

# Request for Proposals for AUPHA's *2025-2026 Environmental Scan and Trends Report*

## I. Introduction and Overview

The Association of University Programs in Health Administration (AUPHA) requests proposals for the development of the 2025-2026 Environmental Scan and Trends Report. The inaugural report was published in 2022, with a subsequent iteration published in 2024. Each version provides insights into trends occurring in the health industry and higher education within a two-year period and the potential effects of these trends on healthcare management education.

AUPHA strongly encourages proposals to come from teams of at least two. All members of a submission team must be members of AUPHA, either through their program, or through [individual membership](#).

This RFP includes instructions for all required materials, guidance for proposal content, deadlines, and key AUPHA staff contact information.

## II. Instructions and Deadline

Interested respondents should submit a proposal narrative of no more than two single-spaced pages; CVs/resumes; and any supplemental materials. All materials must be delivered to AUPHA electronically using [the online submission form](#). Please contact Jenn Munt, Director of Education and Professional Development at [jmunt@aupha.org](mailto:jmunt@aupha.org) if you have questions or need any assistance.

To be considered, proposals must include:

1. Completion of all required information in the online response form
2. Narrative proposal for report development
3. A timeline for completion that results in a final draft provided to AUPHA no later than Tuesday, January 6, 2026.
4. CV/resumes for proposed report authors
5. An initial proposed set of sources of information
6. An outline of topics to be covered by the report
7. Adherence to the Tuesday, August 19, 2025, 5:00 pm Pacific Time deadline for submission of all materials

Authors must disclose any artificial intelligence tools such as Chat GPT that they utilize in any way to complete the proposal, and if selected, the report.

## III. Report Components

Authors will provide written copy and any visuals (infographics, graphs, tables, etc.) to be printed in the 2025-2026 *Environmental Scan and Trends Report*. AUPHA will format and publish the final draft, providing credit to contracted authors. AUPHA retains the right to make final edits prior to publication.

The 2025-2026 report should follow the organization set forth by the most recent publication, with changes to topics reflecting updated current trends in industry. The report must prioritize the most salient trends in the health industry and in higher education programs focused on healthcare management. The trends discussed in the 2023-2024 report are as follows:

#### Healthcare

1. Healthcare leaders need to invest significant, strategic time in the workforce and the financial future of healthcare entities.
2. Value-Based Care (VBC) models continue to grow.
3. The 2024 election may have major implications for health policy in the US.
4. A comprehensive strategic plan helps healthcare entities stay focused on their mission and business objectives.
5. Shifts are occurring in how healthcare is financed in the US as its population ages.
6. The trend of mergers and acquisitions (M&A) will affect healthcare quality.
7. Healthcare technology continues to innovate, and healthcare entities must be strategic in technology adoption.
8. Systems, data, and ethical decision-making are driving trends related to quality and safety.
9. Efforts related to diversity, equity, and inclusion (DEI) continue to impact social health justice.
10. Healthcare organizations are increasingly focusing on the wellbeing of their employees and patients, especially when it comes to mental health and substance use/abuse.
11. Global health, especially as it relates to climate health and the supply chain, is increasingly important to the healthcare system.
12. As the US population ages, post-acute and long-term care, as well as senior services, are increasingly important areas of focus within the healthcare industry.

#### Higher Education

1. A wide range of flexible delivery modalities continue to be in demand and popular.
2. The demand for healthcare management professionals remains strong.
3. Institutions of higher education are utilizing the skill sets of various types of faculty.
4. Universities offer multiple channels to train today's and future healthcare leaders.
5. Affordability and access to higher education financial aid is continuously at the forefront.
6. Closing and consolidation of some universities and colleges continue due to declines in enrollment revenue that do not offset rising expenditures, budgeting pressures, market competition, and reductions in workforce (RIFs), particularly in smaller institutions of higher education.
7. Diversity, equity, and inclusion (DEI) and community building efforts remain a critical focus area for higher education institutions.
8. There is increased competition for enrolling and retaining students.
9. National and State politics continue to shape decision making in higher education.
10. Workforce issues in higher education are broad in scope and variable across institutions, specifically as they are influenced by factors such as funding, policy and political changes, demographics, and evolving educational paradigms.
11. Technological innovations, such as Artificial Intelligence (AI) and machine learning, continue to be one of the leading-edge focal point issues for higher education leadership and faculty.

Important topics that have been identified for the new report include, but are not limited to:

- Health Industry

- Workforce issues in healthcare
  - Innovation in industry
  - AI, digital health, and machine learning
  - Post-acute and long-term care
  - Mental health and substance abuse
  - Hospital and health system mergers and acquisitions
  - State and national policy changes (funding, Medicare/Medicaid, DEIB, etc.)
- Higher Education
  - Workforce
  - Enrollment Trends
  - AI, large language models, and machine learning
  - State and national policy changes (funding, DEIB, etc.)

The proposal team will use data to support their proposed choices of topics for inclusion. Final determination of topics included in the report will be made in collaboration with AUPHA.

#### **IV. Payment, Copyright, and Other Disclosures**

Remuneration for the creation of the AUPHA 2025-2026 Environmental Scan and Trends Report is \$12,000, to be paid upon publication of the report, which will become the property of AUPHA.

To submit your proposal, please use this [the online submission form](#). For questions, comments, or other needs, please reach out to Jenn Munt at [jmunt@aupha.org](mailto:jmunt@aupha.org).

Unlike other opportunities to engage with AUPHA as a member volunteer, AUPHA's RFPs for work that is compensated is highly competitive. As a result, no feedback is provided for proposals not selected.