



UNLV School of Public Health
Department of Healthcare Administration &
Policy

EMHA Student Handbook
2022-23

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.

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WELCOME FROM THE DEAN

The mission of the School of Public Health (SPH) 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 SPH 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 Public Health

MESSAGE FROM THE CHAIR

Welcome to the Executive Master of Healthcare Administration (EMHA) program in the Department of Healthcare Administration and Policy. The EMHA program is designed to provide students with valuable tools necessary to advance to senior leadership in the healthcare industry. Our program utilizes a concentrated immersion program followed by a 2nd immersion session during student's last semester, coupled with online instruction to offer maximum flexibility to working professionals. As with any discipline, students can expect to 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 healthcare providers around the community and state to provide our students with a real-world learning opportunity, engaging industry experts throughout their 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 Healthcare 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 Healthcare Administration and Policy

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 over 30,000 students and 3,900 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 PUBLIC HEALTH

The School of Public Health (SPH), formerly known as the School of Community Health Sciences, 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.

SPH 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 Public Health 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 Public Health has a special interest in community-based participatory research.

Accreditation

The Department of Healthcare Administration and Policy is a member of the Association of University Programs in Healthcare Administration (AUPHA). Both the EMHA and the MHA programs are accredited by the Commission on Accreditation Healthcare Management Education (CAHME). The Master of Public Health (MPH) healthcare administration track is part of the School of Public Health, which is accredited 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, healthcare administration and policy, social and behavioral health, and biostatistics and epidemiology.

ABOUT THE PROGRAM

Mission

UNLV's Executive Master of Healthcare Administration program provides high quality, competency-based, online education and prepares a diverse workforce of healthcare professionals to lead, manage and improve the delivery of healthcare in the United States. Our faculty will conduct research to further the field of healthcare administration and provide service within and outside of the university that supports the needs of the profession and community.

Vision

The vision for the Executive Master of Healthcare Administration program is to become the region's most recognized program for professionals already working in the healthcare industry to advance their knowledge, skills, and careers as they strive to grow in their leadership roles.

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 to embrace the changing landscape in healthcare leadership.
- **Innovation:** We foster creative thinking and self-motivation to further the field of healthcare administration.
- **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 healthcare sector.
- **Health Equity:** We strive to advance and safeguard the health of populations, especially the most vulnerable patients.
- **Leadership:** We provide opportunities for students to embrace leadership positions within their classwork and their organizations.

APPLICATION AND ELIGIBILITY REQUIREMENTS

Admissions Requirements:

You are encouraged to apply to our Executive Master in Healthcare Administration program if you:

- Meet Graduate College standards, which can be found under the [Graduate College's Admission Requirements](#)
- Complete admission requirements are available in the Graduate Catalog

Application Deadlines:

December 1 for Spring Admission August 1 for Fall Admission

Late applications will be considered based on space availability. Please consult the Program Director for more information.

Tuition Costs:

An estimate of the tuition and fees you can expect to pay for the upcoming semester can be calculated using this [tuition estimator](#). Flexible payment plans may be available for EMHA students. Contact Financial Aid for further details. This program includes Differential (\$400/credit) and Program Fees (\$150/credit).

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 EMHA Program:

- GPA of 3.0 in undergraduate 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 EMHA Program Director. Candidates are recommended to review current MHA standing, transferability of credits, review of 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 the Program 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.

Discrimination Statement

UNLV does not discriminate in its employment practices or in its educational programs or activities, including admissions, on the basis of sex/gender pursuant to Title IX, or on the basis of any other legally protected category as is set forth in NSHE Handbook Title 4, Chapter 8, Section 13. Reports of discriminatory misconduct, questions regarding Title IX, and/or concerns about noncompliance with Title IX or any other anti-discrimination laws or policies should be directed to UNLV's Title IX Coordinator Michelle Sposito.

The Title IX Coordinator can be reached through the [online reporting form](#), by email at titleixcoordinator@unlv.edu, by phone at (702) 895-4055, by mail at 4505 S. Maryland Parkway, Box 451062, Las Vegas, NV, 89154-1062, or in person at Frank and Estella Beam Hall (BEH), Room 555.

PROGRAM REQUIREMENTS

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

See [Graduate Catalog](#) for full program and graduation requirements.

Annual Review and Exit Survey

Annual Mandatory Individual Development Plan: Each winter break and early spring term, graduate students are **required** to complete the Graduate Student Individual Development Plan (IDP) form [Formerly known as the Student Annual Review]. The review covers the prior calendar year and assesses student progress, and it establishes reasonable goals for the year ahead. Faculty Advisors/Graduate Coordinators have the option to provide feedback to each students' submitted IDP and provide acknowledgement that they have reviewed the IDP. Reported student data is shared with students' graduate coordinators and advisors to foster opportunities for discussion about students' strengths and weaknesses, accomplishments and next requirements, and mentoring plans so that students know what they need to do in order to progress successfully through their programs in a timely manner. Students who are graduating are also required to complete the form in order to record their achievements since the data is also used to track UNLV metrics related to the annual productivity of all students. Additionally, students are required to complete an UNLV exit survey during their last semester in their program. This data assist in gathering information for future program improvements and post-graduate placements.

During the culminating Capstone experience, students will be required to submit an Exit Survey evaluating their experience in the Executive Master of Healthcare 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 and their competency attainment.

Suggested Timeline for Key Action Steps

Semester	Steps	Forms
First Semester	Attend Immersion Meet with Advisor this semester, and once per semester throughout the program.	Submit EMHA Handbook Acknowledgement Form
Semester Before Last Semester		Complete Plan of Study in Grad Rebel Gateway
Last Semester	Attend Immersion Apply for graduation early in the semester (check dates) Complete the capstone course Complete the Culminating Experience Form in the Grad Rebel Gateway	

Advising

Each student will be assigned to a 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. 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.

Writing Style Guide

Students should use APA style in their scientific writing throughout the EMHA program.

Websites You Should Become Familiar with:

- [Executive Master of Healthcare Administration](#)
- [Graduate College](#)
- [Healthcare Administration Student Association](#)
- [Nevada Chapter ACHE](#)

PROGRAM OF STUDY/COURSEWORK

See the [Graduate Catalog](#) for a complete list of coursework.

EMHA 779 Healthcare Administration Capstone

In their final semester, students in the EMHA program will complete the Healthcare Administration Capstone as their culminating experience. Students must have completed all other required coursework leading up to the capstone course. 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 six times during the program, will also help students reflect on their experience, the progress that they have made in achieving knowledge towards improving their personal career goals, and what they hope to accomplish upon completion of the program. During EMHA 778, students will submit a proposed Capstone proposal 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 to be completed during the final semester in the program.

Fast-track Immersion

Every cohort launch, a concentrated student immersion session is held 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 days and are announced well in advance so logistics with employers can be managed. Check with the EMHA Program Director 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.

CONTACT INFORMATION FOR EMHA 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 and Graduate Coordinator

Erin Rosenberg, MS, MHA
4505 Maryland Parkway
Las Vegas, Nevada, 89154-3023
Email: Erin.Rosenberg@unlv.edu
Phone: 702-895-4554

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

UNIVERSITY RESOURCES

[The Graduate Academy](#)

Innovative Leadership, Professional, and Career Development

The goal of the Professional Development Academy is to serve as a virtual resource providing support and many professional opportunities to UNLV graduate students. The Academy offers information about events and services such as graduate certificate programs, workshops, training sessions and career services. You can follow Academy activities via social media or look for regular updates on the website.

[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 130,000 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 Office of the Registrar, 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.

[The Intersection](#)

The Intersection is a one-stop resource for UNLV's highly diverse student body — a comprehensive multicultural center grounded in the academic life of our students. As an intersecting campus resource, the Intersection helps ensure students, particularly first-generation and students of color, successfully navigate their academic careers. Here, all members of campus can discuss their differences, discover their similarities, and build a shared sense of belonging.

[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.

[Military and Veteran Services Center](#)

The UNLV Military and Veteran Services Center 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 Address](#)
- [FERPA/Privacy Rights](#)
- [Health Insurance - Mandatory](#)
- [Jean 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.

Departmental Commendations and Complaints

See the Graduate Catalog, specifically the “Academic Policies” section for further information.

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

HANDBOOK REVISION INFORMATION

Last revised	Revised by	Changes summary
February 15, 2022	Erin Rosenberg	Updated the program vision and values statements. Also added more specifics on program and differential fees to the tuition costs section.
April 21, 2021	Erin Rosenberg (votes 4/21/2021 9-0-0)	Updated section on Individual Development Plans on pg. 7, deleted mention of portfolio assignment pg. 10, updated Graduate Coordinator listed pg. 11, and made changes to the acknowledgement form pg. 16
March 25, 2020	Erin Rosenberg	Changed “health care” to “healthcare” throughout
March 15, 2019	Erin Rosenberg	Updated links, removed student contact hours information, updated the school name, updated curricular changes



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 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 the information contained in this guidebook and on the SPH 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 EMHA GRADUATE COORDINATOR AT IMMERSION.