



**Committee for the Evaluation of Public Health and Health System Management**

**Ben Gurion University**

**The Department of Health Systems Management and the Department of  
Public Health Evaluation Report**

**October 2017**

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## **Chapter 1: Background**

Following the decision of the Council of Higher Education (CHE) to evaluate study programs in the field of Public Health and Health System Management. The Minister of Education, who serves ex officio as Chairperson of the CHE, appointed a Committee consisting of:

- [Prof. Gerald Kominski](#)- Professor of Health Policy and Management and Director of the UCLA Center for Health Policy Research, UCLA, USA; Committee Chair.
- [Prof. Joan R. Bloom](#)- Professor of the Graduate Division, Program in Health Policy and Management, School of Public Health, University of California, Berkeley, USA.
- [Prof. Joseph N.S. Eisenberg](#)- John G. Searle endowed Chair and Professor of Epidemiology in the School of Public Health, University of Michigan, USA.
- [Prof. Jack Zwanziger](#)- Professor of Health Policy and Administration, University of Illinois at Chicago, USA.
- [Prof. Joseph S. Pliskin](#)<sup>1</sup>- Professor Emeritus, Department of Industrial Engineering and Management, and Department of Health Systems Management, Ben-Gurion University of the Negev, Israel.

Ms. Daniella Sandler and Ms. Inbal Haskell-Gordon served as the Coordinators of the Committee on behalf of the CHE.

Within the framework of its activity, the Committee was requested to:

1. Examine the self-evaluation reports, submitted by the institutions that provide study programs in Public Health and Health Management, and to conduct on-site visits at those institutions.
2. Submit to the CHE an individual report on each of the evaluated academic units and

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<sup>1</sup> Prof. Pliskin did not take part in the evaluation, visit, discussion and writing of the BGU report due to Conflict of Interest.

study programs, including the Committee's findings and recommendations.

3. Submit to the CHE a general report regarding the examined field of study within the Israeli system of higher education including recommendations for standards in the evaluated field of study.

The entire process was conducted in accordance with the CHE's Guidelines for Self-Evaluation (of September 2015).

Committee on behalf of the CHE.

Within the framework of its activity, the Committee was requested to:<sup>2</sup>

1. Examine the self-evaluation reports, submitted by the institutions that provide study programs in Public Health and Health Management, and to conduct on-site visits at those institutions.
2. Submit to the CHE an individual report on each of the evaluated academic units and study programs, including the Committee's findings and recommendations.
3. Submit to the CHE a general report regarding the examined field of study within the Israeli system of higher education including recommendations for standards in the evaluated field of study.

The entire process was conducted in accordance with the CHE's Guidelines for Self-Evaluation (of September 2015).

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<sup>2</sup> The Committee's letter of appointment is attached as **Appendix 1**.

## **Chapter 2: Committee Procedures**

The Committee held its first meeting on May 7<sup>th</sup>, 2017, during which it discussed fundamental issues concerning higher education in Israel, the quality assessment activity, as well as Electrical and Communication System Engineering Study programs in Israel.

In May 2017, the Committee held its visits of evaluation to seven institutions: Tel-Aviv University, Ariel University, Ben-Gurion University, University of Haifa, Academic College of Emek Yizreel, Bar-Ilan University and Hebrew University. During the visits, the Committee met with various stakeholders at the institutions, including management, faculty, staff, and students.

This report deals with the The Department of Health Systems Management and the Department of Public Health at Ben Gurion University. The Committee's visit to the University took place on May 11<sup>th</sup>, 2017.

The schedule of the visit is attached as **Appendix 2**.

The Committee thanks the management of Ben Gurion University and the departments of Health system management and Public Health for their self-evaluation report and for their hospitality towards the committee during its visit at the institution.

## **Chapter 3: Evaluation of the Programs in Public Health (MPH) and Health System Management at Ben Gurion University**

*This Report relates to the situation current at the time of the visit to the institution, and does not take account of any subsequent changes. The Report records the conclusions reached by the Evaluation Committee based on the documentation provided by the institution, information gained through interviews, discussion and observation as well as other information available to the Committee.*

### **1. Executive Summary**

The origins of Ben-Gurion University of the Negev (BGU) date to the early 1960s, when teachers from other academic institutions provided higher education in Beer-Shiva. In 1970, the Institute for Higher Education in the Negev became the University of the Negev. The University was formally accredited by CHE in 1973 and after the death of David Ben-Gurion, it was officially renamed Ben-Gurion University of the Negev.

The Committee reviewed the self-evaluation reports and conducted site visits of both the Department of Health Systems Management and the Department of Public Health at BGU. Both of these Departments will be part of the new School of Public Health, which will be part of the Faculty of Health Sciences. The Department of Public Health has origins that date to the establishment of the School of Medicine in 1974, although the Masters of Public Health (MPH) until 2000. The Department of Health Systems Management has offered a BA degree since 1994, and a Masters of Health Administration (MHA) since 1996. The department is currently affiliated with two faculties: the Faculty of Health Sciences (FOHS) and Guilford Glazer Faculty of Business and Management

(GGFBM). This is an unusual organizational structure that the Committee recommends be addressed as part of the process of establishing the new School of Public Health. Specifically, the Committee observed nearly unanimous support for the Department of Health Systems Management to be affiliated solely with the Faculty of Health Sciences, and we strongly recommend this reconfiguration. The only exception to the almost unanimous support for this recommended reconfiguration, of course, came from the Dean of GGFBM. The Committee believes the strong ties between the department and the Faculty of Business and Management need to be preserved and enhanced in the future. One way to maintain these strong ties is to develop a transition plan for moving the MHA degree into the Department of Health Systems Management while developing new collaborations with GGFBM.

## **2. Mission and Goals**

### Observations and findings

The Committee experienced frustration that we were tasked with evaluating two departments that are about to be reassigned to a new School of Public Health without having the opportunity to evaluate a fully developed proposal for the new School. The current missions and goals of the Department of Health Systems Management and the Department of Public Health are likely to still be relevant in the context of the new School, but must be reexamined and revised to fit the mission and goals of the new School. Therefore, our most significant finding is that the Head of the new School should

undertake as soon as possible a comprehensive strategic planning process, and require these existing departments to rethink their role in the context of the new School of Public Health, rather than as individual departments functioning largely on their own.

### Recommendations

**Essential:** The new Head of the School of Public Health should develop a comprehensive strategic plan within 12 months of the opening of the School that requires the Department of Health Systems Management and the Department of Public Health to reexamine and align their mission and goals with those of the new School.

## **3. Organizational Structure**

### Observations and findings

The major issue facing the Department of Health Systems Management is its dual affiliation with the Faculty of Health Sciences and the Faculty of Business and Management. As noted above, the Committee observed nearly unanimous support for the department to be affiliated solely with the Faculty of Health Sciences, and for the MHA degree to be located in the Department of Health Systems Management, and we strongly recommend this reconfiguration. It was no surprise to us that the Dean of GGFBM was not supportive of such a reconfiguration. Nevertheless, we believe the strong ties between the department and Faculty of Business and Management can be maintained in



the future through joint teaching and development of new joint or dual degree programs, e.g., a MHA/MBA degree. In the Committee's judgment, the split affiliation of the department creates inefficiencies and barriers for the department to have a unified identity.

The faculty of the Department of Health Systems Managements expressed strong support for changing the Department name to Health Policy and Management, and we support this proposed change.

The Department of Public Health will need to be reorganized in the new School of Public Health. Clearly, it will need to be renamed. However, more importantly, the Committee is unclear on all the content areas to be included in the new School. It appears the Health Systems Management and Epidemiology, two core areas of public health, will be well represented. But other core areas of public health, such as environmental health, community health and health promotion, and biostatistics, are not clearly identified in the proposed new School. Although the Committee is not being asked by CHE to evaluate the proposal for the new School, we nevertheless note the lack of clarity about how these other core areas will be included in the immediate and longer-term future.

**Essential:**

1. Terminate the dual affiliation of the Department of Health Systems Management, and maintain the Department's affiliation solely with the Faculty of Health Sciences.

2. Preserve the tradition of cooperation between the Department and the Faculty of Business and Management that has resulted from the MHA degree. Develop a transition plan for moving the MHA degree into the Department of Health Systems Management while developing new collaborations with GGFBM. Develop a comprehensive strategic plan for the new School of Public Health that allows for the development of programs and faculty to include all the core areas of public health.
3. Change the name of the Department of Health Systems Management to Health Policy and Management.

#### **4. Study Programs and Teaching and Learning Outcomes**

##### **a. Study Programs: Department of Health Systems Management**

An undergraduate program in the Department of Health Systems Management was established in 1994 as part of the Faculty of Health Sciences. Its founding was based on the recommendation of the Netanyahu Commission Inquiry that examined the functioning and efficiency of Israel's healthcare system (1988-1990). The MHA program was established in 1996 as part of the founding of the School of Management (Guilford Glazer Faculty of Business and Management (GGFBM) as a joint academic supervision of both faculties. This joint organizational structure means that the department's faculty members operate under both faculties and participate in committees of both faculties. The administrative staff of the BA program operates under the supervision of the

Executive Faculty Administrator of the FOHS. **The rationale for keeping the BA program is to meet needs of the minority community.**

The MHA program operates under the supervision of the Executive Faculty Administration of the GGFMB. The MHA program benefits from the participation of GGFMB faculty because those faculty bring expertise in important content areas, including economics, finance, marketing, organizational behavior, management strategy, international management, public policy, entrepreneurship, decision-making, ethics, and psychology. Students clearly benefit from involvement of GGFMB faculty in the MHA degree program. However, having this program based in the GGFMB creates organizational difficulties and challenges. Faculty who teach in the MHA program have split responsibilities and are reviewed for promotions and tenure by different faculties who have different standards for promotion. As a result, the faculty of the Department of Health Systems Management find the organizational arrangement problematic and would prefer to be in the School of Public Health, as noted previously. **The Committee found that this arrangement was noted as problematic by students, who expressed concerns about duplication of content and, lack of integration of experiential learning.**

### Recommendations

#### **Department of Health Systems Management**

##### **Essential:**

1. Preserve the tradition of cooperation between the Department and the Faculty of Business and Management that has resulted from the MHA degree, and develop

a transition plan for preserving that degree in the Department of Health Systems Management while developing new collaborations with GGFBM.

2. Ensure that the scope and time to completion for the thesis requirement is manageable for students to finish by the end of their 3rd year.
3. Meet with students to discuss several specific concerns raised during the site visit, including:
  - a) Some courses would benefit for examples that are more practical.
  - b) Management courses should be reviewed to ensure the appropriate degree of repetition.
  - c) Improve career guidance.
  - d) Look for opportunities to increase connection to the Medical Center.
  - e) Field experience should to be more management oriented.
  - f) Increase hands-on experience with computer programs and software.

### **Study Program: Department of Public Health**

The Department was established in 1976 as part of the Faculty of Health Services and became the Department of Public Health, ( DPH) in 2013. Soon it will become be the School of Public Health,. The department designed was unique in Israel as it allowed for specialization in clinical aspects of a wide spectrum of health topics in addition to learning principles of epidemiological methods in both a diploma (BA) and thesis tracks. In the

MPH track, one can focus on clinical topics with a field experience and term paper or with a thesis. Only those graduating with a thesis can apply to the PhD program. It also has an MD/MPH track and encourages medical students to get a PhD to increase their skills in research. The DPH (SPH).

Interviews during the site visit revealed weaknesses in both the MPH and PhD programs. For the former, many of the introductory courses seemed basic for students with professional backgrounds. There also seemed to be few electives albeit those interested in epidemiology had a variety of topics in epidemiology from which to choose, especially, given the relatively small size of the program currently, 27-49 students. This may change with the addition of the program in health systems management. For PhD students, the following were suggested:

- **more short courses, particularly in methods**
- **more advanced classes in modeling**
- **more group activities for students, e.g., PhD seminar**
- **more in-depth training in statistical methods**

**b. Teaching and Learning Outcomes.**

There is a well-defined program for orienting and providing special assistance to new faculty and providing assistance for faculty with weaker teaching evaluations to receive help.

They have also, in general, specified “ultimate Learning Objectives for study programs which are aimed at providing graduates extensive and up-to-date scientific knowledge and ability to personalize studies among various populations. While they have a curriculum committee, it is unclear whether courses are reviewed and approved by the committee prior to becoming part of the program’s curriculum (this was a concern for both the MPH and the MD/MPH programs). Such a review might pick up weaknesses and overlaps between courses in the curriculum. **A strength of the MPH program is their provision of a field experience/project for those not electing to conduct a Master’s thesis.**

With the proposed move of the Health Systems Management to be in the new School of Public Health (SPH), it is strongly suggested that the new School of Public Health use their excellent program in implementing learning objectives following the Bologna Accords in the SPH. For those not planning a research career, elements from the MPH program in Public Health such as the broadening of the degree content to include elements such as epidemiology and statistics will strengthen in a Master's Program for applications in medical care. **For those not planning a research career, field experiences in healthcare settings will be enriching.** In other words, each program has elements that will strengthen the other program.

## 5. Human Resources / Faculty

### Department of Health Systems Management

#### Observations and findings

The Department currently has 10 full-time senior faculty plus one active emeritus professor. The Committee learned that two new faculty will be joining the Department. Senior faculty have expertise in all the core areas of Health Systems Management, and have considerable experience in health policy at the national and international levels. The Committee also found the roster of junior faculty and adjunct faculty to be more than adequate to complement the areas of expertise of the senior faculty and to provide sufficient teaching capacity for the BA and MHA degrees.

Faculty are fairly diverse with regard to gender, but all four female faculty are in the Lecturer and Senior Lecturer ranks. Therefore, one priority for future recruitments should be to identify and hire women in the higher academic ranks. In addition, there are no minority faculty, and effort should be made to recruit and hire minority faculty, given the commitment of the program to reducing disparities.

One important challenge affecting the faculty is related to the organizational structure of the Department. Faculty appointments either are in FOHS or in GGFBM, but faculty generally participate in activities in both Departments regardless of where their academic appointment resides. This situation fosters collaboration as we learned, but also increases the administrative burden on faculty. In addition, we learned during the site visit that this dual affiliation also creates a barrier to recruiting new faculty. While the

Committee recognizes the institutional challenges to untangling this dual organizational structure of the Department, it seems essential for the future success of the Department within the new School of Public Health to resolve this dual organizational as rapidly as possible.

The Committee noted a strong spirit of collegiality and unity among the senior faculty that seemed above and beyond the typical efforts of faculty to “put their best foot forward” for the site visit team. A number of faculty called attention to the significant accomplishments of their colleagues with a sense of pride that isn’t often seen in academia. This cohesive spirit was evident throughout our site visit; as one alum said, “This Department is like a family.”

#### Recommendations

**Essential:** As recommended in Section 3, resolve the dual affiliation of the Department by moving the Department and all faculty appointments into FOHS.

### **Department of Public Health Sciences**

#### Observations and findings

The Department of PHS has nine full time faculty. In addition it has three faculty are listed as senior faculty who have senior full-time senior position in the Israeli HS. In addition, seven adjuncts teaching one course per semester. The faculty is diverse with eight of the senior faculty female (8 out of 12) and one, a member of the Israeli Arab minority. They are also diverse in their disciplinary training. The faculty, including the adjunct faculty,



feel very connected to the Department and the latter are willing to travel from relatively distant locations because they like the atmosphere.

Faculty are very involved in both local and national PH with several senior faculty serving on national bodies and all faculty conducting research and PH practice on local PH health issues such as the needs of Bedouin and recent immigrants. They recognize the need to add faculty in health promotion and environmental health. Their workload is fairly heavy with 6-8 hours on teaching, supervising 3-4 PhD students, 4-6 MPH theses, 2-4 MD-MPH research papers. There is some overlap between the MPH and MHA courses.

#### Recommendations

**Essential:** The faculty need to decide how to optimize the creation of a new School of Public Health in terms of governance and teaching assignments.

## **6. Students**

### **Department of Health Systems Management**

#### Observations and findings

#### **Admission requirements**

BA- The students admitted have grades that are consistent with the stated admission policy. Applications have increased in the last two years but annual enrollment has fluctuated with a total enrollment of 98 in 2013/14, rising slowly to 107 in 2015/16.

MHA - applications have declined overall in 2013-2015 period as has total enrolment, with the discontinuation of the project cohort. MHA with thesis students are very rare

with 5 in the 2015/16.

There were 19 PhD students in 2015/16.

### **Progression**

Most of the BA dropouts take place in the first year (approximately 20%), those successfully completing the first year generally complete the program although complete the program by the fourth year. The dropout rate is relatively low and stable for the MHA approximately 10% between the first and second year. A further 10-20% require more than two years to complete the program. The PhD dropout rates are very low.

### **Alumni**

BA

There is no information about the specific professional career paths of BA alumni in the program.

MHA

The career paths of MHA alumni is based on a recent survey of graduates. Out of 229 responders, 85% already worked in the healthcare field when starting their master's studies.



### **Recommendations**

**Advisable:** An alumni survey would provide a useful monitoring of the progress of graduates.



## **Department of Public Health**

### Observations and Findings

#### Admission requirements

Students primarily enter the MPH program with a background in the health sciences, although from a wide variety of disciplines ranging from MD/DMD/VM to nurses psychologists and nutritionists. Students from non-health science backgrounds can be admitted conditionally. A significant proportion of the students have undergraduate averages below the stated requirement of an 80% average. These may reflect the populations of disadvantaged students who can be admitted with grades below the usual prerequisites.

The number of applications and acceptances has varied but the number of students (without thesis) has increased from 58 to 71 in the 2013/14- 2015/16 period; the with thesis students shrunk in the same period from 89 to 73. Approximately, 50% take the thesis.

The program allows a 5-year maximum. The time frame to graduate master programs is 2-3 years. The average time de facto is 4.2 years. On average, thesis students take approximately a year longer than project students to complete the MPH. After five years in the program, if approval is not given the student's studies are discontinued.

#### Dropout rate

The average rate of successful completion of the MPH program for those started during 2009-2013 is quite high at 91.76%. This suggests that the faculty has been largely successful in shepherding the provisional candidates through the program.

### **Alumni**

There is no accurate data on alumni employment but since most students have a health science background and almost all are working while pursuing their degree, it is likely that the program is intended to further their career goals.

### **Recommendations**

**Desirable:** The Department should consider forecasts of the relevant needs of the Israeli economy, especially that of the Negev, in planning the focus of their programs, to ensure that their graduates have the required skills for long run success.

**Advisable:** An alumni survey would provide a useful monitoring of the progress of graduates.



## **7. Research**

### **Department of Public Health**

#### **Observations and findings**

The committee lauded the fact that in recent years the Department of Public Health has increased its epidemiology research scope from primarily a more traditional clinical epidemiology focus to include social, genetic, environmental, nutrition, among others. Additional foci in the department are health promotion, maternal and child health, and

biostatistics.

In the public health program, research funding is modest. \$1.4M dollars over the last 3 year (with an additional \$400K that does not come into the department). Of the 9 faculty contributing to this amount, 3 are Emeritus, 3 are lecturers, and 3 are professors (11.5 FTE in the department). On the other hand, publication productivity is strong with an average of 20 publications per faculty over a 3 year period (6.67 per faculty per year). National and international collaborations are strong and traditional research infrastructure is strong.

### **Department of Health Systems and Management**

The Department of Health Systems and Management (HSM) has a strong research infrastructure at the faculty and student level. The research is broad, focused on health economics, health policy, health decision making, global health, sociology of health, inequity in health and management. The research funds from HSM faculty (6 faculty) is \$500K. Publications from HSM (9 faculty) averaged 11 per faculty over 3 years (3.67 per faculty per year).

### **Recommendations**

#### **Essential**

With the upcoming transition from department status to a new School of Public Health, the committee recommends that programs continue to move towards a structure that

provides the expertise needed to ensure that standard public health competencies, defined by Europe and the United States, are achieved. This would include augmenting the already strong epidemiology with programs in: (1) Environmental Health that specialize in measuring environmental exposure, (2) Health promotion/ Health behavior and education that specialized in social and behavioral determinants of health, (3) Health policy and management, which will be achieved with the movement of the Department of Health Management and Systems into the new School; and (4) Biostatistics, which should be viewed as a discipline that focuses on developing methodology in cutting edge areas of research such as machine learning and computational biology.

### **Desirable**

- Incentives are needed to encourage more research productivity. Specifically, resources towards proposal writing that provides mentoring and workshops are essential.
- To increase impact of publications we recommend additional resources in writing that focuses on critical thinking and scientific/public health impact. This can be done through writing workshops and courses for students, as well as peer - peer and senior - junior manuscript review.

## **8. Infrastructure**

### **Department of Health Systems Management**

#### **Observations and findings**

The Committee is aware that the current affiliation of the Department of Health Systems Management with two Faculties creates logistical problems in multiple areas, including department administration; allocation of space; and location of faculty, staff, and classrooms in the same physical setting. These logistical problems related to the dual affiliation of the department should be resolved as quickly as possible in the Committee's view as part of the creation of the new School of Public Health.

### **Department of Public Health**

The committee observed strengths of the infrastructure that were identified in the self-evaluation report, including: (1) well-equipped classrooms with advanced computing and communication technology; (2) adequate offices for faculty; and (3) strong computing services.

The major infrastructure weaknesses identified by the self-evaluation and confirmed by the Committee were: (1) not enough classrooms for all the study programs; (2) inadequate capacity in the computer labs in the FOHS buildings to accommodate the number of students and courses; (3) limited space for doctoral students and for research projects; and (4) no seminar or meeting room for the Department.

### Recommendations

#### **Essential:**

1. All faculty appointments, as well as the Department of Health Systems

Management's physical infrastructure, such as offices and classrooms, should be affiliated with the Faculty of Health Sciences and located in the new School of Public Health.

2. All Departments and programs affiliated with the new School of Public Health should be located in contiguous and sufficient space on campus, and not spread across multiple locations on campus.
3. The new School of Public Health should be located in a building that provides enough classrooms, computer lab capacity, space for doctoral students and projects, and meeting rooms to address infrastructure limitations currently faced by the Department of Public Health.

## **9. Self-Evaluation Process**

### **Observations and findings**

The Committee is satisfied that both the Department of Health Systems Management and the Department of Public Health engaged in a comprehensive self-evaluation process with broad participation by faculty, administrators, and students.



## **Chapter 4: Summary of Recommendations**

### **Essential Recommendations:**

- The new Head of the School of Public Health should develop a comprehensive strategic plan within 12 months of the opening of the School that requires the Department of Health Systems Management and the Department of Public Health to reexamine and align their mission and goals with those of the new School.
- Terminate the dual affiliation of the Department of Health Systems Management, and maintain the Department's affiliation solely with the Faculty of Health Sciences.
- Preserve the tradition of cooperation between the Department and the Faculty of Business and Management that has resulted from the MHA degree. Develop a transition plan for moving the MHA degree into the Department of Health Systems Management while developing new collaborations with GGFBM. Develop a comprehensive strategic plan for the new School of Public Health that allows for the development of programs and faculty to include all the core areas of public health.
- Change the name of the Department of Health Systems Management to Health Policy and Management.

- Preserve the tradition of cooperation between the Department and the Faculty of Business and Management that has resulted from the MHA degree, and develop a transition plan for preserving that degree in the Department of Health Systems Management while developing new collaborations with GGFBM.
- Ensure that the scope and time to completion for the thesis requirement is manageable for students to finish by the end of their 3rd year.
- Meet with students to discuss several specific concerns raised during the site visit, including:
  - a. Some courses would benefit for more practical examples.
  - b. Management courses should be reviewed to ensure the appropriate degree of repetition.
  - c. Improve career guidance.
  - d. Look for opportunities to increase connection to the Medical Center.
  - e. Field experience should to be more management oriented.
  - f. Increase hands-on experience with computer programs and software.
- The faculty need to decide how to optimize the creation of a new School of Public Health in terms of governance and teaching assignments.
- All faculty appointments, as well as the Department of Health Systems Management's physical infrastructure, such as offices and classrooms, should be affiliated with the Faculty of Health Sciences and located in the new School of Public Health.

- All Departments and programs affiliated with the new School of Public Health should be located in contiguous and sufficient space on campus, and not spread across multiple locations on campus.
- The new School of Public Health should be located in a building that provides enough classrooms, computer lab capacity, space for doctoral students and projects, and meeting rooms to address infrastructure limitations currently faced by the Department of Public Health.
- With the upcoming transition from department status to a new School of Public Health, the committee recommends that programs continue to move towards a structure that provides the expertise needed to ensure that standard public health competencies, defined by Europe and the United States, are achieved. This would include augmenting the already strong epidemiology with programs in: (1) Environmental Health that specialize in measuring environmental exposure, (2) Health promotion/ Health behavior and education that specialized in social and behavioral determinants of health, (3) Health policy and management, which will be achieved with the movement of the Department of Health Management and Systems into the new School; and (4) Biostatistics, which should be viewed as a discipline that focuses on developing methodology in cutting edge areas of research such as machine learning and computational biology.

**Advisable Recommendations:**

- An alumni survey would provide a useful monitoring of the progress of graduates.

**Desirable Recommendations:**

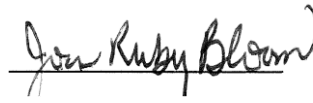
- Incentives are needed to encourage more research productivity. Specifically, resources towards proposal writing that provides mentoring and workshops are essential.
- To increase impact of publications we recommend additional resources in writing that focuses on critical thinking and scientific/public health impact. This can be done through writing workshops and courses for students, as well as peer - peer and senior - junior manuscript review.
- The Department should consider forecasts of the relevant needs of the Israeli economy, especially that of the Negev, in planning the focus of their programs, to ensure that their graduates have the required skills for long run success.

**Signed by:**



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Prof. Gerald Kominski- CHAIR



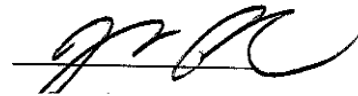
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Prof. Joan R. Bloom



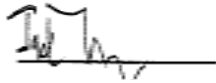
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Prof. Joseph N.S Eisenberg



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Prof. Joseph S. Pliskin



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Prof. Jack Zwanziger

**Appendix 1: Letter of Appointment**

May 2017

Prof. Gerald F. Kominski, Ph.D  
Department of Health Policy and Management  
UCLA Fielding School of Public Health  
USA

Dear Professor,

The Israeli Council for Higher Education (CHE) strives to ensure the continuing excellence and quality of Israeli higher education through a systematic evaluation process. By engaging upon this mission, the CHE seeks: to enhance and ensure the quality of academic studies, to provide the public with information regarding the quality of study programs in institutions of higher education throughout Israel, and to ensure the continued integration of the Israeli system of higher education in the international academic arena.

As part of this important endeavor we reach out to world renowned academicians to help us meet the challenges that confront the Israeli higher education by accepting our invitation to participate in our international evaluation committees. This process establishes a structure for an ongoing consultative process around the globe on common academic dilemmas and prospects.

I therefore deeply appreciate your willingness to join us in this crucial enterprise.

It is with great pleasure that I hereby appoint you to serve as Chair of the Council for Higher Education's Committee for the Evaluation of the study programs in **Public Health and Health System Management**. In addition to yourself, the composition of the Committee will be as follows: Prof. Joan Bloom, Prof. Joseph N.S. Eisenberg, Prof. Jack Zwanziger, and Prof. Joseph Pliskin.

Ms. Daniella Sandler will be the coordinator of the Committee.

Details regarding the operation of the committee and its mandate are provided in the enclosed appendix.

I wish you much success in your role as a Chair of this most important committee.

Sincerely,

Prof. Ido Perlman  
Vice Chair,  
The Council for Higher Education (CHE)

*Enclosures:* Appendix to the Appointment Letter of Evaluation Committees

cc: Dr. Varda Ben-Shaul, Deputy Director-General for QA, CHE  
Ms. Daniella Sandler, Committee Coordinator

**Appendix 2: Site Visit Schedule**

**Health Systems Management:**

**Thursday 11/5/17**

**Room 203 Building M10**

<b>Time</b>	<b>Subject</b>	<b>Participants</b>
9:00-9:45	Opening session with the heads of the institution and the senior staff member appointed to deal with quality assessment – both teams <b>joint Meeting</b>	<ul style="list-style-type: none"> <li>• Prof. Zvi Hacoen – Rector</li> <li>• Prof. Gad Rabinowitz – Vice Rector</li> <li>• Ms. Adi Zinger – Quality Assessment Coordinator</li> </ul>
9:45-10:30	Meeting with the Deans of the faculties of Health Sciences and Faculty of Business and Management - both teams <b>joint Meeting</b>	<ul style="list-style-type: none"> <li>• Prof. Amos Katz – Dean, Faculty of Health Sciences</li> <li>• Prof. Dan Greenberg- Quality Assessment Representative, Faculty of Health Sciences</li> <li>• Prof. Oded Lowengart - Dean Faculty of Business and Management</li> </ul>
10:30-10:45	Walk/drive of the teams to other facility	
10:45-11:20	Meeting with the academic and administrative heads of the department of <b>Health Systems Management</b>	<ul style="list-style-type: none"> <li>• Prof. Nadav Davidovitch – Chair, the Department of Health Systems Management</li> <li>• Ms. Malka Mayerson – Head of Administration</li> </ul>
11:20-12:10	Meeting with senior academic staff* - <b>Health Systems Management</b>	<ul style="list-style-type: none"> <li>• Dr. Tzahit Simon-Tuval</li> <li>• Prof. Dan Greenberg</li> </ul>



		<ul style="list-style-type: none"> <li>• Prof. Gabi Bin Nun</li> <li>• Dr. Dina Van Dijk</li> <li>• Dr. Paula Feder-Bubis</li> <li>• Prof. Tuvia Horev</li> <li>• Dr. Anat Rosenthal</li> <li>• Prof. Jacob Moran-Gilad</li> </ul>
12:10-12:40	Meeting with junior and adjunct lecturers*- <b>Health Systems Management</b>	<ul style="list-style-type: none"> <li>• Ms. Sharona Tsadok-Rosenbluth</li> <li>• Dr. Svetlana Daichman</li> <li>• Dr. Iftach Sagy</li> <li>• Dr. Shlomi Codish</li> <li>• Dr. Jacob Dreihier</li> </ul>
12:40-13:25	Lunch	joint Meeting
13:25-14:00	Meeting with B.A students <b>Health Systems Management</b>	
14:00-14:45	Meeting with MA and PhD students*- <b>Health Systems Management</b>	
14:45-15:30	Meeting with Alumni*- <b>Health Systems Management</b>	
15:30-16:30	Open slot- presentations or any other subject raised by the school	<ul style="list-style-type: none"> <li>• The Center for Health Policy Research in the Negev and Mitzpe Ramon Conference for Health Equity in the Negev</li> <li>• Applied Seminar in the Healthcare System Course for BA</li> <li>• health system management with a specialization in health technology assessment and management</li> <li>• Multidisciplinary research (cooperation with MOH, HMOs, others; Research Hubs, etc.)</li> </ul>

		<ul style="list-style-type: none"> <li>• Future direction of development (Internationalism, global health, combined undergraduate degree in Economics and Health Systems Management, etc.)</li> </ul>
16:30-17:20	Tour of campus (classes, library, offices of faculty members, computer labs etc.)	Tour of research centers laboratories, history of public health exhibit.
17:20-17:30	<b>Break</b>	<b>joint Meeting</b>
17:30-18:00	Closed Door Meeting- both teams and programs	<b>joint Meeting</b>
18:00-18:30	Summation meeting <b>joint Meeting</b>	<ul style="list-style-type: none"> <li>• Prof. Zvi Hacoen – Rector</li> <li>• Prof. Gad Rabinowitz – Vice Rector</li> <li>• Ms. Adi Zinger – Quality Assessment Coordinator</li> <li>• Prof. Amos Katz – Dean, Faculty of Health Sciences</li> <li>• Prof. Dan Greenberg- Faculty of Health Sciences, Quality Assessment Representative</li> <li>• Prof. Oded Lowengart - Dean Faculty of Business and Management</li> <li>• Prof. Ofer Azar - Faculty of Business and Management, Quality Assessment Representative</li> <li>• Prof. Amalia Levy – Chair of Public Health</li> <li>• Prof. Nadav Davidovitch – Chair of Health Systems Management</li> </ul>

\* The heads of the institution and academic unit or their representatives will not attend these meetings.

\*\* The visit will be conducted in English with the exception of students who may speak in Hebrew and anyone else who feels unable to converse in English.

**Public Health:**

**Thursday 11/5/17**

**Room 113 Building M7** (All joint Meeting will be held in room 203 Building M10)

<b>Time</b>	<b>Subject</b>	<b>Participants</b>
9:00-9:45	Opening session with the heads of the institution and the senior staff member appointed to deal with quality assessment – both teams room 203 Building M10	<ul style="list-style-type: none"><li>• Prof. Zvi Hacoen – Rector</li><li>• Prof. Gad Rabinowitz – Vice Rector</li><li>• Ms. Adi Zinger – Quality Assessment Coordinator</li></ul>
9:45-10:30	Meeting with the Deans of the faculties of Health and Management - both teams room 203 Building M10	<ul style="list-style-type: none"><li>• Prof. Amos Katz – Dean, Faculty of Health Sciences</li><li>• Prof. Dan Greenberg- Quality Assessment Representative, Faculty of Health Sciences</li><li>• Prof. Oded Lowengart – Dean, Faculty of Business and Management</li></ul>
10:30-10:45	Walk/drive of the teams to other facility	<b><u>Room 113 Building M7</u></b>
10:45-11:20	Meeting with the academic and	<ul style="list-style-type: none"><li>• Prof. Amalia Levy – Chair</li></ul>

	administrative heads of the department of <b>Public Health</b>	<ul style="list-style-type: none"> <li>• Prof. Danit Shahar – Head, Curriculum Committee</li> </ul>
11:20-12:10	Meeting with senior academic staff* - <b>Public Health</b>	<ul style="list-style-type: none"> <li>• Prof. Michael Friger</li> <li>• Prof. Irish Shai</li> <li>• Prof. Natalya Bilenko</li> <li>• Dr. Rachel Golan</li> <li>• Dr. Tamar Wainstock</li> <li>• Dr. Nihaya Daoud</li> <li>• Dr. Lena Novack</li> <li>• Dr. Arkady Bolotin</li> </ul>
12:10-12:40	Meeting with PhD students / Junior academic staff* - <b>Public Health</b>	<ul style="list-style-type: none"> <li>• Ms. Roni Gat – 1st year</li> <li>• Mr. Alon Kaplan – 1st year</li> <li>• Mr. Or Goren – 3rd year</li> <li>• Ms. Ofira Katz Shufan – 4rd year</li> <li>• Ms. Ronit Ratzon – 5th year</li> </ul>
12:40-13:25	Lunch	room 203 Building M10
13:25-14:00	Meeting with adjunct lecturers*- <b>Public Health</b>	<ul style="list-style-type: none"> <li>• Prof. Itamar Grotto</li> <li>• Prof. Avi Porat</li> <li>• Prof. Ran Balicer</li> <li>• Dr. Zvi H. Perry</li> </ul>
14:00-14:45	Meeting with MA students- <b>Public Health</b>	
14:45-15:30	Meeting with Alumni*- <b>Public Health</b>	
15:30-16:30	Current Research - <b>Public Health</b> Open slot- presentations or any other subject raised by the school	<ul style="list-style-type: none"> <li>• Prof. Amalia Levy – Chair</li> <li>• Dr. Tamar Weinstock</li> <li>• Dr. Nihaya Daoud</li> <li>• Ms. Hila Zelicha</li> <li>• Ms. Kira D. Nahum Sacks</li> </ul>

16:30-17:20	Tour of campus (classes, library, offices of faculty members, computer labs etc.) <b>Public Health</b>	Tour to the MRI lab, leading Prof. Irish Shai & Prof. Ilan Shelef on the usage of MRI in long-term human weight loss clinical trials.
17.20-17:30	<b>Break</b>	
17:30-18:00	Closed Door Meeting- both teams and programs	
18:00-18:30	Summation meeting room 203 Building M10	<ul style="list-style-type: none"> <li>• Prof. Zvi Hacoen – Rector</li> <li>• Prof. Gad Rabinowitz – Vice Rector</li> <li>• Ms. Adi Zinger – Quality Assessment Coordinator</li> <li>• Prof. Amos Katz – Dean, Faculty of Health Sciences</li> <li>• Prof. Dan Greenberg- Faculty of Health Sciences, Quality Assessment Representative</li> <li>• Prof. Oded Lowengart - Dean Faculty of Business and Management</li> <li>• Prof. Ofer Azar - Faculty of Business and Management, Quality Assessment Representative</li> <li>• Prof. Amalia Levy- Chair of Public Health</li> <li>• Prof. Nadav Davidovitch- Chair of Health Systems Management</li> </ul>

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