan, Min Wu and others, Dr. Unruh also completed papers on the current supply and need for nursing homes in China. One of these papers is soon to be published in the *International Journal of Public Policy* and is entitled "Nursing home research in Jinan, China: A focus group approach." Dr. Unruh has additionally published three other papers (with coauthors) entitled, "The business case for TCAB among the TCAB 10 and newly lessons learned," "Newly licensed RN's perceptions of job difficulties, demands for control: Individual and

organizational predictors," and "RN staffing and patient safety events in hospitals: New variable and longitudinal approaches."

Finally, Dr. Unruh has developed a new course for the doctoral-level HSA track. This new course will examine the effect of globalization on health. The course will focus on public health and the social determinants of health, including poverty, inequality, environment, and culture, as well as the impacts of emigration of health care professionals and health care systems change. The course will discuss actions to transform globalization for positive effects on health.

## Thank You Dr. Aaron Liberman



*“The proudest moments have been the successful careers of so many of our graduates and knowing that we have made a significant difference in the lives of these young men and women. Hearing from so many of these individuals as they have experienced successes in their careers has made me feel as though I am a part of their achievements.”*

— Dr. Aaron Liberman

We would like to recognize and thank Dr. Aaron Liberman for his service as the Chair for the Department of Health Management and Informatics. He served in this role from 2007-2011. Prior to that date, he also served as the Chair for the Department of Health Professions from 1999-2002. His steadfast effort in supporting the faculty and staff during both Chair terms has been greatly appreciated.

Dr. Liberman reflects on his time in this role as a “unique privilege” while he worked with the “outstanding faculty members of HMI.” Dr. Liberman reports, “When

one works with so many accomplished professionals, one is challenged to better oneself as well.”

Dr. Liberman carried a full teaching load while serving as Chair. This has not changed with the relinquishing of the title. As usual, he plans to spend much of his time honing and updating the material in his courses to assure that each and every student is challenged to produce the very best work they are capable of producing.

Dr. Liberman teaches a variety of undergraduate and graduate level courses, including Capstone, a comprehensive experience

students complete at the end of their course of study. His commitment to student learning continues to keep his days full and often eventful.

Additionally, Dr. Liberman serves as the faculty coordinator for the Health Care Risk Management Licensure Program. Offered through Continuing Education at UCF, the online course is available to anyone seeking licensure in this area.

We remain grateful for Dr. Liberman’s service and contribution to the University and the Department’s faculty and staff. His leadership has left a lasting legacy.

## The Retail Revolution in Health Care

Co-authors Dr. Myron Fottler and Dr. Donna Malvey offer a detailed overview of the retail health care trend and resulting implications in their book, *The Retail Revolution in Health Care*.

Retail health clinics, located in retail stores such as CVS, Walgreens, or Target, are usually staffed by an RN or PA and offer limited on-site medical and preventative care.

According to one Amazon.com reviewer, “The growth of retail health clinics represents an innovative, market-based, entrepreneurial, and successful initiative.”

This initiative collaborates between retailers and clinic providers. Fottler comments, “It provides opportunities for both physician practices and

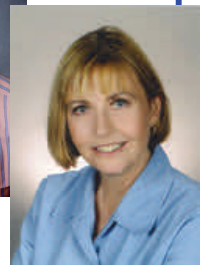
hospitals to partner with existing retail clinics to achieve ‘win-win’ outcomes beneficial to all. For example, such partnerships could encourage retail clinics to refer some patients to partner hospitals.”

The book conveys the many differing views of retail health care, including those of both supporters and opponents of the trend. Consumers, employers, health care providers, insurers, and policy makers alike are affected by this service delivery initiative.

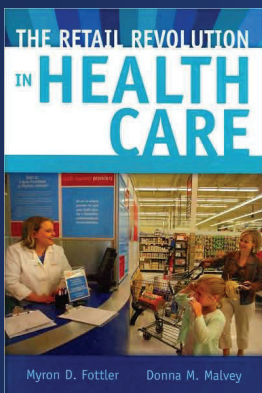
Fottler and Malvey agree that this “retail revolution” provides a new, yet non-traditional job market for graduating students. It opens another door for students looking for work in the health administration field.

*The Retail Revolution in Health*

*Care* was recently reviewed by the American Library Association’s *Choice* Review and was recommended for adoption by all public libraries and universities. It was also featured in the George Washington University (GWU) Alumni Magazine, *GW magazine*. It is a must-read for health services administration employees and students alike.



Authors: Fottler (left) and Malvey



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Professor

**Donna Malvey, Ph.D.**  
Associate Professor

**Dawn Oetjen, Ph.D.**  
Interim Chair and Professor

**Reid Oetjen, Ph.D.**  
Associate Professor and  
Director of HSA Graduate Programs

**Bernardo Ramirez, M.D.**  
Assistant Professor and  
Director of HSA Undergraduate  
Program

**Jennifer Sumner, Ph.D.**  
Instructor and  
Director of HSA Internship Programs

# Faculty Kudos

## Grants

The National Institutes of Health has awarded UCF a \$1.6 million grant to assess health care provided by Rural Health Clinics. Dr. Thomas Wan and Dr. Judy Ortiz will conduct the grant over the next four years. Dr. Maysoun Masri is also a part of the research team. Using Dr. Masri's Accountable Care Organization Preparedness Survey, the team will examine how many clinics join Accountable Care Organizations (ACOs) now that they are an option.

Dr. Masri's proposal entitled, "The Distribution of Physician Workforce in Florida: Trends and Effects on Outcomes of Care," has been selected by the College of Health and Public Affairs Research Council to be sent to the University Research Council for consideration of an award under the In-House Research Grant proposals for 2011-2012.

## Research

Dr. Lynn Unruh is co-investigator of a new study titled "Benchmarking Patient Safety and Quality in U.S. Hospitals: The Stochastic Frontier Approach." The two-year project is funded by a \$97,446 grant from the Agency for Healthcare Research and Quality within the National Institutes of Health.

Dr. Unruh and co-investigator Dr. Richard Hofler from the UCF Department of Economics will introduce and test the use of stochastic frontier analysis — a method of economic modeling — for benchmarking health care quality and safety. "We will also provide initial results regarding best-practice frontier levels and gaps in quality and safety, and predictors of those gaps in a large national sample of U.S. hospitals. The project will advance the ability to assess and compare hospitals on specific quality indicators and will serve as a foundation for broader applications."

## Appointments

Congratulations to Bernardo Ramirez, Assistant Professor of Health Services Administration, on his appointment to the Board of Directors of the Association of University Programs in Health Administration. Dr. Ramirez is one of 17 board members from organizations across the country. He will serve a three-year term.

## Promotions

Kudos to Dr. Dawn Oetjen, Dr. Lynn Unruh, and Dr. Reid Oetjen for their recent promotions. Dr. Dawn Oetjen and Dr. Lynn Unruh were promoted to full Professors. Dr. Reid Oetjen was promoted to Associate Professor.

## In the News

A recent issue of *The Daily Stat*, an online publication produced by *Harvard Business Review*, featured an article and study led by Dr. Reid Oetjen, Associate Professor in Health Services Administration. *Do Top Performing Nursing Homes Sacrifice Quality of Care?* measured the correlation between a nursing home's financial performance and its deficiency citations. The article was also published in the *Journal of Health Care Finance*. Learn more at <http://web.hbr.org/email/archive/dailystat.php?date=091411>

## Recent Books

Nkomo, Stella M., Fottler, Myron D., and McAfee R. Bruce. (2011). *Human Resource Management Applications: Cases, Exercises, and Skill Builders (7<sup>th</sup> edition)*. Mason, OH: South-Western Cengage Learning.

Fried, Bruce J. and Fottler, Myron D. (2011). *Fundamentals of Human Resources in Healthcare*. Chicago, IL: Health Administration Press.

Blair, John, Fottler, Myron D., and Savage, Grant T. (2011). *Biennial Review of Health Care Management (vol. 11)*. Bingley, UK: Emerald Press.

Fottler, Myron D., Ford Robert C., and Heaton, Cherrill P. (2010). *Achieving Service Excellence: Strategies for Healthcare (2nd edition)*. Chicago, IL: Health Administration Press.

Fottler, Myron D., Savage, Grant T., and Khatri, Naresh. (2010). *Strategic Human Resource Management in Health Care—Advances in Health Care Management (vol. 9)*. Bingley, UK: Emerald Press.

*For a comprehensive listing of all faculty news and publications,  
please visit the Department website: [www.cohpa.ucf.edu/hmi/index.cfm](http://www.cohpa.ucf.edu/hmi/index.cfm)*

**Department of Health Management and Informatics  
College of Health and Public Affairs  
University of Central Florida  
P.O. Box 162205  
Orlando, FL 32816-2205**

**Degree Programs**

Bachelor of Science in Health Services Administration  
Bachelor of Science in Health Informatics and Information Management  
Master of Science in Health Sciences: Health Services Administration track  
Master of Science in Health Sciences: Executive Health Services Administration track  
Master of Science in Health Care Informatics

**Undergraduate Minors**

Health Services Administration  
Health Informatics and Information Management

**Graduate Certificate Program**

Health Care Informatics

**Faculty**

Kendall Cortelyou-Ward, Ph.D., Assistant Professor and Director of HCI Graduate Program  
Sharon Douglass, M.S., Associate Professor  
Tom Falen, M.A., RHIA, LHRM, Instructor and Clinical Coordinator HIIM Program  
Myron Fottler, Ph.D., Professor and Executive Director of HSA Programs  
Aaron Liberman, Ph.D., Professor  
Steve Lytle, M.S., Associate Professor  
Donna Malvey, Ph.D., Associate Professor  
Maysoun Masri, Ph.D., Assistant Professor  
Alice Noblin, Ph.D., Instructor and Director of HIIM Undergraduate Program  
Dawn Oetjen, Ph.D., Professor and Interim Chair  
Reid Oetjen, Ph.D., Associate Professor and Director of HSA Graduate Programs  
Jennifer Sumner, Ph.D., Instructor and Director of Internships  
Bernardo Ramirez, MD., Assistant Professor and Director of HSA Undergraduate Program  
Timothy Rotarius, Ph.D., Professor  
Lynn Unruh, Ph.D., Professor  
Thomas Wan, Ph.D., Professor and Associate Dean for Research  
Lawrence West, Ph.D., Associate Professor  
Ning Zhang, M.D., Ph.D. Associate Professor

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Tina Yeung, M.S.-HSA, Health Care Informatics Program Assistant