

Master of Health Administration Student Handbook

2017-2018

Preface

This Handbook offers an overview of the policies and procedures that affect students in the Master of Health Administration degree program. The Handbook is intended to serve as a guideline for the degree program within the context of the University of Kentucky Regulations and Procedures. Questions regarding degree program policies and procedures should be directed to the Program Director or the Associate Dean for Academic and Student Affairs.

The information in the handbook is accurate to the best of our knowledge. It is the student's responsibility to be informed concerning all regulations and procedures required by the program of study being pursued. Students should become familiar with the Graduate School Bulletin (especially the section on student responsibility) and this Program Student Handbook. Ignorance of departmental or university regulations and procedures is not a valid excuse.

Contact Information

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Table of Contents

Welcome from the Dean	4
Mission, Vision and Values	5
Student Services & Resources	6
Academic & University Policies	9
Program Information	12
Program Requirements	15
Internship/Culminating Experience Procedures	16
Full-time Sequence	17
Part-time Sequence	18

Welcome from the Dean



Dear MHA Students,

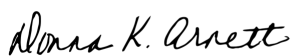
I am pleased that you have decided to attend the University of Kentucky to pursue a Master of Health Administration Degree from the College of Public Health. The faculty and staff of the College of Public Health congratulate you on choosing an important field of study. We are proud of the opportunity to improve the health status of Kentucky's citizens by training the next generation of public health leaders. Providing you with a solid educational foundation is an important responsibility.

The College strives to build an environment where students can succeed and thrive. We are a collegial community of faculty and staff who work to solve pressing public health problems. Diversity of thought and diversity of people are

central to our identity.

The College of Public Health is committed to quality in all of its education, research, and service efforts. We are fully accredited by the Council on Education for Public Health (CEPH) and Commission on Accreditation of Healthcare Management Education (CAHME); we have full membership in the Association of Schools & Programs of Public Health (ASPPH). The College of Public Health is one of six health colleges at the University of Kentucky. We collaborate extensively with other colleges in academics and research. In practice and service, we have partnerships with the Centers for Disease Control and Prevention, National Institutes of Health, Kentucky Department for Public Health, Lexington-Fayette County Health Department, Kentucky Public Health Association, the Foundation for a Healthy Kentucky, and the Kentucky Health Department Association.

We are one of 63 accredited schools of public health who share the mission to improve public health across the U.S. and globally through our teaching, research, and service. The faculty, staff, students, and alumni of the College are committed to making a difference in the Commonwealth of Kentucky and beyond. People are important here, and we are genuinely committed to making our work, learning, and research environment positive, fair, and diverse. We are delighted that you have decided to join us as a Top 25 School of Public Health and look forward to helping you prepare for your future.



Donna Arnett PhD, MSPH

College of Public Health Mission, Vision and Values

Mission Statement

To develop health champions, conduct multidisciplinary and applied research, and collaborate with partners to improve health in Kentucky and beyond.

Vision Statement

To be a catalyst of positive change for population health.

Values

Academic Excellence

Provide comprehensive competency-based education to ensure graduates are prepared to address public health problems efficiently and effectively.

Accountability

Measure, be good stewards of, and be accountable to internal and external constituencies for the education, research and service provided by members of the College of Public Health.

Community Engagement

Use the expertise and resources of the College to empower citizens and mobilize communities to improve public health.

Democracy

Develop a culture of learning in the College characterized by open communication, tolerance, inclusiveness, collegiality, and civility that prepares students to participate in public health initiatives.

Educational Opportunity

Be inclusive in recruiting a diverse faculty, student body, and staff to better serve the public health needs of all population groups.

Organizational Cohesion

Create and nurture an organizational culture that emphasizes openness and collaboration in its governance and daily activities.

Trans-disciplinary Discovery

Facilitate the conduct of rigorous transdisciplinary and interdisciplinary research to address complex public health issues and problems.

Integrity

Commit to a culture characterized by honesty, transparency, and ethical behavior that pervades all its relationships and activities.

Student Services & Resources

Computing Services

The Communications and Network Systems offers Student Computing Services at many locations on campus.

Students can access information about these sites and other labs on campus by visiting this website,
<http://www.uky.edu/ukit/labs>.

Disabilities (Physical, Mental and/or Learning)

The University of Kentucky is committed to meeting its obligations pursuant to Section 504 of the Rehabilitation Act of 1973, as amended; and the Americans with Disabilities Act of 1990, as amended. An individual with a disability is defined as someone who has “a physical or mental impairment that substantially limits one or more of the major life activities of such individual.”

Any student who has such a disability and seeks special accommodations from the University must notify the Academic Affairs Office of the College of Public Health of that disability, in writing, preferably before the beginning of the school year, but in no case later than the third day of classes for the fall semester. If a disability develops during the school year for which accommodations are requested, the student must notify the Academic Affairs office, in writing, as soon as they become aware of the disability.

All students requesting accommodations need to be registered with the Disability Resource Center (DRC) and have official UK accommodation letters to provide to each of their faculty every semester. Students are advised that they must provide a reasonable amount of notice for faculty to arrange testing accommodations. Faculty should honor accommodation requests received at least one week prior to a scheduled test or exam. Requests for faculty support with notes are to be interpreted such that when faculty publicly display outlines or text through a PowerPoint presentation, overheads, or other visual device, it is reasonable for them to provide the student with a copy of that text. (If faculty are displaying a set of slides or showing a short film, it is not reasonable for the student to receive a copy. If faculty work on problems or make lists on a chalk board, it is not reasonable for faculty to provide a written copy to the student. Students may not request instructor’s private, personal notes.)

Requests for testing accommodations that only include extended time (50% or 100%) and testing in a separate, low distraction

environment may be set up by the faculty, with a proctor and a quiet work space. At faculty’s discretion, the accommodated testing can take place in the Counseling and Testing Center, but the exam must be completed by 4:00 p.m.

Requests for testing accommodations that include use of a computer, software, a reader, a scribe, an interpreter, or exams that take place after 4:00 p.m. may not be scheduled with the Counseling and Testing Center. Faculty are responsible for establishing arrangements for these accommodated tests. Academic departments are required to assist with this process.

If you need additional accommodated testing resource options, you may contact the Disability Resource Center for assistance. However, the DRC also must have a reasonable advanced notice (at least one week) of a test or exam that needs special accommodations. For further information or questions, please call the DRC at 257-2754,
<http://www.uky.edu/DisabilityResourceCenter/>.

E-mail

All UKCPH students must establish a University of Kentucky e-mail address and provide it to the Student Affairs office. All correspondence from UKCPH to students will be sent to the UK address. To establish an e-mail address please go to <http://www.uky.edu/email/> and follow the directions.

Students may report problems with their e-mail address to the Customer Service Center, 111 McVey Hall, 257-1300,
<http://www.uky.edu/IT/CustomerService/contact.php>.

Graduate Certificates

The College of Public Health offers multiple Graduate Certificates that students can pursue. Please see the College of Public Health website for a complete listing:
<http://www.uky.edu/publichealth/academics/graduate-certificates>.

The Graduate School maintains updated listings of Graduate Certificates offered throughout the University:
http://www.research.uky.edu/gs/CurrentStudents/grad_cert.html

Library Resources

The University of Kentucky libraries house over two million volumes and rank among the largest in the south and midwest. The Government Publications Department, a Federal Depository, contains documents relating to municipal, state, and national

Student Services & Resources Continued

topics. The system also includes Special Collections, and individual libraries of Medicine, Business, Economics, and Law. The University has the W.T. Young Library, a multi-million dollar, state-of-the-art central library. Public health students may also use the library sources in the Health Sciences Learning Center (College of Nursing) and the Medical Science Building. For information on training and library updates, <http://www.mc.uky.edu/medlibrary>.

Student Organizations

University of Kentucky Student Public Health Association (UKSPHA)

The University of Kentucky Student Public Health Association (UKSPHA) is a student affiliate of the Kentucky Public Health Association (KPHA). UKSPHA is a nonprofit organization for students of the University of Kentucky College of Public Health and other individuals interested in public health. The chapter was founded on September 21, 2000. The student chapter consists of an executive board of elected officials including chairs for the public service and social committees.

UKSPHA is a student-run organization and a student governed organization of the University of Kentucky College of Public Health. UKSPHA's role is to act as a liaison between students and faculty, promote student involvement to develop healthy communities, and represent the needs of students of the College of Public Health.

Any student at the University of the Kentucky who is interested in public health issues can join regardless of their year in school or specific college they attend. Please contact any of the officers to obtain more information or email us at ukspha.ky@gmail.com.

In addition students have the option to become members of the American Public Health Association (APHA), <http://www.apha.org/become-a-member>.

University of Kentucky MHA Student Association

The MHA Student Association essentially serves as the student association for the American College of Healthcare Executives (ACHE) and for the MHA program. The MHA Student Association organizes educational, service and social activities and projects for all MHA students. The student association also advises the MHA Program Director on career and professional development opportunities and initiatives. Officers are elected in the spring semester and serve for the following academic year.

Delta Omega Society - Beta Gamma Chapter

Delta Omega is the honorary society for graduate students in public health. The Society was founded in 1924 at Johns Hopkins University School of Public Health. There are currently 67 chapters throughout the United States and Puerto Rico. Membership in Delta Omega is by invitation to students with exceptionally high GPAs who also have promising leadership potential in Public Health. An induction ceremony is held at UK each spring for students during their graduating year. For information about the Beta Gamma Chapter at the University of Kentucky College of Public Health, contact Dr. Glen Mays, (859) 218-2029, glen.mays@uky.edu.

Upsilon Phi Delta Honor Society

The mission of the Upsilon Phi Delta Honor Society is to recognize, reward, and encourage academic excellence in the study of healthcare management and policy. Membership in Upsilon Phi Delta Honor Society is open to individuals who meet national and local standards and are accepted and initiated into membership of a collegiate chapter. Members are announced each year at graduation.

Sigma Phi Omega - Gamma Mu Chapter

The national honor society of Sigma Phi Omega recognizes academic excellence in the field of gerontology and/or aging, as well as professionals in aging service. Gamma Mu is the University of Kentucky chapter. Sigma Phi Omega seeks to promote scholarship and professionalism within any endeavor associated with aging and older persons.

Gamma Mu sponsors department-wide events such as participation in the Alzheimer's Memory Walk, hosting guest speakers, and participating in various university and community-based activities throughout the year. Gamma Mu also holds monthly meetings in the Graduate Center for Gerontology.

Membership is open to undergraduate and graduate students who are majoring or minoring in gerontology/aging studies and related fields and who are in at least their second term of enrollment. Undergraduates must have a grade point average of at least 3.3 on a 4.0 scale, and graduate students must have at least a 3.5 GPA to be eligible for membership. Faculty, alumni, professional, and honorary memberships are also available. New

Student Services & Resources Continued

members receive a certificate, a lapel pin, a subscription to the Sigma Phi Omega Newsletter, and an invitation to participate in the national meeting and all activities of the Society. For more information about the local chapter, visit the UK gerontology website, or contact the Director of the Graduate Center for Gerontology.

University of Kentucky AcademyHealth Student Chapter

AcademyHealth is the professional home for health services researchers, policy analysts, and practitioners, and a leading, non-partisan resource for the best in health research and policy. The Chapter was formed to acquaint students with the fields of health services research (HSR), public health systems and services research (PHSSR), and health policy, provide learning opportunities through interaction with health services researchers and health policy practitioners and help expand chapter members' career opportunities. For more information visit <http://www.academyhealth.org/index.cfm>.

For a complete list of student organizations, please see the following link: <http://getinvolved.uky.edu/>

Student Presentation Resources

The Media Depot is a student digital media space located in the Hub at William T. Young Library. The Media Depot provides access to recording equipment and space, editing stations with specialized multimedia software, and technical support for students' development of their academic media projects. Additional information can be found here: <http://www.uky.edu/ukat/mediadepot>.

Presentation U! is a state of the art multimodal communication center offering tutoring for students and support services for faculty to increase oral, written, and visual communication competence both inside and outside of the classroom, as part of UK's Quality Enhancement Plan (a component of the requirements for our SACS-COC accreditation). Additional information can be found here: <http://www.uky.edu/UGE/pres-u>.

University Academic Ombud

At the University of Kentucky, the Office of Academic Ombud Services is responsible for assisting students and instructors work through and resolve academic related problems and conflicts. The major arenas of activity for UK's Academic Ombud include both Student Academic Rights and Academic Offenses. The primary

focus of Academic Ombud Services is the process by which decisions are made, and the primary task of the ombud is to ensure fair policies, processes, and procedures that are equitably implemented. Thus, the Academic Ombud is a neutral party working as an advocate for fairness and equity, <http://www.uky.edu/Ombud/>.

The UK Academic Ombud is located at 109 Bradley Hall and may be reached at (859) 257-3737, fax, (859) 257-5346, or email: ombud@uky.edu.

University Health Services

University Health Services provides medical treatment for full and part-time students. You should access their website for their policies and procedures, <http://ukhealthcare.uky.edu/uhs/>.

WildCard Student ID

Students are required to have a WildCard Student ID that may be used for a variety of services on campus (copying services, athletic events, library use, etc.) as well as access in areas of the UK HealthCare - Chandler Hospital. Since the College of Public Health is a member of the Health Professions Colleges your ID will be obtained from the UK HealthCare security office. The security office hours of operation are Monday – Friday, 7:00 a.m. to 3:30 p.m. in room A.00.802, UK HealthCare - Chandler Hospital, 1000 S. Limestone (859) 323-2356. Additional information can be found here, <http://www.uky.edu/Police/UKID/index.html>.

Academic & University Policies

Academic Integrity, Cheating, and Plagiarism

Students are expected to adhere to the highest standards of academic honesty. Cheating, plagiarism, and destruction of course materials violate the rules of the University. For more information on the University's policy on Students Rights and Responsibilities see the following website: www.uky.edu/StudentAffairs/Code/index.html. Violations of the university's rules regarding academic honesty can lead to a failing grade in the course and suspension, dismissal, or expulsion from the University. Instances of academic dishonesty will be reported to appropriate University officials as required by University rules and procedures. Not knowing the policies is not an excuse, so make sure you read Parts I to IV of the website.

A link to a paper "Plagiarism: What is it?" may be found at the Ombud web site or can be accessed at www.uky.edu/Ombud/Plagiarism.pdf.

Students who witness a violation to academic integrity, cheating, and/or plagiarism must report any violation to their Academic Advisor or Program Director within a week of the incident. In addition to University process, policy, and imposed procedures for these infractions, other actions may be recommended by the College of Public Health.

Class Attendance

Every student is expected to attend all class sessions, including laboratories, other outside-the-classroom activities as deemed necessary by the course instructor, and to complete all examinations. Each instructor determines his/her individual policy for class attendance, completion of assigned work, absences at announced and unannounced examinations and excused absences. A student has the right to expect this policy to be in writing and given to him or her by the first or second meeting of the class. Failure to comply with these rules may result in lowered grades.

In all cases, the student bears the responsibility for notifying the instructor of any missed work and for making up any missed work. If feasible, the instructor may give the student an opportunity to make up the missed work or examination missed due to an absence during the semester in which the absence occurred.

Class Cancellations

The University never entirely closes, but there may be a rare cancellation of classes due to inclement weather. Announcements of cancellation or delay of classes normally will be made by 6 a.m. through the local media. The latest information will be on the UK Infoline at (859) 257-5684, UK Cable Channel 16, or UK website, <http://www.uky.edu>. Those students who are participating in an off-site experience will be expected to follow the cancellation/closing policies of the agency/clinic/company where they are assigned.

Confidentiality and Disclosure

The Family Education Rights and Privacy Act of 1974 (FERPA, also known as the Buckley Amendment) provides basic privacy rights to students in regard to their academic transcripts. Under FERPA provisions, students have the right to have their academic record kept separate and confidential unless they consent in writing to have it released. However, FERPA also provides that the College of Public Health may disclose (to University personnel) the student's academic record without the student's consent when the person requesting the information has a legitimate educational interest and the information is used under the following disclosure guidelines and for the purpose of:

1. academic advising
2. writing a letter of recommendation requested by the student. (If the student is requesting a letter be sent to someone outside the University of Kentucky, the Release of Information Consent Form must be completed: <http://www.uky.edu/publichealth/student-resources/release-information-consent-form>)
3. selecting students for honorary organizations
4. informing community-based faculty members serving as preceptors
5. responding to a directive pursuant to law or court order

Confidentiality of Student Records, Address Information, and Student Rosters

Transcripts and grade information will be released only upon written authorization from the student. Directory information (name, address, telephone listing, date and place of birth, major, dates of attendance, degrees, and most recent educational institution attended) will be released without authorization unless

Academic & University Policies Continued

the student notifies the Registrar in writing to the contrary. Official University of Kentucky College of Public Health student records are kept by the Office of Admissions and Student Affairs in a locked cabinet, with access restricted to authorized personnel.

The College of Public Health does NOT make lists of students, addresses, phone numbers, e-mail addresses, etc. available to anyone other than students, faculty and staff of the school. Students are instructed NOT to distribute the lists of their classmates to individuals outside the College.

At UK, students can use the UK website to access important information, including grades, student schedules and registration information. Students also can update their addresses and other information, <https://myuk.uky.edu/irj/portal>.

Dress Code

All students should maintain a clean, neat appearance at all times, and students' attire should be commensurate with the activities in which the student will participate during that day. A professor may set forth additional standards of attire in his or her syllabus. This policy is designed to provide a reasonable standard of dress and appearance for public health students. If a faculty member deems a particular student's attire to be inappropriate, according to program guidelines or according to the class syllabus, he or she may notify the student privately at any time before, after, or outside of class and ask the student to correct the problem.

Diversity, Equal Educational and Employment Opportunities

The College of Public Health and University of Kentucky strive to develop an environment where the value of diversity among students, faculty and staff is accepted, encouraged and embraced. Diversity encompasses differences in age, ethnicity, gender, national origin, race, religion, sexual orientation, socioeconomic background and unique individual style. The individual characteristics, talents and contributions of all people are valued and recognized for the unique contribution they make to our College. The following statement, required on all official UK documents, guides all admissions and employment practices, and represents the best expression of the CPH commitment to diversity.

The University of Kentucky is committed to a policy of providing educational opportunities to all qualified students regardless of

economic or social status, and will not discriminate on the basis of race, color, religion, sex, marital status, beliefs, age, national origin, sexual orientation, or physical or mental disability.

Drug Free Institution

The Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act Amendment of 1989 set a standard of behavior, which affects students who are on University of Kentucky property, on University business, or at University-sponsored events. The University policy, as well as the laws from which the policy is derived, define conduct related to the unlawful possession, use, dispensation, distribution or manufacture of alcohol or illicit drugs. Students found in violation are subject to disciplinary action up to and including suspension or termination. The Drug-Free Institution Policy can be found here, <http://www.uky.edu/HR/policies/hrpp013.html>.

Electronic Devices

Out of respect for classmates and faculty, all students are asked to function in a professional manner as it relates to the use of electronic devices during class sessions. Cell phones, pagers, etc. are disruptive to classroom activities and may be requested to be deactivated upon entering the classroom. Instructors may ask that laptops be closed during lectures.

Fitness for Duty

College of Public Health students who are on rotations, internships, assistantships, or work assignments with UK Healthcare are subject to its Fitness for Duty policy, online at <http://www.hosp.uky.edu/policies/viewpolicy.asp?PolicyManual=10&PolicyID=928>.

Academic & University Policies Continued

Healthcare Colleges Code of Professional Student Conduct (HCC Code)

The Healthcare Colleges Code of Student Professional Conduct (HCC Code) provides the standards of professional conduct and procedures to be followed when questions arise about the professional, moral or ethical character of a student enrolled in courses or programs, including clinical programs, in the healthcare colleges, <http://www.uky.edu/regs/files/HCCcode.pdf>.

Procedure for Complaints

Individual students having a complaint about any aspect of the Program should first take their complaints to the Director of the Program. If the Director cannot resolve the issue, the complaint should then be taken to the Associate Dean for Academic Affairs in the College of Public Health. The Dean of the College of Public Health is the next administrative level for student complaints. Following initial review, a student may choose to approach the Graduate School (for graduate programs) and/or the University Ombud for undergraduate and professional programs.

Social Media Guidelines

UK HealthCare recognizes the impact of social media (Facebook, Twitter, Instagram etc.) on our workforce. Our expectation is that faculty, trainees, students and employees know what is expected in healthcare and observe policies on behavioral standards, patient privacy, use of personal electronic devices and hospital resources. Patient privacy is vitally important and we train regularly on obligations related to privacy and security matters (HIPAA). Recent changes to HIPAA rules require that the federal government is notified when patient privacy has been violated.

Below are some expectations when using social media sites:

- Do not “friend” patients/clients
- Do not accept “friend requests” from patients/clients or their family members
- Never share any patient information via Facebook or other social media
- Never post pictures of patients or pose with patients/clients for pictures
- Never give medical advice via social media

Smoke-Free Environment

On April 22, 2008, the UK Board of Trustees gave final approval to the revised version of the university policy that outlines the university’s smoke-free policy. Tobacco use is not allowed on University property.

For additional information, please see the following links (please note this list is not exhaustive):

The Graduate School: <http://www.research.uky.edu/gs/>

- *Academic Load*
- *Degree Completion*
- *Financial Aid/Funding Opportunities*
- *Forms*
- *Registrar*
 - *Academic Calendar*
 - *Registration Information*
 - *Tuition & Fees*

The Graduate School Bulletin: <http://www.research.uky.edu/gs/CurrentStudents/bulletin.html>

- *Academic Load*
- *Add/Drop and Withdrawal*
- *Grades and Grade Point Average*
- *Leave of Absence/Readmission*
- *Repeat Option*
- *Scholastic Probation*
- *Termination*
- *Transfer of Credits*

The student success page: <http://www.uky.edu/studentssuccess/>

- *Academic Resources*
- *Financial Resources*
- *Student Involvement*
- *Student Success Workshops*

Program Information

The mission of the Master of Health Administration program is to *provide students with critical competencies required to succeed in leadership positions in health systems, hospitals, and other complex health-related organizations and build a solid foundation for their future career development.* The MHA program focuses on preparing students early in their career for positions that require management and strategic abilities, and places special emphasis on needs and opportunities in healthcare organizations within Kentucky and contiguous states. The program is structured primarily for full-time students; highly qualified part-time students follow a standardized curriculum sequence.

The MHA Program vision is to *achieve national recognition and respect by attracting and educating highly-qualified students with diverse backgrounds who perform in an exceptional fashion in their post-graduate positions and by building strong, mutually supportive research and public service programs.*

The MHA degree is offered through the College of Public Health and includes highly qualified faculty from several other colleges as well. The MHA program has been accredited continuously by the Commission on Accreditation of Healthcare Management Education (CAHME) and its predecessor organization since 1994. The MHA program was reaccredited for seven years - the maximum reaccreditation length attainable - from CAHME in 2012. The 2018 academic year is the self-study year for CAHME reaccreditation.

Through sustained commitment to continuous evaluation and improvement in graduate education, research, and public service, the Departmental faculty aspires to have the University of Kentucky MHA Program ranked among the top twenty in the USA before the end of the decade.

Dual Degree Programs

The JD/MHA Dual Degree Program encompasses the combination of the Master of Health Administration (MHA) degree from the College of Public Health and the Juris Doctor (JD) degree from the College of Law. In addition to new applicants, students who are currently enrolled in either the JD or the MHA program can be considered for admission to the JD/MHA dual degree program after the end of the first full-time year. Students can complete the dual program in four years, one year less than completing each program individually. Earning a dual degree will make you highly marketable in the job market. For more information on the JD/MHA dual degree program, contact the MHA Director.

The MHA/MPH Dual Degree Program combines the Master of Health Administration (MHA) degree and the Master of Public Health (MPH) degree, both housed in the College of Public Health. This dual degree addresses the knowledge gap between delivery of healthcare services and management of the health of a population. Students may complete the degree in two and a half or three years rather than the four years required if the degrees are completed separately. Initial students will be in the MPH concentration in Population Health Policy & Management, which is housed in the same department as the MHA program. For more information on the MHA/MPH Dual Degree Program, contact the MHA Program Director/DGS or the MPH Director of Graduate Studies.

Program Information Continued

Program Outcomes

The MHA curriculum is designed around a set of learning outcomes that healthcare executives and faculty have agreed are essential in the 21st century. Upon completion of the MHA program, students are expected to demonstrate competencies in five domains, which are the primary student learning outcomes for the program:

DOMAIN A: COMMUNICATIONS AND INTERPERSONAL EFFECTIVENESS - Ability to communicate with individuals and groups in a manner that builds enduring, trust-based relationships.

1. Collaborate effectively in diverse multi-disciplinary groups, both large and small.
2. Speak and write in a clear, logical, and grammatical manner in formal and informal situations.

DOMAIN B: CRITICAL THINKING, ANALYSIS, AND PROBLEM SOLVING - Ability to identify key issues, determine the qualitative and quantitative information required to understand them, conduct systematic analysis, and reach decisions that are both creative and pragmatic.

3. Apply appropriate quantitative methods in assessing organizational issues and services and interpreting the results.
4. Identify, evaluate, and prioritize market opportunities and alternatives.
5. Apply accounting and financial management principles in analyzing financial data, statements, and issues.
6. Synthesize pertinent information and utilize it in constructing capital and operating budgets, and in managing the revenue cycle.
7. Understand basic concepts of health law and compliance requirements, how they influence organizational decision making, and how to discern issues that require the advice of legal counsel.
8. Apply economic principles in analyzing healthcare markets, organizational issues, and payment systems.
9. Select current methods for monitoring, assessing, and improving organizational performance, including patient safety, clinical quality, and consumer experience.
10. Demonstrate substantive knowledge of the uses, benefits and challenges associated with a range of current administrative and clinical information systems.
11. Apply critical thinking skills and employ systematic, analytical approaches in decision making.
12. Propose directions and approaches beyond the status quo and formulate solutions that are both creative and pragmatic.

DOMAIN C: MANAGEMENT, GOVERNANCE, AND LEADERSHIP - Ability to inspire support for an organizational vision and goals and develop the effective structures, processes, and cultures required to accomplish them.

13. Explain the concepts of mission, vision, and values, and the responsibilities for establishing and implementing them in healthcare organizations.
14. Distinguish the respective roles of governance, management, and clinical staff in healthcare organizations, including multi-level health systems.
15. Build healthcare programs that are durable, efficient, and effective.

Program Information Continued

16. Apply key concepts, principles, and practices of human resources management in healthcare organizations.
17. Create solid strategic and business plans, including methods for evaluating progress in relation to them.
18. Apply management knowledge and skills effectively in guiding individual and group behavior and influencing organizational culture and performance.
19. Synthesize pertinent concepts and principles of leadership and apply them in addressing organizational issues.
20. Apply key concepts and principles of change management in instituting and revising policies, practices, and programs in healthcare organizations.

DOMAIN D: HEALTH POLICY, ETHICS, AND PROFESSIONALISM - Ability to understand the development of public and organizational policies, their impact on healthcare organizations and communities they serve, and the ethical and professional standards - including continuous evaluation and improvement - that are essential to success in healthcare leadership roles.

21. Demonstrate knowledge and understanding of the U.S. healthcare system, including the organizational settings in which health services are provided and the impact of health policy on providers, payers, and populations.
22. Apply the basic concepts and principles of healthcare ethics in analyzing organizational issues, policy formulation, and decision-making processes.
23. Demonstrate commitment to objective self-assessment and development that will foster resilience and on-going professional growth.

DOMAIN E: INDIVIDUAL AND POPULATION HEALTH - Ability to understand the multiple factors that affect the health status of individuals, families, and communities, analyze their relative importance in specific situations, and contribute to developing strategies that will effectively employ available resources in bringing about improvements.

24. Analyze the key determinants of population health and health disparities and their relative impact on individuals, communities, and society.
25. Analyze the incidence and prevalence of injury and disease using epidemiological and statistical methods.
26. Assess and prioritize population health needs.

Program Requirements

The total program consists of 54 semester hours at the graduate level. Program completion normally requires two years for a full-time student and four years for part-time students. Students are also required to complete a final integrative master's examination. To be eligible to sit for the final examination, students must have completed or be enrolled in their last semester of coursework, and have an overall GPA of 3.0 or better. Students with "I" or "S" grades in credit-bearing classes are not eligible for the final examination.

Program Curriculum

The following curricular requirements are presented as a guide to your matriculation through the program, but depending on previous coursework, there may be changes and alternatives suggested by your MHA advisor.

Required Courses

Course Title	Credit Hours
CPH 600 Health Services and Systems Organization.....	3
CPH 614 Managerial Epidemiology	3
CPH 652 Health Finance.....	3
CPH 655 Management Accounting for Healthcare Organizations	3
CPH 658 Health Economics	3
CPH 663 Introduction to Public Health Practice and Administration.....	3
CPH 681 Legal Aspects of Healthcare Management	3
CPH 682 Quantitative Methods for Healthcare Management	3
CPH 683 Operations Management and Quality Improvement	3
CPH 684 Human Resources Management in Healthcare	3
CPH 687 Organizational Theory & Behavior	3
CPH 688 Internship in Health Administration.....	1
CPH 780 Strategic Planning and Marketing in Healthcare.....	3
CPH 781 Healthcare Ethics and Governance	2
CPH 782 Information Systems in Healthcare.....	3
CPH 784 Case Studies in Health Administration	3
CPH 785 Health Policy.....	3
CPH 787 Independent Study in Health Administration.....	1

Electives

Please see your advisor for a complete list of electives

Subtotal: Elective Hours5

Total Minimum Hours Required for Degree54

Internship / Culminating Experience Procedures

Internship

Managerial experience in a healthcare setting is an essential component of the health administration educational process. Administrative internships provide the student with the opportunity to apply the theories and techniques discussed in the classroom to operational healthcare situations under the guidance of an experienced healthcare professional with faculty oversight. This sharing of educational responsibility between the professional school and experienced healthcare administrators is necessary to assure the quality of professional education. This is particularly true when the goal is development of competencies through real-life experiences in settings outside the classroom.

A positive administrative internship does not happen by chance, but has to be carefully planned and implemented. It requires active commitment to the concept of the internship on the part of the faculty, preceptors/sites, and students. Only in this manner can effective mechanisms for collaborative efforts by all concerned be maintained.

Students without significant administrative experience typically complete a 400-hour administrative internship. This can be completed on a full-time or part-time basis. Students completing the MHA degree following a part-time course sequence will work with the MHA Internship Coordinator to develop an internship experience which meets the course objectives and the student's employment schedule. Students with administrative experience may develop an administrative internship within their own organization that requires activities beyond their existing job responsibilities. With the written approval of the Director, students with significant administrative experience may take an additional 3-credit course in lieu of the internship. Credit for the internship includes participation in seminars that provide students with important information to prepare them for their internship experience.

Students should refer to the Administrative Internship Handbook for details on requirements and processes to complete a successful experiential learning experience. The Administrative Internship Handbook is distributed at a meeting called by the Internship Coordinator to begin the planning process and is also available from the Internship Coordinator.

Final Master's Exam

Students are required to complete a master's level final integrative examination as the culminating experience for the MHA program. This experience will incorporate elements of the overall curriculum and focus on the attainment of the defined MHA program competencies.

To be eligible to sit for the final examination, students must have completed or be enrolled in their last semester of coursework, and have an overall GPA of 3.0 or better. Students with "I" or "S" grades in credit-bearing classes are not eligible for the final examination.

Upon approval by the MHA Director, a capstone project may be completed as the final integrative master's examination. The capstone project typically involves an analysis of a management or organizational problem in a healthcare setting followed by a set of specific recommendations or a course of action. The capstone project has two components: a comprehensive paper and the oral defense. Additional information regarding the capstone project and the final integrative master's examination will be shared by the MHA Director.

Suggested Sequence for Full-Time Students

NOTE: Courses listed on the template in fall are only offered in fall. Those listed in spring are only offered in spring. Students who take courses out of sequence do so at their own risk and may delay their graduation. Students who intend to change their full-time or part-time status after program admission must notify the program director to minimize potential delays in completing graduation requirements.

First Year		Second Year	
<i>Fall</i>	<i>Spring</i>	<i>Fall</i>	<i>Spring</i>
CPH 600 Health Services and Systems Organization	CPH 684 Human Resources Management in Healthcare	CPH 780 Strategic Planning and Marketing in Healthcare	CPH 787 Independent Study
CPH 682 Quantitative Methods for Healthcare Management	CPH 688 Internship in Healthcare Management (completed in summer)	CPH 781 Healthcare Ethics and Governance	CPH 782 Information Systems in Healthcare
CPH 655 Management Accounting for Healthcare Organizations	CPH 681 Legal Aspects of Healthcare Management	CPH 785 Health Policy	CPH 784 Case Studies in Health Administration
CPH 687 Organization Theory and Behavior	CPH 658 Health Economics	*CPH 614 Managerial Epidemiology	Elective
CPH 663 Introduction to Public Health Practice and Administration	CPH 683 Operations Management and Quality Improvement	Elective	
	CPH 652 Health Finance		

*Program Change in Progress.

Suggested Sequence for Part-Time Students

Semester	Fall 1	Spring 1	Summer 1
Course	CPH 663	CPH 681	Elective
Course	CPH 682	CPH 684	
Credits	6	6	2-3

Semester	Fall 2	Spring 2	Summer 2
Course	CPH 600	CPH 652	CPH 688
Course	CPH 687	CPH 658	
	CPH 655		
Credits	9	6	1

Semester	Fall 3	Spring 3	Summer 3
Course	CPH 780	CPH 683	Elective
Course	CPH 614	CPH 782	
Credits	6	6	3

Semester	Fall 4	Spring 4
Course	CPH 785	CPH 784
Course	CPH 781	CPH 787
Credits	5	4