Disclaimer: The information contained in this handbook subject to change. However, since requirements and procedures may change over time, students must consult with their advisor regarding any questions or clarification. Further, students should regularly check the MHA websites for current version of handbook.
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Revised 9.11.18
Welcome from the Dean

The mission of the School of Community Health Sciences (SCHS) is to advance the science of public health, improve the health and quality of life of people in our communities, and work to eliminate health disparities in Nevada, the nation, and the world by providing leadership in quality education, research, and service. This mission statement also serves as the mission for the MPH and other SCHS degree programs. Our vision is to be a vibrant center of excellence for public health teaching, research, and community action and to be a magnet for state, national, and international students.

Shawn L. Gerstenberger, Ph.D
Dean,
UNLV School of Community Health Sciences

Message from the Chair

Welcome to the Master of Health Care Administration program in the Department of Health Care Administration and Policy. The MHA program is designed to provide students with valuable tools necessary to be a leader in the health care industry. Our graduates work in hospitals, large group physician practices, Accountable Care Organizations (ACOs), managed care companies, health insurance providers, long-term care, educational institutions and community-based programs, government agencies and other organizations in the health care delivery system. Many of our students currently work in the health care industry and hope to use their degree for advancement. Others are new to the health care arena and desire to attain the knowledge and skills needed to be successful in the health care industry. Our program utilizes a variety of instructional formats for instruction including in-class settings, online instruction, and hybrid courses. In addition, students will complete an internship to attain experience in the field. As with any discipline, students can expect be challenged in a variety of ways including individual and group projects.

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. You will help us continue to reach our goal for excellence in teaching and research. We partner with the best health care providers around the community and state to provide our students with a real world learning opportunity. 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 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. Feel free to call on us at any time.

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

In its 60-year history, UNLV has undergone an amazing transformation from a small branch college into a Higher Learning Commission-accredited, thriving urban research institution of over 29,000 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.

Degree Programs

The SCHS offers two undergraduate and four graduate degrees in various disciplines of public health. The graduate degrees offered are Master of Public Health (MPH), the Master of Health Care Administration (MHA), the Executive Master of Health Care Administration (EMHA) and the Ph.D. in Public Health with a concentration in Health Care Administration. The MPH degree includes four concentration options: epidemiology and biostatistics; environmental and occupational health; health care administration and policy; and health promotion.

Departments, Programs and Research Units

The School of Community Health Sciences houses several departments and programs including the Department of Environmental and Occupational Health and the Department of Health Care Administration and Policy.

In addition to a world class education, the School includes a number of research centers and laboratories: American Indian Research and Education Center; Center for Health Disparities Research; Nevada Center for Environmental and Health Surveillance; Nevada Institute for Children’s Research and Policy; Environmental and Occupational Health Laboratory; and Emerging Diseases Research Laboratory. These centers and laboratories within the school offer students specialized research and real-world training opportunities.
Accreditation

The MHA program is accredited by the Commission on Accreditation of Healthcare Management Education (CAHME).

The School of Community Health Sciences is accredited by the Council on Education for Public Health (CEPH).

ABOUT THE PROGRAM

The Master of Health Care Administration degree program is one of only two graduate health care administration programs in the Nevada System of Higher Education (NSHE). (The other is UNLV's Executive MHA Program, for mid-career health care professionals.) The MHA will prepare students to assume leadership roles in health care organizations. The degree is recognized in the health care field as an important credential that allows graduates to assume 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 to the knowledge and applications of management in health care through research and service; and they will use their education and expertise to help meet the health care management needs of the State of Nevada and beyond.

Websites You Should Become Familiar with:
The Master of Health Care Administration (MHA)
School of Community Health Sciences
UNLV Graduate College

APPLICATION AND ELIGIBILITY REQUIREMENTS

Admissions Requirements
You are encouraged to apply to our Master in Health Care Administration program if you:

- Meet Graduate College standards, which can be found under the Graduate College’s Admission Requirements.

Application Requirements
Applications must be received by April 1st for fall admission and December 1st for spring admission. For a step-by-step guide to applying to our program, visit here. Applicants will need to submit supporting materials.

Applicants requiring guidance about the program or in completing their application can contact:
Erin Rosenberg, Graduate Programs Director at 702-895-4554 or at erin.rosenberg@unlv.edu

Conditional Admission

- Final Transcripts - Applicants who are within one year of graduating from an undergraduate program, can provide transcripts to-date and receive conditional admission, subject to them completing their undergraduate degree with a 3.0 GPA or better. Upon graduating, final official transcripts must be submitted to the Graduate College from all institutions attended prior to the beginning of classes, so that ‘conditional’ standing can be removed.
• **Prerequisites** - If applicants have not completed prerequisite courses (Economics 102 and Accounting 201), they can do so during their first year of the MHA Program, Economics 102 must be completed before HCA 718, and Accounting 201 must be completed before HCA 716.

• **Missing Documentation** - If applicants have another document missing from their application (ie. resume, personal statement, or their 3 recommendation letters) they can be conditionally admitted, pending the receipt of these missing documents.

**Provisional Admission**
Applicants who are borderline (lower than average GPA or GRE score) in meeting program admission requirements, may choose to take courses as a non-degree seeking student, or they can be provisionally admitted and take up to 3 departmental classes and receive a ‘B’ or better, to demonstrate capability to perform at a graduate level, and then the ‘provisional’ standing will be removed.

**Non-Degree Seeking Students**
Students who are not admitted into the Program due to academic deficiencies, may take courses as a non-degree Seeking Student in order to demonstrate their ability to be successful in the Program. Students interested in the Program can also take classes as a non-degree Seeking Student to determine whether the Program and the Industry is a good fit for them. Non-degree Seeking Students may not transfer more than 15 program credits if accepted as a future admission, and completion of MHA courses prior to admission does not guarantee admission to the Program.

**Note:** It is solely the students’ responsibility to have all conditions and provisions removed from their application. These include taking the GRE/GMAT, completing prerequisites, being removed from probational status, etc. Students should discuss their action plans to address these deficiencies when they meet with their advisor during their first semester. Students who have not had their conditional and/or provisional status removed prior to graduation, will not receive their diploma.
PROGRAM REQUIREMENTS

Orientation
Every semester a student orientation session is held to introduce students to the program and to meet the faculty. Students are encouraged to attend this important event in their first semester. If unable to attend, students are required to obtain the information covered in the orientation from their Graduate Advisor.

Advising
Each student will be assigned to an academic faculty member for advising. MHA students are required to obtain advising by the end of their first semester in the program, and must review and comply with the MHA Advising & Course Sequencing Policy. Additional advising sessions may be required as directed by your advisor, depending upon student needs. Advising allows students to understand the course sequencing requirements and to plan their academic schedule in advance. Students must complete the required advising forms and submit these forms to the graduate college following their meeting. Failure to complete advising during the first semester may result in delays in student registration for subsequent semesters or delays in graduating. Advising plans can be changed, but students should meet with their advisor if they cannot meet their course of study schedule to plan their remaining courses.

Student Contact Hours
The HCAP program uses several class setting approaches to providing the student the curricula needed to complete their degree. These include fully in-class courses, fully online courses, and “hybrid” courses (combination of in-class and online instruction). For accreditation purposes, the MHA program requires students to attain at least 120 contact hours (typically through in-class instruction). Thus, MHA students are required to be enrolled and complete a minimum of the equivalent of 4 in-class courses. These courses cannot include the internship (HCA 793) or the capstone course (HCA 779). This requirement may be met in a variety of options including fully in-class courses or a combination of in-class courses and “hybrid” courses (in-class and online) courses. Students should contact their faculty advisor in their first semester to find out which courses are available in an in-class setting only, hybrid setting, and online setting only.

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

Annual Review and Exit Survey
Each spring term, students are required to complete the Graduate Student Annual Review survey, for the Program’s accreditation process. This survey will be sent by the Graduate College to the student’s Rebelmail account. The review covers the prior academic year and assesses student progress while setting goals for the year ahead.

During the culminating Capstone experience, students will be required to submit an Exit Survey evaluating their experience in the 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 students’ perception of the program overall.

Revised 9.11.18
PROGRAM OF STUDY/COURSEWORK

Sub-Plans
Students have two options for completing the MHA program:

• Subplan 1: Non-Thesis Track (45 Credits)
• Subplan 2: Thesis Track (48 credits)

Non-Thesis Track:
Total Credits Required: 45

Suggested Timeline for Key Action Steps

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<thead>
<tr>
<th>Semester</th>
<th>Steps</th>
<th>Forms</th>
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</thead>
<tbody>
<tr>
<td>First Semester</td>
<td>Attend Orientation</td>
<td>Complete plan of study form and submit to advisor.</td>
</tr>
<tr>
<td></td>
<td>Meet with Advisor and provide advisor with handbook acknowledgement form</td>
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</tr>
<tr>
<td></td>
<td>Fulfill all conditions/provisions.</td>
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</tr>
<tr>
<td>Last Semester</td>
<td>Apply for graduation early in the semester (check dates)</td>
<td>Submit all required forms to the Graduate College and pay graduation fee.</td>
</tr>
<tr>
<td></td>
<td>Complete the capstone course</td>
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Degree Requirements
The MHA Degree requires the completion of a minimum of 45 credit hours with a minimum GPA of 3.00. A grade of B- or lower in any class will place a student on Graduate College probation. The deficient course may be required to be repeated, at the discretion of the Department Chair, Program Director, and respective faculty. In all subsequent semesters, the probationary student must perform at a B or better in all remaining classes, or may be removed from the program at the Department Chair’s sole discretion.

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

Thesis Track (Students must have approval from their Advisor):
Total Credits Required: 48

Graduate Advisors and Committees
(This information is only relevant for the students who will be completing a Thesis track). Seek additional information on the forms and timeline from Graduate Advisor.

Degree Requirements
1. Completion of a minimum of 48 credit hours with a minimum GPA of 3.00.
2. In consultation with his/her advisor, a student will organize a thesis committee of at least three departmental members. In addition, a fourth member from outside the department, known as the Graduate College Representative, must be appointed. Additional committee member may be added at the student and department’s discretion. Please see Graduate College policy for committee appointment.

Revised 9.11.18
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 submit and successfully defend his/her thesis by the posted deadline. The defense must be advertised and is open to the public.
3. Students must submit his/her approved, properly formatted hard-copy thesis to the Graduate College, and submit the approved electronic version to ProQuest by the posted deadline.

Suggested Timeline for Key Action Steps

<table>
<thead>
<tr>
<th>Semester</th>
<th>Steps</th>
<th>Forms</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Semester</td>
<td>Attend Orientation Select Advisor and Committee</td>
<td>Appointment of Advisory Committee form</td>
</tr>
<tr>
<td>Second Semester</td>
<td>Establish and submit proposed Plan of Study to Graduate College – before completion of 16 credit hours</td>
<td>Complete plan of study form and submit to advisor.</td>
</tr>
<tr>
<td>Third Semester</td>
<td>Present prospectus and submit prospectus approval form to Graduate College</td>
<td>Prospectus Approval form</td>
</tr>
<tr>
<td>Last Semester</td>
<td>Apply for graduation early in the semester and pay fee (check dates) Defend capstone and submit completed defense form to Graduate College Submit final copy of thesis to Graduate College</td>
<td>Oral Defense Results form Graduation Application (see Graduate College website)</td>
</tr>
</tbody>
</table>

HCA 793 – Internship in Health Care Administration (required of all students)

A key component of the Master’s Program is the practical experience of a 250-hour internship focused on understanding the operational tempo of a healthcare organization or system. This course allows the student to develop skills and competencies directly related to support the needs of industry. Through this process the student will learn to prepare a resume and cover letter, and interview for healthcare jobs in the community. Students will enhance their skills through this field experience.

In order to be placed in a local healthcare organization, students will visit local healthcare partnership sites where the student will have an opportunity to compete for an internship. Each student must participate in, at a minimum, 3 internship site visits in preparation for their internship course the semester prior to their internship. Students must have a completed and approved internship proposal at the end of the semester prior to the internship. In order for this to happen in a timely manner each student must contact the Internship Coordinator at the beginning of the semester before their desired internship semester to request a copy of the site visit schedule.

Students who have substantial health care management or academic experience, as determined by the Internship Coordinator and Graduate Coordinator, may petition to waive the internship (MHA Course Waiver Policy). However, those students approved for a waiver are required to take an additional elective to meet the 45-credit hour requirement of the Program. If you intend to request an internship waiver, you should gain written approval...
for this in your first semester to avoid delays in graduation, in the event that you do not receive the waiver.

**HCA 779 – Health Care Administration Capstone (required of all Capstone-track students)**

In their final semester, students in the non-thesis track MHA program will complete the Health Care Administration Capstone as their culminating experience. The Capstone enhances the operational experience gained during the internship by moving the student’s focus from operational (internship) to strategic (capstone). During the Capstone, the student will serve as a “student consultant” for the partnering organization with the task of developing and completing a project aligned with the organization’s strategic plan. The student will present the plan to the organization’s leadership with recommended actions.

Students must be in their final semester and must have completed all other required coursework leading up to the capstone course, including the Internship. The capstone option typically requires the attendance at class seminars and the completion of group projects/case studies relating to the core course requirements of the program. In order to register for the capstone course, students will need to seek approval from the Graduate Coordinator or Department Chair. For more information regarding the capstone course, students should contact their advisor. A Capstone Project Guidebook, available on the MHA website, has been developed to assist the student with this requirement.
CONTACT INFORMATION FOR MHA DEGREE PROGRAM:

HCAP Department Chair
Dr. Chris Cochran
4505 Maryland Parkway Box 453023
Las Vegas Nevada, 89154-3023
Email: chris.Cochran@unlv.edu
Phone: 702-895-1400
Fax: 702-895-5573

Graduate Programs Director (for current and prospective MHA students, and all EMHA students):
Erin Rosenberg, MS, MHA
4505 Maryland Parkway
Las Vegas, Nevada, 89154-3023
Email: Erin.rosenberg@unlv.edu
Phone: 702-895-4554

Internship Coordinator
Kurt Houser
4505 Maryland Parkway
Las Vegas, Nevada, 89154-3023
Email: Kurt.houser@unlv.edu

A current listing of the graduate faculty can be found [here](#).
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
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.

Revised 9.11.18
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)
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 assists students, faculty and staff with the conduct code and policy enforcement, serves as a resource to the campus community surrounding student conflict resolution, and also provides an extensive outreach program that includes presentations such as academic integrity and preventing academic misconduct, conflict resolution and managing disruptive behavior. Their goal is to foster an environment where students have an opportunity to be accountable for their behavior and continue their education in a supportive atmosphere.

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.
UNIVERSITY POLICY 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 website.

- Academic Integrity
- Activation for Military Service
- Change of Personal Information
- FERPA/Privacy Rights
- Health Insurance - Mandatory
- Jean Clery Campus Safety and Security Report
- Proof of Immunization
- Institutional Review Boards
- Rebelmail Policy
- Student Conduct Code
- Computer Lab Use Policies
- 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 Information

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

Departmental Commendations and Complaints

See the SCHS Commendations and Complaints Policy for further information.

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

Handbook Revision Information

<table>
<thead>
<tr>
<th>Last revised</th>
<th>Revised by</th>
<th>Changes summary</th>
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<tbody>
<tr>
<td>September 11, 2018</td>
<td>Erin Rosenberg</td>
<td>Updated links, linked to Graduate Catalogue, Removed</td>
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<td></td>
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<td>degree audit language</td>
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</table>
MHA HANDBOOK ACKNOWLEDGEMENT FORM

I, ________________________________ have received and read the MHA Handbook.

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

✓ I understand that I am responsible for scheduling a meeting with an advisor early in my program, and each semester thereafter, to ensure that I am on track for graduation.

✓ I understand that I am responsible for identifying and completing all required forms and paperwork.

✓ I understand that I am responsible for being aware of program policies and deadlines, including having provisional/conditional admission status removed and applying for graduation.

✓ I understand that this program requires that a 250-hour Internship be completed in an approved healthcare organization.

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

__________________________________________  ________________
Signature of Student                      Date

PLEASE SIGN AND RETURN THIS PAGE TO THE MHA GRADUATE COORDINATOR OR YOUR ADVISOR AT ORIENTATION OR AT YOUR FIRST ADVISING SESSION, WHICHEVER IS SOONER.