Disclaimer: The information contained in this handbook is as up-to-date as possible. However, since requirements and procedures may change over time, students must check with their advisor regarding any questions or clarification. Further, students should regularly check the Graduate College website for updated information.

Revised 2.28.17 and approved by EMHA Committee
About UNLV

In its 50-year history, UNLV has undergone an amazing transformation from a small branch college into a thriving urban research institution of 28,000 students and 3,300 faculty and staff. Along the way, the urban land-grant university has become a dynamic resource for one of the country's fastest-growing and most enterprising cities. UNLV's 350-acre main campus, located on the Southern tip of Nevada in a desert valley surrounded by mountains, is home to more than 220 undergraduate, master's, and doctoral degree programs, all accredited by the Northwest Commission on Colleges and Universities.

About the School of Community Health Sciences

The School of Community Health Sciences (SCHS), formerly known as the School of Public Health was established in 2004 and is dedicated to improving the health and well-being of people worldwide. Our departments, programs, and research units work to provide a diverse education, practical training experience and numerous community involvement opportunities to prepare students to become leaders and professionals in the field of public health.

SCHS students and faculty come from diverse backgrounds and represent a broad spectrum of interdisciplinary academic and research interests. We foster a collegial and supportive environment in which students work closely with faculty, staff, practitioners and other students. The quality of our educational programs reflects our deep commitment to our students.

The School of Community Health Sciences is committed to preparing students to meet the critical need for public health professionals in Nevada, the nation, and the world. We provide excellent academic programs with a variety of areas for concentration and the opportunity for applied research. The School of Community Health Sciences has a special interest in community-based participatory research.

Accreditation

The Department of Health Care Administration and Policy is a member of the Association of University Programs in Healthcare Administration (AUPHA). The MHA program is currently in candidacy for accreditation by the Commission on Accreditation Healthcare Management Education (CAHME). The Master of Public Health (MPH) health care administration track is part of the School of Community Health Sciences MPH accreditation by the Council on Education for Public Health (CEPH) Board of Councilors. This accreditation encompasses all of the core public health areas of emphasis, including environmental and occupational health, health care administration and policy, social and behavioral health, and biostatistics and epidemiology. The EMHA program will pursue accreditation through the Commission on Accreditation Healthcare Management Education (CAHME) when eligible, as newly launched programs have a waiting period until two graduating classes have completed program.

Revised 2.28.17 and approved by EMHA Committee
Message from the Chair:

Welcome to the Executive Master of Health Care Administration (EMHA) program in the Department of Health Care Administration and Policy. The EMHA program is designed to provide students with valuable tools necessary to advance to senior leadership in the health care industry. Our program utilizes a concentrated immersion program followed by a 2nd immersion session 12 months later, coupled with online instruction to offer maximum flexibility to working professionals. As with any discipline, students can expect be challenged in a variety of ways including individual and group projects and case studies. Our academic faculty has been trained at some of the best programs around the country and around the world. They are dedicated scholars with successful research experience. We partner with the best health care providers around the community and state to provide our students with a real world learning opportunity, engaging industry experts throughout the journey, as appropriate.

As such, we have high expectations for our students. We encourage you to work hard as you tackle this program. If you are dedicated to the program and recognize the sacrifices you may need to take to complete your executive graduate degree, you will be successful. All of us in the UNLV HCAP department are proud that you are here and we are ready to help. As an EMHA graduate, you will become one of our successful Health care Administration Alumni in Nevada or around the world. Feel free to call on us at any time, and continue to share your career journey with us; we are committed to your success.

Chris Cochran, Ph.D.,
Professor and Chair
Department of Health Care Administration and Policy
Mission

The mission of the UNLV Executive Master of Health Care Administration program is to provide high quality education to prepare mid-level professionals from Nevada and around the nation to lead, manage and improve the delivery of health care and to provide service within and outside of the university that supports the needs of the profession and the community.

Vision

With a commitment towards education and research, we strive to become a recognized leader in the development of a new generation of health care administration professionals who are dedicated to improving the patient experience and the performance of the health care system in the region and beyond.

Values

Excellence: We are committed to offering the most up-to-date and cutting-edge knowledge to our students.

Diversity: We embrace different backgrounds and value different perspectives and approaches in order to create optimal learning experiences for our students and faculty.

Innovation: We create new ideas and approaches in the classroom through research and strong industry ties.

Professionalism: We strive to integrate academic integrity, ethical behavior, service and professional development to further the education of our students.

Lifelong learning: We commit to lifelong learning for the continuous development of knowledge and skills required by the dynamic and ever-changing health care sector, and value lasting relationships with our EMHA graduates through our alumni association.

Community Partnership: We create community partnerships that serve to address the workforce challenges of the ever-evolving health care environment.

Revised 2.28.17 and approved by EMHA Committee
Executive Master of Health Care Administration Program (EMHA)

Application and Eligibility requirements

Application requirements:
Program applicants are required to have a minimum of 3 years of management or administrative experience, or 5 years of clinical experience (nursing, lab, etc.) or a terminal degree in healthcare (MD, PharmD) with practice experience, or a JD. All candidates must have, at a minimum, a bachelor’s degree in any field, to be considered.

- Complete the graduate application online and submit application fee.
- Application form is available at [https://unlv-gradcollege.force.com/Portal_Login](https://unlv-gradcollege.force.com/Portal_Login).
- Non-refundable application processing fee, payable check, money order, or online by credit card of $60 to the Board of Regents, UNLV. Your application review process does not begin until this fee is paid.
- Provide three letters of recommendation, at least one from your current employer. Provide your under-graduate transcripts and any graduate transcripts, if applicable. Unofficial transcripts should be uploaded with your application to expedite processing and your official transcripts of all postsecondary academic work must be sent directly from every institution attended to the UNLV Graduate College. A GPA of 3.0 or greater is preferred for applicants applying to the EMHA Program.
- Provide a resume and a personal statement (more information below).
- Participate in a personal interview (more information below) with the HCA department, if required by Admissions Committee. This will be in-person for Las Vegas residents or by Skype for those residing outside Las Vegas.
- The TOEFL (Test of English as a Foreign Language) must be taken by international applicants unless they have an undergraduate degree from an accredited US institution. The minimum score is 85 or higher; applicants who do not meet the minimum score will not be considered for admission.

Application deadlines:
December 1 for Spring Admission;
August 1 for Fall Admission. (Note: Fall admission only may be offered for this program, depending upon demand.

Tuition Costs
An estimate of the tuition and fees you can expect to pay for the upcoming semester can be calculated at: [http://tuition.cashiering.unlv.edu/Home/Calculator](http://tuition.cashiering.unlv.edu/Home/Calculator). Flexible payment plans may be available for EMHA students. Contact financial aid for further details at [https://www.unlv.edu/finaid](https://www.unlv.edu/finaid)

Revised 2.28.17 and approved by EMHA Committee
Currently enrolled students may receive an exact, up-to-date account balance from MyUNLV.
EMHA Transfer Policy for Currently Enrolled UNLV MHA Students

The EMHA Admissions Committee has adopted the following policy relative to MHA student eligibility for transfer into the new EMHA Program:

- GPA of 3.0 in under-graduate degree
- currently in good standing in the MHA Program, and endorsed by Advisor to transfer to the EMHA Program
- meets minimum professional experience requirements of EMHA Program
- no more than 4 courses completed in the MHA Program at time of transfer application
- MHA transfer student must agree to complete capstone catch-up work prior to enrolling in EMHA, and will take responsibility for meeting with an assigned faculty member to get guidance on this preparation.

All MHA student transfer requests will be initially reviewed by Graduate Programs Director. Appointments are recommended to review current MHA standing, transferability of credits, review of 2017 & 2018 EMHA course schedule, and higher program costs of EMHA Program.

Any candidates that do not meet all of the transfer criteria above will be reviewed for exception admittance by the EMHA Admissions Committee. The committee will meet a minimum of once per month to review transfer exceptions. Candidates will be advised of the committee’s decision as soon as possible so that they can proceed with program application as soon as possible, if they are accepted for transfer.

Students with graduate credits from other institutions should submit applicable syllabi and transcripts to Programs Director for guidance on transfer credit acceptance. No courses used to qualify for another degree program, which you completed, will qualify for transfer credit to UNLV, per university policy. See the Graduate College website for further information.

Revised 2.28.17 and approved by EMHA Committee
Program Requirements

The Executive Master of Health Care Administration (EMHA) degree program is the only executive graduate health care administration program in the Nevada System of Higher Education (NSHE). The EMHA will prepare students to assume senior leadership roles in health care organizations. The degree is recognized in the health care field as an important credential that prepares graduates to assume executive health care management positions. The curriculum is developed to include all the critical competencies for health care leadership, including issues of health care delivery, health care finance, ethical and legal issues in health care administration and management topics. Students and faculty will contribute though research and service to the knowledge and applications of management in health care; and they will use their education and expertise to help meet the health care management needs of their community and their organizations.

Requirements to complete the EMHA program:

Requires completion of a minimum of 36 credit hours with minimum GPA of 3.00.

Required Courses - 33 credit hours. Capstone Course – 3 credit hours.

Graduation Requirements
1. The student must submit all required forms to the Graduate College and then apply for graduation from both degrees up to two semesters prior to completing his/her degree requirements.
2. The student must successfully complete the capstone course.

http://catalog.unlv.edu/preview_program.php?catoid=20&poid=5055

Suggested Timeline for Key Action Steps

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<tr>
<th>Semester</th>
<th>Steps</th>
<th>Forms</th>
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| First Semester | • Attend Immersion  
                 • Meet with Advisor this semester, and once per semester throughout the program. | Submit Degree Audit Worksheet and Degree Audit Companion form. |
| Last Semester  | • Apply for graduation early in the semester (check dates)  
                 • Complete the capstone course | Submit all required forms to the Graduate College |

Revised 2.28.17 and approved by EMHA Committee
EMHA required courses

EMHA 701 **U.S. Health Care System: Programs and Policies.** Examines the manpower, financing and major service components of the US health care system. Addresses major issues of health care access, costs, and quality of care. Special emphasis on the role of government regulation and public policy in the system.

EMHA 702 **Epidemiology in Health Services Management.** Examination and synthesis of concepts and an application of methods appropriate to epidemiology from a leadership and population health perspective.

EMHA 703 **Management of Health Service Organizations and Systems.** Theories and practice of the management of health services. Analysis and evaluation of the management functions and roles, organizational theories and behavioral perspectives and health care policy issues as they apply to health services management.

EMHA 716 **Health Care Accounting and Finance.** Introduction to financial and managerial accounting in the context of the health care industry. Also introduces concepts from finance for use in the decision making process.

EMHA 717 **Operations and Quality Management of Health Services.** Introduces concepts of operations management in the context of the health care industry. Covers analytical techniques in the context of quality management.

EMHA 718 **Health Care Economics.** Application of economic theory to study of health markets and institutions. Impact of insurance on demand for and supply of health care analyzed. Competition and regulation as forces in health care industry discussed from an economic perspective.

EMHA 719 **Human Resources Management of Health Care Organizations.** Covers structural and behavioral systems and human resources process systems. Taught from the perspective of strategic management and in the context of the legal environment for health care organizations.

EMHA 720 **Information Systems in Health Services Management.** Understanding of computerized needs of health services managers. Examines decision making process, information needs of various decisions and how “decision support systems” meet these needs. Major types of information systems examined, include financial, patient care & strategic management systems.

EMHA 721 **Advanced Health Care Accounting & Finance.** Further study of financial management in the context of the health care industry.

Revised 2.28.17 and approved by EMHA Committee
EMHA 730  **Strategic Management of Health Services.** Emphasis on concepts of strategic, marketing and operational management for health care organizations, utilizing case studies.

EMHA 761  **Health Care Law and Ethics for Managers.** Course examines legal and ethical issues that impact health care management. Topics include: liability, contract and antitrust law; employee and labor law; professional relations; and ethical issues regarding: beginning and end of life, patient rights, medical research, access to care; conflict of interest, and confidentiality.

EMHA 779  **Health Care Administration Capstone.**

In their final semester, students in the EMHA program will complete the Health Care Administration Capstone as their culminating experience. Students must have completed all other required coursework leading up to the capstone course. As students progress through the program, they will assemble a portfolio of their work in the program that highlights their learning experience and how this work will help them advance their careers. Planning for the capstone “begins at the beginning”. During their first on-campus experience, students will reflect on their current knowledge in the field, and complete a Self-assessment tool for the program competencies. The self-assessments, completed eight times during the program, will also help student reflect on their experience, the progress that they have made in achieving their knowledge towards improving their personal career goals, and what they hope to accomplish upon completion of the program. At the end of their second semester, students will submit a proposed Capstone topic and scope for approval. It will be centered around a workplace problem or opportunity, and approved by their employer and advisor, in addition to the EMHA Committee. The capstone project is scheduled for the fourth and final semester in the program. At the end of the course, students will present their capstone portfolios to peers and assigned faculty, and reflect on their growth in the program competencies.

**Fast-track Immersion**

Every cohort launch, a concentrated student immersion session is held in Las Vegas to introduce students to the program, engage in coursework, meet the faculty, peers and participate in industry panels/events. Students are required to attend this immersion program twice during the program. The session dates are generally 2-4 days and are announced well in advance so logistics with employers can be managed. Check with the EMHA Program Office for immersion dates, as they are subject to change. Students who do not attend both Immersion sessions, will not be able to proceed until the next immersion session.

Revised 2.28.17 and approved by EMHA Committee
**Advising**
Initially, advising will be done by the Graduate Programs Director. Each student will be assigned to an academic faculty member for advising after matriculating in the Program. EMHA students are required to obtain advising by the end of their first semester in the program, and each semester, thereafter. Advising allows students to understand the course sequencing requirements and plan out their academic schedule in advance. Students must complete the required advising forms and submit these forms to the graduate college at this time. Failure to complete this during the first semester may result in delays in student registration for subsequent semesters. Advising plans can be changed, but students should meet with their advisor if they cannot meet their course of study schedule to plan out the remaining courses. It is the student’s responsibility to resolve any provisional admission matters promptly in order to avoid any delay in graduation application process. Students in this classification are advised to work closely with their advisor to avoid any issues.

**Student contact hours**
The EMHA Program uses several approaches to providing the student the curricula needed to complete their degree. These include our annual immersion sessions, industry expert panels, group capstone dialogues, frequent faculty feedback, with fully online courses.

**Writing Style Guide**
Students should use APA style in their scientific writing throughout the EMHA program.

**WEBSITES YOU SHOULD BE VERY FAMILIAR WITH**

The Executive Master of Health Care Administration (EMHA)
http://www.unlv.edu/hca (needs updating)

The Graduate College website:
http://graduatecollege.unlv.edu/

The Health Care Administration Student Association (HCASA)
http://hcsaunlv.wix.com/hcasa

The Nevada Chapter ACHE
http://nevada.ache.org/

**Annual Review and Exit Survey**
Each spring term, graduate students are required to complete the Graduate Student Annual Review survey. This survey will be required in the EMHA 701 course or sent by the Graduate College to the student’s Rebelmail account, if the student has already completed EMHA 701.
The review covers the prior calendar year and assesses student progress, while setting goals for the year ahead.

During the student’s culminating Capstone experience, they will be required to submit an exit survey evaluating their experience in the Executive Master of Health Care Administration program. This information is vital to the program to improve the quality of the courses, to provide valuable feedback to faculty, and to determine the student’s perception of the program overall.

**Faculty and Staff**

**Full time faculty**

<table>
<thead>
<tr>
<th>HCAP Department Chair</th>
<th>Dr. Chris Cochran</th>
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<tbody>
<tr>
<td>Professor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4505 Maryland Parkway Box 453023</td>
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<tr>
<td></td>
<td>Las Vegas Nevada, 89154-3023</td>
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<tr>
<td></td>
<td>Email: <a href="mailto:chris.coehran@unlv.edu">chris.coehran@unlv.edu</a></td>
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<tr>
<td></td>
<td>Phone: 702-895-1400</td>
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<tr>
<th>Assistant Professor</th>
<th>Dr. Josue Epame</th>
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<tr>
<td>4505 Maryland Parkway Box 453023</td>
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<td>Las Vegas Nevada, 89154-3023</td>
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<tr>
<td>Email: <a href="mailto:Josue.epame@unlv.edu">Josue.epame@unlv.edu</a></td>
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<tr>
<td>Phone: 702-895-3877</td>
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</tbody>
</table>

**Programs Director:** Jennifer Bonilla, FACHE, MHI, MBA  
4505 Maryland Parkway, Box 453023  
Las Vegas, Nevada, 89154-3023  
Email: jennifer.bonilla@unlv.edu  
or emha@unlv.edu  
Phone: 702-895-4554

Michelle Sotero, MPH, Ph.D., Assistant Professor

Paulo Pinheiro, MD, Ph.D., Assistant Professor of Epidemiology

Neeraj Bhandair, Ph.D., Assistant Professor

Revised 2.28.17 and approved by EMHA Committee
Betty Burston, Ph.D., Faculty in Residence

Brian Labus, Faculty in Residence

**Adjunct faculty:**

Glen Stevens, J.D.

Paul Brezinski, Ph.D., Col. USAF

Margaret Ozan Rafferty, Ph.D

Kurt Houser, MHA, MBA, FACHE

**University Resources**

**Academic Success Center**
The goal of the Academic Success Center is to help students do well academically and complete their studies on time. They offer or will refer you to such programs and resources as tutoring, advising, skills testing, career exploration and more. They guide students every step of the way to the many established resources created to ensure they complete their educational goals. Learn more about the programs and services the center currently offers.

**Alumni Association**
With an alumni base 90,000 strong, the UNLV Alumni Association offers a variety of services and opportunities in support of alumni and their families. UNLV alumni are encouraged to support the values of higher learning through advocacy, involvement, and giving.

**Commencement Office**
Located in the UNLV Registrar’s Office, the commencement office is the last step in the graduation process. Please check with the commencement office for information on the commencement ceremony and your diploma; for all other information about graduate student degree completion and graduation, including thesis/dissertation requirements and doctoral hooding, please contact the Graduate College.

**Office of Diversity Initiatives**

Revised 2.28.17 and approved by EMHA Committee
The vision of the Office of Diversity Initiatives is to advocate, promote, and support the advancement of equity, inclusiveness, and empowerment of a continuously changing collegiate and global community. The mission of the Office of Diversity Initiatives is to provide leadership and support for UNLV’s diversity mission: to nurture equity, diversity, and inclusiveness that promotes respect, support, and empowerment. This Office also handles UNLV Title IX questions, inquiries, and reporting.

Disability Resource Center (DRC)
The DRC is committed to supporting students with disabilities at UNLV through the appropriate use of advocacy, accommodations, and supportive services to ensure access to campus courses, services, and activities. The DRC is the university-designated office that determines and facilitates reasonable accommodations in compliance with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973. Graduate students with disabilities must disclose to the DRC in order to receive appropriate accommodations.

Office of International Student and Scholars
International Students and Scholars (ISS) ensures compliance with both SEVIS (Student and Exchange Visitor Information System) and federal law, so that the university can continue to be authorized by the U.S. federal government to enroll international students; host and hire international scholars; assist and advise employment eligibility and authorization relating to international students and scholars, and visa, travel, and immigration issues; provide critical and specialized services to the international students and scholars of the UNLV community; and facilitate their transition to the campus and the U.S.

Jean Nidetch Women's Center
The Jean Nidetch Women’s Center is committed to creating a supportive and inclusive environment for all genders through programming, services, and advocacy for the UNLV community. The Women's Center has informational resources, brochures, and flyers for a variety of on and off campus organizations to help empower and protect yourself, and learn about your options. They also provide free tampons, pads, and condoms.

UNLV Libraries
UNLV Libraries has always been more than books; they are about encouraging students and creating quality programs that elevate growth and learning. Please visit their website for important information about the services they offer to graduate students.

Graduate & Professional Student Association (GPSA)

Revised 2.28.17 and approved by EMHA Committee
The Graduate & Professional Student Association serves all currently enrolled University of Nevada, Las Vegas graduate and professional students. The GPSA maintains the Graduate Student Commons located in the Lied Library room 2141. The facility a working office equipped with a copier, fax, flatbed scanners, color laser printer, office supplies, and computers with printers and a small kitchen area. The GPSA is the graduate student governance body at UNLV; the GPSA Council consists of one graduate student representative from each graduate department, and they meet monthly. The GPSA also provides volunteer opportunities, sponsors social events, and supports graduate student research through the graduate research and travel grants program.

**Office of Student Conduct**
The Office of Student Conduct is a student-centered, service-oriented office located within the Division of Student Affairs. The Office of Student Conduct collaborates with the UNLV community to provide an inclusive system through enforcement of the *UNLV Student Code of Conduct* by:

- Promoting awareness of student rights and responsibilities;
- Establishing accountability for student choices;
- Creating opportunities for involvement in the process; and
- Striving to uphold the values and ethics that advance the common good.

**Office of Veteran Services**
The UNLV Office of Veteran Services is staffed with veterans and GI Bill-experienced staff to assist more than 1,000 veterans, dependents, active duty service members, National Guard members, and reservists. Their mission is to develop a welcoming, veteran-friendly campus environment that fosters academic and personal success.

**The Financial Aid & Scholarships Office**
The Financial Aid & Scholarships Office supports higher-education access and persistence by providing financial aid to eligible students. The office partners with student organizations, the UNLV Foundation, the Graduate College, and other external constituents to provide financial aid learning opportunities and scholarship support for graduate students.

**Writing Center**
This is a free service to UNLV students to help you with any writing project, from papers to creative writing, to resumes, and we can work with you at any stage of the writing process. The center can help you brainstorm, make an outline, work on your drafts, or just be a soundboard for your ideas. The center staff can assist you in person, or via the Online Writing Lab (OWL) page.

Revised 2.28.17 and approved by EMHA Committee
University Policies and Procedures

Graduate students are responsible for knowing and acting in accordance with UNLV Policies and Procedures. To view the most commonly referenced campus policies and procedures, you can refer to the following websites:

- Academic Integrity
- Activation for Military Service
- Change of Address
- FERPA/Privacy Rights
- Health Insurance - Mandatory
- Jeanne Clery Campus Safety and Security Report
- Proof of Immunization
- Policies and Procedures on the Protection of Research Subjects
- Rebelmail Policy
- Student Conduct Code
- Student Computer Use Policy
- Title IX

To ensure compliance with Graduate College policies and procedures, please review the relevant sections of the Graduate Catalog:

- Academic Calendar
- Academic Policies
- Admission and Registration Information
- Degree Progression Policies & Procedures

In addition, the Graduate College website contains additional information regarding policies and procedures.

Nothing in this handbook supersedes any NSHE, UNLV, or Graduate College policy.

Revised 2.28.17 and approved by EMHA Committee
EMHA HANDBOOK ACKNOWLEDGEMENT FORM

I, ______________________________________ have received and read the EMHA Handbook.

✓ I understand that I am responsible for completion of my degree program.

✓ I understand that I am responsible for identifying an advisor early in my program.

✓ I understand that I am responsible for identifying and completing all required forms and paperwork, and having provisional admissions status removed prior to graduation application, if applicable.

✓ I understand that I am responsible for being aware of program policies and deadlines.

✓ I understand that once I register for classes, I will be responsible for paying for the cost of e-textbooks purchased on my behalf, should I choose to withdraw from the program prior to all semester fees being due.

✓ I understand that the information contained in this guidebook and on the SCHS website are as accurate as possible but that changes may occur.

____________________________________ __________________
Signature of Student      Date

PLEASE SIGN AND RETURN THIS PAGE TO THE
EMHA PROGRAMS DIRECTOR

Revised 2.28.17 and approved by EMHA Committee