



**UNLV School of Public Health
Department of Healthcare Administration & Policy
EMHA Student Handbook**

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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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.

A handwritten signature in dark ink, appearing to read "Chris Cochran". The signature is fluid and cursive, with the first name "Chris" and last name "Cochran" clearly distinguishable.

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). The School of Public Health 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.

Vision

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

Values

<u>Excellence:</u>	We are committed to offering the most up-to-date and cutting-edge knowledge to our students.
<u>Diversity:</u>	We embrace different backgrounds and value different perspectives and approaches in order to create optimal learning experiences for our students and faculty.
<u>Innovation:</u>	We create new ideas and approaches in the classroom through research and strong industry ties.
<u>Professionalism:</u>	We strive to integrate academic integrity, ethical behavior, service and professional development to further the education of our students.
<u>Lifelong Learning:</u>	We commit to lifelong learning for the continuous development of knowledge and skills required by the dynamic and ever-changing healthcare sector, and value lasting relationships with our EMHA graduates through our alumni association.
<u>Community Partnership:</u>	We create community partnerships that serve to address the workforce challenges of the ever-evolving healthcare environment.

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 the 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](#) or 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	<ul style="list-style-type: none">● Attend Immersion● Meet with Advisor this semester, and once per semester throughout the program.	Submit EMHA Handbook Acknowledgement Form

Semester	Steps	Forms
Semester Before Last Semester		Complete Plan of Study I & II in the Grad Rebel Gateway
Last Semester	<ul style="list-style-type: none"> ● Present Capstone Proposal at EMHA Immersion ● Apply for graduation early in the semester (check dates) ● Complete the capstone course including Capstone Presentation 	Complete the Culminating Experience Form in the Grad Rebel Gateway Complete the EMHA Exit Survey

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 1 day 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 the first Immersion session, 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

SPH Director of Student Services & Success 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 Graduate 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.

Alumni Engagement

With an alumni base 150,000+ strong, the UNLV Alumni Engagement 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. It is the students' responsibility to ensure they apply for [graduation on time](#) and submit all required forms to the Graduate College. Questions regarding thesis/dissertation should be directed to the Graduate College [Student Services Team](#) and questions regarding required forms should be directed to the Graduate College [RPC Team](#).

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 Services

[International Students and Scholars \(ISSS\)](#) 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.

The Care Center

The [Care 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 and Gateway Building PDAC Room. 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 Rights and Responsibilities

The [Office of Student Rights & Responsibilities](#) is a student-centered, service-oriented office located within the Division of Student Affairs. The Office of Student Rights & Responsibilities 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.

Military and Veteran Services Center

The [Military and Veteran Service Center](#) is staffed with veterans and veteran education benefits-experienced staff to assist more than 1,800 veterans, dependents, active duty service members, National Guard members, and reservists attending UNLV. 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 websites:

- [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 20, 2025	Erin Rosenberg	Edited Hyperlinks, Updated Office Names
March 5, 2024		General edits, removed mention of CAHME accreditation (effective May 2024), updated immersion session information, added page numbers, updated table of contents
May 31, 2023	Erin Rosenberg	Updated EMHA Mission Statement
April 5, 2023	Erin Rosenberg	Updated “Tuition Costs” section to include detail about fees.
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 GRADUATE PROGRAMS DIRECTOR