



HEALTH PROFESSIONS  
**MASTER OF  
HEALTH  
ADMINISTRATION**

**CENTRAL MICHIGAN  
UNIVERSITY**



**STUDENT HANDBOOK  
2021-2022**

Rev. February 2022

## HANDBOOK PURPOSE

This handbook is intended to guide you smoothly through your journey as a Central Michigan University Master of Health Administration student. Within this handbook you will find information useful to your life as a graduate student including the policies and procedures of the Health Administration Division, the School of Health Sciences, the College of Health Professions, and Central Michigan University. There are also departmental and university resources listed that you may find useful. Additionally, information on the community of Mount Pleasant for those students residing near campus can be found.

**MASTER OF HEALTH ADMINISTRATION PROGRAM**

Herbert H. and Grace A Dow College of Health Professions  
School of Health Sciences  
Central Michigan University

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Hello and welcome,

I am pleased you have begun CMU's Master of Health Administration (MHA) Program. Our MHA is focused on providing learning opportunities designed to enable you to take charge of your career and leverage your advanced degree for future success. Through the online MHA program, you will join a community of learners who, like you, are seeking to achieve professional and personal goals in the healthcare industry.

The MHA curriculum was developed by experienced instructors with insights from employers to assure you acquire relevant healthcare management and leadership knowledge, skills, and abilities to be successful. Among the topics explored are:

- Healthcare Operations & Structures
- Economic & Financial Challenges
- Legal, Ethical & Quality Issue
- Strategic & Critical Thinking
- Policy, Planning & Decision Making
- Informatics & Epidemiology

Our alumni are working in an array of healthcare organizations including hospitals, outpatient clinics, long-term care facilities, managed care companies, and health systems. Here are just a few examples of MHA degree projects they completed:

- Amanda Beneviat worked on a project reviewing and evaluating the COVID-19 masking policies in each state and uses what she learned in her job as a hospital-based respiratory therapist.
- Christopher Lawrence, a Process Improvement Specialist for the largest Medicaid managed care organization in the U.S., evaluated competing frameworks for ethical allocation of COVID-19 vaccine as he works to transform community health.
- Trisha Ribitch assessed the role of patient health literacy in decreasing congestive heart failure readmissions and leveraged her findings in her job as a Clinical Quality Facilitator with a large health system.

You are now on your way to joining these and other CMU MHA alumni who are using their advanced skillset and enjoying the opportunities accompanying a graduate degree. I would be happy to talk with you about your education and career plans. Please do not hesitate to contact me using the information below if you have any questions.

Thank you for choosing CMU's MHA program.

Take care,

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Director, Master of Health Administration Program  
Colonel (retired) USAF, Medical Service Corps  
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## ABOUT CMU

### CMU TODAY

Central Michigan University is among the nation's 100 largest public universities, with more than 19,000 students on its Mount Pleasant campus. CMU also has nearly 8,700 students enrolled online and at more than 35 locations across North America, including 16 centers and sites across the state of Michigan.

CMU offers academic programs at the undergraduate, master's, specialist, and doctoral levels, including nationally recognized programs in entrepreneurship, journalism, music, audiology, teacher education, psychology, and physician assistant and health sciences. CMU also established a College of Medicine in 2012, which has already been recognized across the nation for its life sciences program and prime location. The first class of physicians graduated in May 2017.

With accomplished professors, there are countless opportunities for students to engage in applied research in world-class facilities. CMU is committed to providing students with a superior learning environment and global perspective to compete in an increasingly complex world. CMU's impact and influence extend far beyond its main campus into the state, nation, and world.

- CMU has been nationally recognized for its Leadership Institute and academic minor in leadership, the first one to be offered by a Michigan university.
- CMU is classified by the Carnegie Foundation for the Advancement of Teaching as a Doctoral Research University and currently provides more than 70 graduate programs at the master's, specialist, and doctoral levels. CMU also provides several Accelerated Master's Degree Programs, which allow undergraduate students at CMU to reduce the total number of credits required to complete their undergraduate and graduate degrees by applying up to 12 credit hours at the 500600 level toward graduation requirements of both degree programs.
- CMU is ranked No. 1 for the best online programs for veterans.

### Cutting-edge Student Research

Students have helped conduct cutting-edge research in Parkinson's and Alzheimer's diseases, the creation of biofuels and longer-lasting batteries, and developing improved methods of water purification. In addition, through the university's Institute for Great Lakes Research, CMU researchers acquired the only unmanned helicopter in Michigan equipped with a hyperspectral camera to advance research imaging of Great Lakes wetlands – the world's largest group of freshwater lakes.

### Culture, Community, Resources

CMU is in Mount Pleasant, Michigan, a classic college town at the heart of central lower Michigan. Mount Pleasant serves as the county seat for Isabella County and is home to 26,000 of the county's more than 70,000 people and growing. Mount Pleasant offers a blend of natural features, family attractions and small-town life complemented by university culture. Friends,

family members, siblings and visitors are always welcome to come explore CMU's park-like campus or to attend plays, concerts, speeches, athletic events, library exhibits, summer camps and much more.

### **Charles V. Park Library**

Central Michigan University library houses more than one million print volumes on 33 miles of electronically movable shelving, but it does not take a personal visit to acquire these resources. The Clarke Historical Library regularly displays items from its extensive list of historical holdings.

### **UNIVERSITY MISSION STATEMENT**

At Central Michigan University, we are a community committed to the pursuit of knowledge, wisdom, discovery, and creativity. We provide student-centered education and foster personal and intellectual growth to prepare students for productive careers, meaningful lives, and responsible citizenship in a global society.

-Adopted by the Board of Trustees, December 2, 2010

### **UNIVERSITY VISION STATEMENT**

“Central Michigan University, an inclusive community of scholars, is a national leader in higher education inspiring excellence and innovation.”

-Adopted by the Board of Trustees, December 6, 2012

### **CORE VALUES**

To achieve our mission, we adhere to the core values of integrity, respect, compassion, inclusiveness, social responsibility, excellence, and innovation.

-Adopted by the Board of Trustees, December 2, 2010

Note: Please use the following link to view the definition of mission statement core values:

<https://www.cmich.edu/about/university-mission-vision-values>

## **The Master of Health Administration Program**

The Master of Health Administration (MHA) is designed for students interested in careers in healthcare institutions and organizations. The program curriculum meets competencies defined by the Health Leadership Competency Model as developed by the National Council on Health Leadership. The curriculum includes courses in healthcare administration and management, organizational behavior, managerial epidemiology, healthcare finance, reimbursement, statistics and quantitative methods, health policy, health economics, research, human resource management, health informatics, and comparative health systems. The program is designed for students who recently completed an undergraduate degree, persons who are interested in changing careers and moving into the healthcare industry, and professionals in the field who desire the MHA degree.

The MHA degree is part of the continuum of health administration and health policy education offered at Central Michigan University. These include an AUPHA certified undergraduate major in Health Administration, two graduate level certificates in International Health and in Health Systems Leadership, and the Doctor of Health Administration. In addition, the Health Administration Division is responsible for the Health Administration courses included in the Health Services Administration concentration in the Master of Science in Administration (MSA) degree offered through CMU Online.

The MHA is an online program. This allows professionals in the field and other working adults interested in healthcare to enroll from almost anywhere in the world. All students in the program must complete a capstone experience. There are three options for doing so, depending on previous experience of students in the field of Healthcare Administration.

### **ACCREDITATION**

Central Michigan University notified the Commission on the Accreditation for Healthcare Management Education (CAHME) of its intent to seek accreditation for the MHA Program and received “Eligibility” status in 2019 upon meeting the requirement of having graduated at least two classes. In October 2020, the program was awarded “Candidacy” status. A self-study year will begin in July 2021, followed by a CAHME site visit in fall 2022. Initial accreditation is anticipated in spring 2023.

### **MISSION STATEMENT**

Our mission is to provide an accessible, affordable, quality healthcare management professional development opportunity for individuals seeking to build upon their undergraduate education to secure entry or mid-level job opportunities, transition from other industries into healthcare, or advance their ongoing healthcare management careers.

We are committed to preparing knowledgeable, skillful, reflective, and ethical healthcare managers who make sound decisions to enhance the health and well-being of the populations served. We seek to cultivate professionals dedicated to life-long learning and professional development, who are patient-centric, and focused on the betterment of society.



In pursuit of our mission, we embrace the mission of the Herbert H. and Grace A. Dow College of Health Professions: *Dedication to the development of professionals who contribute to a healthy society through practice, leadership, education, and service.*

## VISION STATEMENT

Become a respected national leader in online, career-focused healthcare management education by producing graduates who are equipped to fulfill the expectations of employers and the challenges of the healthcare industry.

## CORE VALUES

In pursuit of our mission, we embrace the core values of the healthcare management profession: accountability, altruism, caring and compassion, excellence, integrity, professional duty, diversity and inclusion, and social responsibility.

## PROGRAM GOALS

The University and the College of Health Professions (CHP) have established strategic initiatives as expressions derived from their respective Vision and Mission statements. Likewise, the MHA Program has established specific goals to accomplish in the lives of its students and graduates. These goals are aligned with the University's strategic initiatives and values. In turn the MHA Program's goals drive curriculum priorities and a set of competencies developed by students as they progress through the courses.

Goals	Objectives
<b>General Program Goals</b>	
<b>1. Increase the program's national visibility.</b>	A: Promote the program to prospective students.  B: Promote the program to stakeholders in the healthcare field.
<b>2. Enroll a cohort of qualified students from diverse backgrounds.</b>	A: Admit applicants based on high academic standards whose personal statements align with the program's mission.  B: Enroll a qualified and diverse cohort of students.
<b>3. Ensure students successfully complete the program and obtain employment in the healthcare industry.</b>	Monitor the program's enrollment, retention, and post-employment rates to demonstrate successful completion.
<b>4. Provide a high-quality education to meet the expectations of the students.</b>	Provide a high-quality education that promotes learning and growth.

## **Educational Goals**

*1. Provide students with the foundational knowledge, competencies, and theories relevant to healthcare leadership.*

A: Create an educational experience grounded in a competency framework.

B: Develop healthcare leaders who have a sound knowledge of acceptable ethical practices benefitting the organizations and communities they serve.

C: Engage the MHA Advisory Board to ensure the curriculum covers current trends and competencies and is relevant.

*2. Offer a relevant set of integrative, interprofessional, and professional development experiences.*

Provide students with educational experiences that are interprofessional and integrate the MHA competencies and curriculum.

## **Research Goals**

*To advance and integrate evidence-based knowledge into the curriculum.*

Faculty will conduct research to be presented at conferences or published in peer-reviewed journals.

## **Service Goals**

*To encourage faculty to participate in service activities.*

Participate in service to the University or the profession.

## **Alumni Goals**

*To develop and maintain strong relationships with program alumni.*

A: The program will ensure graduates' career preparedness is monitored, documented, and used for continuous improvement.

B: Engage health administration alumni in program activities.

## **STUDENT LEARNING OUTCOMES (SLOS)**

### **1. Demonstrate Financial Competency**

Students will demonstrate the knowledge and skills needed to understand and operate within the multiple levels of healthcare funding and financing of care and services, including Medicare, Medicaid, Insurance, Managed Care, and other models.

### **2. Lead and Manage Effectively and Efficiently**

Students will demonstrate they have the knowledge and the skills to effectively and efficiently manage and lead healthcare organization operations.

### **3. Leverage Alternative Economic Theories**

Students will use health economic theories and application of such theories in determining how to balance quality of care, access to care, and cost of providing care.

### **4. Respond to Challenges**

Students will demonstrate their ability to communicate both verbally and in writing with various stakeholders as to the challenges and changes in healthcare policy, regulations and statutes brought about by health reform.

### **5. Manage Healthcare Delivery Models**

Students will demonstrate the ability and knowledge to manage within various operating models to deliver healthcare services and run non-clinical support operations.

### **6. Ethical Decision-Making**

Students will have the ability to employ an ethics assessment model and philosophy in healthcare decision making.

### **7. Compliance**

Students will demonstrate the ability to understand and use best practices within healthcare to ensure services are delivered effectively and efficiently in compliance with laws and regulations, while also ensuring value-based decision making.

### **8. Legal impacts**

Students will identify, address, and, where possible, avoid legal issues impacting the design, delivery, and financing of healthcare.

### **9. Conceptualize**

Students will conceptualize, articulate, and have the ability to lead the development of healthcare strategic and tactical plans for meeting the healthcare needs of the community.

### **10. Market strategies**

Students will demonstrate the knowledge and abilities needed to effectively understand the market environment and then use strategies to achieve both quality of care and financial objectives of the organization.

## COMPETENCIES

### MHA Competency Model

The MHA competency model consists of four domains and thirty-one (31) competencies.

The founding developers of the MHA degree developed and derived the competency model from the National Center for Healthcare Leadership (NCHL) Health Leadership Competency Model. The 2017 Commission on Accreditation of Healthcare Management Education (CAHME) Standards (III.A3 through III.A6) require inclusion of the following competencies: (a) communications and interpersonal effectiveness; (b) critical thinking; (c) analysis and problem solving; (d) management and leadership development; and I professionalism and ethics. Of these required competencies, Ethics was the only one not listed in the NCHL model.

The model was reviewed by the Health Administration Faculty, who augmented it with three CAHME domains: 1) communications and interpersonal effectiveness; 2) critical thinking, analysis, and problem solving; and 3) professionalism and ethics.

The MHA Competency Model is illustrated in Appendix A. Competencies are defined in Appendix B.

### MHA Competency Matrix

The MHA competency matrix, showing the competencies associated with each course in the program, may be found in Appendix C.

### MHA CONTACT INFORMATION

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<b>Accreditation and Capstone Coordinator</b>	Christopher S. Hunt, MHA, DHA, FACHE <a href="mailto:Hunt1cs@cmich.edu">Hunt1cs@cmich.edu</a> 240-351-4581 I
<b>Telephone</b>	989-774-1196

## MHA ADVISORY BOARD

Last Name	First Name	Title	E-Mail	Phone #
Collins	Sandra (Sandy)	Professor, Program Director Southern Illinois University	skcollin@siu.edu	618-453-8802
Gonzalez	Cheryl	Assistant Director of Enrollment Online Cohort Programs	smith6cr@cmich.edu	989-774-3867
Gribben	Kimberley	Assistant Director of MSA Central Michigan University	gribb1kd@cmich.edu	989-774-2367
Hunt	Christopher	MHA Program Faculty Central M ichigan University	hunt1cs@cmich.edu	419-651-1267
Kerr	Bernard (Bernie)	Professor, Director of MHA Central Michigan University	kerrj1bj@cmich.edu	618-233-0796
Kovacs	Robert	Administrator Hunterdon Care Center	admin@hunterdoncarecenter.com	908-788-5274
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Taylor	Beth	Assistant Under Secretary for Health for Patient Care Services/CNO Department of Veterans Affairs	Beth.Taylor@va.gov	202-461-7250
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Vazquez	Stephanie	Practice Optimization Manager Navvis Healthcare St. Louis, MO	svazqu3@wgu.edu	636-293-1396
Waldhoff	Stephen	Retired Chief Administrative Officer at Mayo Clinic	waldhoff.stephen@gmail.com	507-383-1144
Wuenstel	William (Bill)	Off-Campus Adjunct Faculty CMU Innovation and Online	wuens1wg@cmich.edu	352-816-7553

# PROGRAM CURRICULUM

## DEGREE PROGRAM REQUIREMENTS

The Master of Health Administration at Central Michigan University is a 51-hour degree program. In addition to completing 45 hours of required core courses, students must also complete an internship, field experience, or applied research project before completing the program.

### Required Courses (45 hours) \*

MSA 601	Organizational Dynamics and Human Behavior	3 hours
MGT 643	Human Resource Management	3 hours
HSL 621	Healthcare Operations and Structures	3 hours
HSL 661	Healthcare Planning and Marketing	3 hours
MSA 603	Strategic Planning for the Administrator	3 hours
HSL 631	Healthcare Law, Compliance and Risk Management	3 hours
MHA 605	International Health Systems, Policy and Administration	3 hours
HSL 641	Healthcare Economics and Policy Implication	3 hours
MHA 602	Managerial Epidemiology	3 hours
MHA 601	Statistics for Health Professionals	3 hours
HSL 611	Healthcare Administration and Ethical Compliance	3 hours
MSA 602	Financial Analysis, Planning and Control	3 hours
HSL 651	Fundamentals of Healthcare Finance	3 hours
MHA 604	Quantitative Decision-Making for Health Administration	3 hours
MHA 603	Health Informatics and Quality Improvement	3 hours

### Capstone Courses (6 hours) \*

Select one of the following in consultation with the capstone coordinator:

MHA 697	Health Administration Field Experience	6 hours
MHA 698	Applied Research Project in Health Administration	6 hours
MHA 699	Health Administration Internship	6 hours

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**51 hours**

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\*Courses are subject to change.

The 15 required courses are each eight (8) weeks in length and are typically taken one at a time.

A complete list of the online courses with descriptions may be found at the MHA website:

<http://cmich.smartcatalogiq.com/2021-2022/Graduate-Bulletin/Colleges-and-Departments/School-of-Health-Sciences/Health-Administration-M-H-A>

## CAPSTONE COURSES

The capstone course is six (6) credit hours and is taken after completion of all other program courses. It is 15 to 16 weeks in length. Three different capstone courses are offered.

MHA 699 (Internship) is for students who have no prior experience in healthcare (i.e., coming directly from undergraduate into the MHA program or transitioning to healthcare from another industry). This is a 40-hour/week non-paid learning experience the MHA capstone coordinator sets up for the student with a healthcare facility (typically a hospital) within the student's geographic area. During the internship, in addition to rotations within the organization, the student is expected to work on an administrative project for the organization. A written report describing the project is to be submitted to the MHA program at the end of the internship, along with a recording of a 15-to-20-minute PowerPoint presentation on the project the student given to relevant stakeholders within the internship organization.

MHA 697 (Field Experience) is for students who have some healthcare/health administration experience and are currently working in the industry. Students work with a manager within their organization on a project OUTSIDE the students' usual work responsibilities. The project generally involves tackling some issue within the department/organization, implementing an intervention, and analyzing the findings. Students are expected to write a report describing the project and give a 15-to-20-minute PowerPoint presentation on the project to relevant stakeholders within the field experience organization. The report and a recording of the presentation are to be submitted to the MHA program at the end of the capstone course.

MHA 698 (Applied Research Project) is for students who typically have two or more years of healthcare/health administration experience. A faculty member is assigned to work with each student 1:1 as they select a health administration research topic and then write a robust paper detailing the research.

Approximately 4 to 5 months prior to the start of the capstone course, students will receive a capstone survey questionnaire from the MHA Program secretary. Students have an opportunity on this survey to respond to questions about healthcare work experience and indicate a preference for the type of capstone course (Internship, Field Experience, or Applied Research Project). Once the completed surveys have been received and reviewed, the MHA capstone coordinator will schedule a phone call with each student to discuss capstone preferences and provide more explanation about each course. This enables the coordinator to determine which capstone course is most appropriate for each student.

Most newly admitted students can complete the MHA program in two and a half academic years. Students who transfer credits into the program may graduate in less time.

# ADMISSION REQUIREMENTS

## ADMISSION CRITERIA

- Graduation from an accredited undergraduate degree program. Students who have graduated from a program certified by AUPHA will be given preferential consideration.
- A Minimum GPA (grade point average) of 3.0, on a U.S. 4.0 scale. Applicants with an overall GPA of less than 3.00 may be considered for regular admission if they have a 3.00 GPA in the last 60 hours of course work. Conditional admission may be considered for an applicant with a lower GPA if the student has earned at least a 3.0 GPA for the last 60 hours of their undergraduate coursework.
- A professional resume, which should include educational experience, professional goals and objectives, work history, and professional experiences, memberships, and/or participation in professional activities. Please note students with no work experience will be considered, although there will likely be an internship required before graduation.
- A Personal Statement (500 to 1,000 words in length). This is a personal statement conveying the applicant's reasons for pursuing a graduate degree in health administration, and how admission to the CMU program relates to the applicant's professional aspirations.
- Three letters of reference. Each reference letter should attest to the applicant's ability and likelihood to successfully complete the program.
- No entrance exams are required. However, students may submit GMAT or GRE scores if they believe the scores will strengthen their application.
- English Competency. International students from countries where English is not the primary language of instruction must submit an official score from the TOEFL Internet Based Test (TOEFL iBT exam).

Minimum overall score of 94 with the following minimum scores:

22 minimum for Reading  
22 minimum for Listening  
26 minimum for Speaking  
24 minimum for Writing

Comparable scores on alternate exams, such as Pearson's or IELTS, may be considered.

- A demonstrable knowledge of fundamental principles of accounting, economics, and statistics is highly recommended.

### **MHA Accounting Competency**

It is recommended that MHA students have foundational knowledge in accounting. If you feel you lack in this area, it is recommended that you complete the MHA accounting competency



assessment before taking MSA 602, Financial Analysis, Planning and Control, which is a required course for the MHA degree.

### **MHA Statistics Competency Requirement**

MHA students must meet the statistics competency requirement before they may enroll in MHA 601, Statistics for Health Professionals, a required course for this degree.

Statistics competency may be achieved in any one of the following ways:

1. Successful completion (final grade of "C" or better) of CMU's STA 282 or PSY 211 course.
2. A transcript showing completion of an equivalent statistics course in the last five (5) years.
3. Achieving 70% or higher on CMU's statistics competency assessment (only two attempts will be permitted).

For more information, please refer the following link:

[MHA Competency Requirements | Health Administration | Central Michigan University \(cmich.edu\)](https://www.cmich.edu/health-administration/competency-requirements)

*Note: MHA Statistics Competency is not required prior to being admitted into the program and may be completed after enrollment in the program.*

### **Conditional Admission**

Conditional Admission may be considered for students who do not fully meet all the requirements for regular admission. Applicants wishing to be considered for Conditional Admission must submit a rationale which will then be reviewed by the program before a final decision is made. If Conditional Admission is granted, the student must earn at least a 3.0 GPA during the first nine credits taken in the program.

### **Transfer Students**

Students may transfer up to nine credits from another regionally accredited graduate degree program, provided the student earned a grade of 3.0 or better in each class.

## APPLICATION PROCEDURES

To be considered for admission to the Master of Health Administration program, students must have completed a four-year bachelor's degree from an accredited college or university. Any major is accepted, although the student must be dedicated to the healthcare profession and should demonstrate the core competencies required to succeed in the program.

- Application deadlines
  - November 15<sup>th</sup> for spring term
  - July 15<sup>th</sup> for fall term
- Apply online at [Begin your journey. Apply to Central Michigan University. \(cmich.edu\)](#)
- Professional resume
- Three letters of recommendation
- Persona Statement
- Application Fee: \$50. Waivers for Veterans and for some federal employees are available
- Request official transcripts from all schools attended
- TOEFL scores if you are from a non-English speaking country

Please find more information using the following link:

[How to Apply | Graduate Students | Central Michigan University \(cmich.edu\)](#)

# REGISTRATION PROCESS

## REGISTRATION INSTRUCTIONS

An active admission status is required to register for classes with CMU. You must also have a CMU Global ID and Password as both are required to gain access to the [CentralLink](#)

1. If you are unable to register online, contact your local CMU program administrator (mail, phone, or walk-in).
2. Select semester in which you are enrolling.
3. Search for a course based on subject and/or keywords (i.e.: Accounting, ACC 203, instructor name, course title, etc.)
4. Select additional filters in the right corner by location, day of the week, start/end dates, etc.
5. Click the “Search” button once the semester has been identified, along with any additional filters.

Important note: You must apply for admission to CMU before you can register for courses. Before registering in a class, confirm the course meeting dates by clicking the "INFO" button located by each course listing.

*Hours of registration through the Course Search & Registration are:*

- 12:01 a.m. EST on the first day of registration (Priority Registration rules apply)
- Midnight on the final day of registration

*Registration operators are available to assist during registration periods:*

- By e-mail at [onlineprograms@cmich.edu](mailto:onlineprograms@cmich.edu) (e-mail account answered during business hours)

*Further details on registering for CMU classes are below:*

- View Course/Registration section on our [Registration Instructions for CMU Online Students | Central Michigan University \(cmich.edu\)](#) page.

*Register for a complete semester:*

There are three semesters per year: Fall, Spring, and Summer. Admitted students may register for all the classes they wish to take during any term of a single semester, providing the classes have not yet started. For example, during the first registration period of Spring Semester, you may register for your Spring I and Spring II classes all at the same time.

Important note: Students will be billed during the next billing cycle and tuition will be due for all classes for which you have registered. For example: If you register during one registration period for a 3-credit class in Fall I and a 3-credit class in Fall II, you will be billed for 6 credit hours.

**If you have a hold on your account, please call and speak to an operator.** Operators are available at (989)-774-3618, Mondays 9:00 a.m. to 5 p.m. EST, Tuesday through Friday 8:00 a.m. to 5:00 p.m. EST. If you have difficulty getting registered, please contact Dr. Kerr, the MHA program director.

### **Additional course search and registration features**

- Course information, including textbooks and the syllabus, can be viewed under ‘INFO’ on the right-hand side of the course(s) listed.
- A course can be added to a schedule as a planned course, or a student may elect to register for the course by clicking in one of the left side boxes (blue = planned; green = register).
- Clicking on the right-hand vertical tab “My Schedule Builder” provides a list of courses a student plans to take at a future time along with courses the student has registered for in the current term/semester.

### **Cohort Students**

The MHA is a cohort degree program. Students who are pursuing a degree as part of a cohort are often automatically registered for upcoming courses by the program administrator managing the cohort program. To determine if this is the case, please contact [CMU Online | Central Michigan University \(cmich.edu\)](#).

### **Military Personnel**

Specific registration processes are determined based on military branch.

- **Air Force:** Courses are registered through <https://coursereregistration.apps.cmich.edu>. Check with the Air Force education officer for specific directions to utilize tuition assistance.
- **Army:** Courses are registered through <https://coursereregistration.apps.cmich.edu>. Login to [ArmyIgnitED](#) to request tuition assistance.
- **Coast Guard:** Courses are registered through <https://coursereregistration.apps.cmich.edu>. Check with the Coast Guard education officer for specific directions to utilize tuition assistance.
- **Marine:** Courses are registered through <https://coursereregistration.apps.cmich.edu>. Check with the Marine education officer for specific directions to utilize tuition assistance.
- **National Guard:** Courses are registered through <https://coursereregistration.apps.cmich.edu/Home/SignedIn>. Check with the National Guard education officer for specific directions to utilize tuition assistance.

- **Navy:** Courses are registered through <https://coursereregistration.apps.cmich.edu>. Check with the Navy education officer for specific directions to utilize tuition assistance.

### **Late Registration**

Late registration is offered prior to a term beginning. Waiting to register until late registration may mean course(s) have filled and are no longer available. Students are not normally allowed to enroll in classes after the class has started.

### **Registration Tips**

1. You must be admitted to CMU. If you have not been officially admitted, contact Application Processing at [apply@cmich.edu](mailto:apply@cmich.edu) for assistance.
2. Students are responsible for meeting course prerequisites and other requirements of the course as outlined in the course bulletin.
3. Since the MHA online program is a cohort program, all students in a cohort will follow the same schedule and be registered by the CMU Online Cohort staff. Please note you will not be able to register yourself in any of the cohort classes.
4. In order to solidify your seat in the cohort, confirm your desire to begin in the cohort, and to grant permission for CMU Online to register you, please sign the registration agreement (electronic signature is fine), keep a copy for your reference, and return the signed agreement to [cmuonline@cmich.edu](mailto:cmuonline@cmich.edu).
5. Registration confirmation emails will be sent once students have been registered.
6. CMU reserves the right to cancel courses or make schedule adjustments at any time during registration, and is not responsible for lost, late, or misdirected mail.
7. If you need to change your schedule for any reason, notify the CMU Online Cohort team as soon as possible.
8. All rules and regulations apply, including Drops and Withdraws.

### **After Registration**

Once you receive your confirmation email stating you have been registered for your courses:

1. Verify your registration.
  - Visit <https://coursereregistration.apps.cmich.edu> and view your class schedule under "My Account".
2. Order your textbooks.
  - Call 800-325-3252 and tell the representative the location and EPN of your course.
  - Go to <https://bncvirtual.com/cmu> and select the location and EPN of your course.

# GRADES, WITHDRAWAL AND EVALUATIONS

## GRADES

**Grade Reports** At the end of each course session, students may access their grades via CentralLink (<https://centrallink.cmich.edu>).

**Credit and Points** The university uses specified quantitative and qualitative standards to appraise the quality of work done by its students.

**Quantitative Unit** The quantitative unit of credit is the semester hour.

**Qualitative Unit** The qualitative credit is the grade or rating used by the instructor to indicate an evaluation of the results accomplished. The work of the student in each course completed is rated in accordance with the following marking system.

- Letter grades A, B, C, E, or I will be assigned for graduate credit.

<b>Grades</b>	<b>Significance</b>	<b>Honor Points Per Semester Hour</b>
A	Superior	4.0
A-	Excellent	3.7
B+	Very Good	3.3
B	Good	3.0
B-	Fair	2.7
C+	Passing	2.3
C	Minimal Passing Grade	2.0
C-	No Credit Towards Degree	1.7
E	Failing	0.0
CR	Credit	
I	Incomplete	
N	No Grade Submitted	
NC	No Credit	
W	Withdrawal	
X	Audit	
Z	Deferred Grade	

### Incomplete Grade (I)

An Incomplete (I) is a temporary grade used by the instructor when a student is unable to complete course requirements because of illness or other justifiable circumstances.

- It is assigned only in cases in which the student has completed satisfactorily the major portion of the course requirements and has convinced the instructor of her or his ability to complete the remaining work without reregistering for the course.
- It is not to be given to a student who is already doing failing work.
- A form must be completed and signed by the faculty member (and the student, when possible) whenever a grade of (I) is assigned.
- It is the student's responsibility to contact the instructor to make arrangements for completing the remaining work.
- The length of time within which an (I) must be removed is determined by the instructor, but in no case later than one calendar year following the receipt of the (I).
- A student not completing the remaining work by the end of one calendar year would retain the (I) only if the instructor chooses not to change the (I) to a specific grade (ranging from A to E) by the end of the calendar year.
- An (I) may not be removed by registering again for the course. Refer to the Bulletin for more detailed information Incomplete Grades.

### **Points**

To compute the quality of work done, points are assigned to letter grades as indicated above for credits earned at the university.

### **Graduate Grade Point Average**

The grade point average (GPA) for graduate students is computed by dividing the total points earned in graduate courses by the total semester hours of graded graduate courses at CMU and graded A through E on the qualitative scale. Credits graded CR/NC at this university and credits accepted in transfer from other institutions are not included in the computation.

### **Graduate Grade Requirements**

There is no grade of C- in the graduate marking system. When a C- grade is assigned to a graduate student, the Registrar's Office will convert the grade to an E before recording it on the student's permanent record. Courses in which the student earns or has earned a grade below C do not count toward meeting any graduate degree requirement, nor are they accepted, following the completion of the baccalaureate degree, for the removal of deficiencies.

## **GRADUATE STUDENT STANDARDS**

All students must maintain cumulative grade point average (GPA) of at least 3.0 throughout the program to remain in good academic standing and to graduate. A student whose GPA falls below 3.0 will be notified and placed on academic probation. Students who are placed on probation have an opportunity to raise their GPA to 3.0 by completing two additional courses. If they are unsuccessful, the student is subject to dismissal from the program by the Dean in consultation from the Program Director. Students must wait at least one year before applying for readmission.

## GRADE GRIEVANCE POLICY

Grade grievance procedures apply only to the review and resolution of allegations of capricious grading. They are not for the review of the instructor's judgment in assessing the quality of a student's work.

Capricious grading consists of any of the following: (a) the assignment of a grade to a particular student on some basis other than her or his performance in the course; (b) the assignment of a grade to a particular student that resorts to more exacting or demanding standards than were applied to other students in that course; it is understood that standards for graduate credit may be different from standards for undergraduate credit; (c) the assignment of a grade by a substantial departure from the instructor's previously announced standards.

For more information on the Grade Grievance Policy, please visit:

[grade-grievance-policy571d014b-d8f2-4c58-b036-f83e8c34eb96.pdf \(cmich.edu\)](#)

For more information on the Grading System & Policies, please visit:

[Grade Policies | Central Michigan University \(cmich.edu\)](#)

## DROPPING OR WITHDRAWING FROM A COURSE

If you are planning to drop or withdraw from a CMU Online course, please carefully read the following important information about the correct required procedures and the potential impact on your academic history and financial aid.

### Definitions

**DROP:** Students must DROP a course if they plan to stop attending before the course starts or prior to the 2nd week of classes for a CMU Online course.

**WITHDRAWAL:** Students must WITHDRAW from a course they plan to stop attending if it is after the drop period and up to the mid-point of the course.

### Drop/Withdrawal Process

- Verbal requests to be dropped or withdrawn from a class are *NOT* accepted.
- Students should drop or withdraw from a course through the [Course Search and Registration - Search Registration \(cmich.edu\)](#).
- Written requests to be dropped or withdrawn can be sent via e-mail to [cmuonline@cmich.edu](mailto:cmuonline@cmich.edu) or students can contact Dr. Bennie Kerr, online staff (989-774-1129), or the Registrar's office.



- Drops and withdrawals must be processed within the timeframe allotted according to the [CMU Online Academic Calendar | Central Michigan University \(cmich.edu\)](#).

**Note:** If you do not DROP or WITHDRAW from a course and simply stop attending, you will receive a grade of “E” for the course. You may be charged back for financial aid based on your last date of attendance.

For information on fees and the amount refunded for drops and withdrawals, see the Drop and Withdrawal Schedule

For CMU Online classes, registration, drop, and withdrawal dates see [CMU Online Academic Calendar | Central Michigan University \(cmich.edu\)](#)

### **Dropping a Course**

A drop removes the course from your record. If you drop the course before the course begins, you will receive a refund of 100% of the tuition. If you drop a class after the course has started and prior to the 2nd week of classes for a CMU Online course, you will be charged a \$50 drop fee. Tuition will be refunded less than \$50 fee.

Use the Central Link [Course Search and Registration - Search Registration \(cmich.edu\)](#) system to drop your course prior to it starting or prior to the 2nd week of an online class.

### **Withdrawing from a Course**

All students withdrawing from a course are assessed a fee of \$50 in addition to the refund percentage outlined in the [CMU Online Academic Calendar | Central Michigan University \(cmich.edu\)](#). A grade of “W” is permanently displayed on the student’s academic record.

Use the Central Link [Course Search and Registration - Search Registration \(cmich.edu\)](#) system to withdraw from your course after the 1st week of an online class up to the mid-point of the course.

Drop/Withdrawal Policy: [Drop and Withdrawal Information | Central Michigan University \(cmich.edu\)](#)

### **Army Ignited Students**

Active-duty Army students using tuition assistance must withdraw from a course in [Course Search and Registration - Search Registration \(cmich.edu\)](#) and then must also withdrawal from the course in [ArmyIgnited](#).

## **RETENTION & TERMINATION STANDARDS**

### **Retention Requirements:**

1. Students must maintain a 3.00 GPA to graduate and may not have more than two C or C+ grades in required courses to graduate.
2. Students who may be admitted conditionally must demonstrate during the first semester that they can achieve a 3.00 GPA. Grades of C- or less do not count for graduation.
3. Students who do not maintain a 3.00 GPA or who have more than two C or C+ grades in required courses may be placed on academic probation. Continued academic probation in multiple terms may be considered in determining whether a student will be allowed to continue in the program.
4. Students will be allowed to repeat a course no more than two times to improve the grade.

### **TRANSFER CREDIT**

Acceptance of transfer credit will be dependent upon the decision of the program director. A maximum of 9 semester hours of approved course credit “appropriate to a student's degree program” from an accredited college or university may be transferred. Students must apply to the College of Graduate Studies to transfer credit by submitting a completed Transfer Credit Request form. The student’s academic advisor must review and sign the form before it is submitted to the CDA main office; from there, it will be submitted to the College of Graduate Studies.

#### **Graduate Transfer Credit Evaluation Requirements**

- Official transcript
- Copies of course descriptions
- Copies of course syllabi OR course outlines
- Complete the Transfer Credit Request Form
- Please forward the above document together via mail or fax to your graduate advisor at (989) 774-1998 for evaluation.

Note: The amount of transfer credit is dependent upon the degree or program. Students at international locations, please contact your program coordinator regarding transfer credit conversion.

# APPLICATION FOR GRADUATION AND GRADUATION REQUIREMENTS

## APPLICATION FOR GRADUATION

Degrees are **not** awarded automatically upon completion of program requirements. Each candidate for a master's degree must apply for graduation through the online application and pay the Graduation Application fee of \$50.

The information below will assist you in navigating through the steps to graduate and receive your diploma from CMU.

### *When should I apply to graduate?*

Students should submit a graduation application by the semester prior to their anticipated graduation date. Degrees are conferred six times each year: March, May, June, August, October, and December. Applications should be submitted based on the following timeline; however late applicants may be able to graduate.

Visit Degree Progress to submit a graduation application:

[Graduation | Central Michigan University \(cmich.edu\)](https://www.cmich.edu/graduation)

### *What happens after I submit my graduation application?*

Applications are processed in the order in which received. The application generates a degree audit emailed to the student and will detail outstanding graduation requirements. Review your audit carefully to ensure you meet all the requirements.

### *How do I know if I am on track to graduate?*

Students should be in contact with their academic advisor as they approach graduation. Students should also review their Degree Progress and CMU Bulletin for degree requirements. Awarding of degrees is dependent upon the successful completion of all requirements.

### *How do I participate in commencement?*

There are two commencement ceremonies held each year: May and December. Spring graduates can participate in May commencement, and summer and fall graduates can participate in December commencement. Graduating students will be e-mailed in advance of their commencement ceremony about tickets, cap and gown, announcements, and commencement day procedures. For more information about commencement, visit the Commencement Website.

## GRADUATION REQUIREMENTS

You are eligible to receive a master's degree after you have:

1. Received Regular Admission to the degree program and filed an Authorization of Degree Program - Graduate form, approved and signed by the advisor.
2. Fulfilled all the requirements of the curriculum in which you are enrolled and all other university regulations pertaining to the program.
3. Obtained a cumulative graduate grade point average of 3.0 (B) or higher in graded graduate coursework at CMU and a cumulative graduate grade point average of 3.0 (B) in all coursework on the student's authorized degree program.
4. Completed the MHA capstone course.
5. Made application for the degree and diploma by the deadline.

See: [Graduation | Central Michigan University \(cmich.edu\)](#)

6. Completed all requirements for the graduate degree within seven years after matriculation in the program. Courses completed more than seven years prior to graduation cannot be used to meet graduation requirements without an extension of the time request. Please note extension of time requests are serious and approvals by the advisor and department do not guarantee approval by Graduate Studies. Extensions of time to complete a degree or certificate are rarely granted and only considered if there are clearly extenuating circumstances. Typically, "life" events (employment changes, responsibilities, or promotions, marriage, and births) do not count as extenuating circumstances. Extension requests are limited to a one-time request of twelve to eighteen months and for up to 9 graduate credit hours. See Extension of Time section for further information.
7. Filed a Graduation Application and paid the required graduation fee.

# TUITION AND FEES

## CMU ONLINE TUITION

The tuition rate per credit hour for the Master of Health Administration program is \$637.

Note: Contact Student Account Services and University Billing at 989-774-3618 for updated information or see [2020-2021 Tuition & Fees | Central Michigan University \(cmich.edu\)](#)

### **Fees**

All fees are set by the University Board of Trustees and are subject to change without notice. Fees are assessed independently of the tuition rate and tuition refunds are provided according to the Refund Policy. Fees are payable by check, money order, electronic check online, American Express, Discover, Mastercard, or Visa. Students receive electronic statements from the CMU Student Account Services and University Billing office. Students are responsible for accessing their e-mail messages for monthly account balances and payment due dates on [Central Michigan University Login | Central Michigan University \(cmich.edu\)](#)

### ***Application Fee***

Fee is assessed with the initial application to cover all application handling costs and admission materials.

### ***Withdrawal Fee***

Any CMU online student who drops or withdraws from a course after the start date will be charged a withdrawal fee and any tuition refunds are provided according to the Refund Policy. If the reason for withdrawal is the student is being sent out of the area by her or his military employer and if a copy of TDY (Temporary Duty) orders or a letter from the employer confirming the assignment accompanies the request, no fee will be assessed.

### ***Graduation/Certificate Fee***

A graduation fee is assessed at the time a student applies for graduation or for a graduate certificate.

### ***Library Fees***

If checked out items are not returned 7 days after the due date, a \$5.00 fee will be assessed for each overdue item. If still not returned by 14 days after the due date, a replacement charge of \$60.00 and a total processing fee of \$20.00 will be assessed against each item. Upon return of each item, the replacement charge will be waived.

### ***Third-Party Payer***

Tuition and fees are the responsibility of the student. If a third-party payer fails to make payment on behalf of a student, the student will be billed and held responsible for all appropriate tuition

and fees. An Employer voucher or promise to pay can be e-mailed to tvoucher@ cmich.edu or faxed to 989-774-3542.

## **Tuition Savings & Fee Waivers**

Active-duty Military tuition discount up to 40% with a fee waiver is available. Spouses and qualified dependents of active military, reservist, and guard members qualify for discounted tuition rates. Eligibility is defined by the existing IRS definition of a qualifying dependent. Individuals must submit documentation verifying their eligibility for the Military discounted tuition rate. If not already on file with Central Michigan University, acceptable means of verification include:

- Show dependent military benefits identification card to nearest CMU education center staff.
- Verification letter from the military member's command reflecting their status and end of service date.
- [Tuition & Fees | Military & Veteran | Central Michigan University \(cmich.edu\)](#)

Federal Employees receive a discount of 15% with a Fee Waiver. Spouse and dependents are also eligible for the discounted tuition rate.

- [Federal Employee Discount for CMU Online Programs | Central Michigan University \(cmich.edu\)](#)

State of Michigan Employees receive a discount of 15%. Spouses and qualified dependents qualify for discounted tuition rates.

- [State of Michigan Employee Discount for CMU Online | Central Michigan University \(cmich.edu\)](#)

Veteran Application Fee Waiver. Please use following links for more information.

- <https://www.cmich.edu/veterans/Pages/default.aspx>
- <https://www.cmich.edu/admissions-aid/military-veteran-students>

## **BILLING**

Log in to [Central Michigan University Login | Central Michigan University \(cmich.edu\)](#) and follow the link under Current Amount Due located in the Student Quick View section of the homepage for access to QuikPAY, CMU's online billing and payment service provider.

### **Online Payment Options**

#### ***Electronic check***

To process an electronic check payment, you will need:

- Bank routing number
- Checking or savings account number
- Primary accountholder's name and contact information

### ***Credit/Debit Card***

CMU accepts MasterCard, Visa, Discover and American Express payments. A non-refundable service fee of 2.75% will be assessed for all credit/debit card transactions. The service fee transaction will be listed separately on your credit card or bank account statement.

### ***International Bank Transfer***

Central Michigan University and QuikPAY have partnered with Flywire to offer a streamlined and cost-effective method for facilitating international payments from students' home countries. Follow the link below for additional information.

### **Mail / Other Payment Options**

For the security of your payment information, please note credit card payments are not accepted, and will not be processed, when received by regular mail.

### ***Paper Checks***

You may print a copy of your statement and mail it along with your check, made payable to Central Michigan University, to:

Central Michigan University  
University Billing Office  
Bovee University Center 119  
Mount Pleasant, MI 48859

Please include your name and campus ID number on mailed checks to ensure expeditious processing. As a general rule, allow 7-10 days for mailed check payments to be posted to your account.

### ***Domestic Wire Transfer***

Please call our office at 989-774-3618 for wire transfer instructions.

[Billing and Payments | Student Account Services and University Billing | Central Michigan University \(cmich.edu\)](#)

Contact the Student Account Services and University Billing Office at 989-774-3618 or by email at [billing@cmich.edu](mailto:billing@cmich.edu) with any questions or concerns.

**FINANCIAL AID AND SCHOLARSHIPS**

To apply for financial assistance at Central Michigan University, students must complete the Free Application for Federal Student Aid (FAFSA). CMU's Title IV Federal School Code is 002243. This need analysis form must be completed and sent to the federal processor each year. CMU Online financial aid information can be found at:

[How to Apply for Financial Aid | CMU Online | Central Michigan University \(cmich.edu\)](https://www.cmich.edu/ess/OSFA/Pages/Graduate-Students.aspx)

Financial aid experts will help you discover your options.

<https://www.cmich.edu/ess/OSFA/Pages/Graduate-Students.aspx>

(989) 774-3674

[financialaid@cmich.edu](mailto:financialaid@cmich.edu)

You must file your Free Application for Federal Student Aid (FAFSA) at:

<https://studentaid.gov/h/apply-for-aid/fafsa>

Veteran's Education Benefits

[veterans@cmich.edu](mailto:veterans@cmich.edu)

(989) 774-7991

Student's Employer Tuition Assistance

<https://www.cmich.edu/admissions-aid/military-veteran-students> (please use this link for more information).

**Office of Scholarships and Financial Aid Contact Information:**

*Phone:* 989-774-3674

*Fax:* 989-774-3634

*School Code:* 002243

*Email:* [FinancialAid@cmich.edu](mailto:FinancialAid@cmich.edu)

Warriner Hall 202

Please use the following link to schedule an appointment with an advisor:

<https://outlook.office365.com/owa/calendar/CMU1@CentralMichigan.onmicrosoft.com/bookings/>



CMU's Office of Scholarships and Financial Aid (OSFA) sends students email notifications when:

- aid is awarded.
- aid is changed.

The email instructs the student to log into Central Link where the student can review information regarding financial aid status. Students can also reach "My Financial Aid Status" by selecting the My Financial Aid Status button located in the quick links section on the right side of all the Scholarships and Financial Aid pages. Students who need to submit additional documentation are notified via email or U.S. Mail.

From this page select the My Financial Aid Status link to the right side of this page. You will then be prompted for your Global ID and password to log into our secure server to view your Award Status. If you selected the link from the financial aid page you will be taken directly to your financial aid status page. Otherwise, you will need to continue by selecting the "My Finances" and the "Financial Aid Status" links under the tab "My Account"

# UNIVERSITY POLICIES AND PROCEDURES

## AFFIRMATIVE ACTION PROTOCOL

Central Michigan University is an affirmative action/equal employment (AA/EO) institution and is committed to providing equal educational and employment opportunity to all persons.

## CODE OF CONDUCT PREAMBLE

The students, faculty, and staff of Central Michigan University constitute an academic community that is committed to the preservation, communication, and discovery of knowledge, and to the active pursuit of truth. Consistent with this purpose, the university recognizes its obligation to afford each student the opportunity to develop the student's educational potential while retaining free exercise of rights and freedoms as a citizen. Such opportunity should be limited only by the necessity of insuring equality of opportunity to all students, and by the corollary requirement of orderly operation of the educational processes. Each member of the Central Michigan University community assumes an obligation regarding self-conduct to act in a manner consistent with a respect for the rights of others and with the university's function as an educational institution. As guides for individual and group actions within this community, the university affirms the following general principles of conduct. These principles serve as the basis for regulations concerning student conduct:

*Central Michigan University Office of Student Affairs*

[Code of Student Rights, Responsibilities and Disciplinary Procedures | Central Michigan University \(cmich.edu\)](http://www.cmich.edu)

## ACADEMIC INTEGRITY

Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. In the academic community, the high value placed on truth implies a corresponding intolerance of scholastic dishonesty. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics.

Please read the student expectations for academic integrity, which can be found in the Graduate Studies Bulletin. A summary of the policy is:

*In the academic community, the high value placed on truth implies a corresponding intolerance of scholastic dishonesty. Written or other work that a student submits must be the product of his/her own efforts. Plagiarism, cheating and other forms of academic dishonesty, including dishonesty involving computer technology, are prohibited. In cases involving academic dishonesty, the determination of the grade shall be left solely to the discretion of the instructor. In a case where the instructor judges a student guilty of academic dishonesty, the instructor is encouraged to report the incident of dishonesty to*

*the director of the Office of Student Conduct in order to discern potential patterns of egregious dishonesty.*

For a full copy of the Policy on Academic Integrity, see:

[https://www.cmich.edu/docs/default-source/president's-division/general-counsel/board-policy-naming-test/chapter-5/5-18-5-20-academic-integrity-policy-for-graduate-studentsa3c2959e-626b-45b4-a516-975ceddbdae0.pdf?sfvrsn=21b87d67\\_11](https://www.cmich.edu/docs/default-source/president's-division/general-counsel/board-policy-naming-test/chapter-5/5-18-5-20-academic-integrity-policy-for-graduate-studentsa3c2959e-626b-45b4-a516-975ceddbdae0.pdf?sfvrsn=21b87d67_11)

Academic dishonesty includes not doing one's own work, plagiarism, cheating, and other activities detracting from the learning environment. Behavior issues may include harassment of others in the class, threats, rude behavior online. *The University and the College of Health Professions take these matters very seriously.* The instructor may expel people from discussions for inappropriate behavior or simply delete inappropriate remarks. Academic dishonesty violations may result in (1) failing the assignment, (2) failing the class, depending on the violation, and (3) reporting the student to the Office of Student Conduct for additional actions, which could include suspension from the University. The MHA program maintains a reporting repository of academic integrity violations. Repeat violations may result in a student receiving more severe sanctions.

Academic policies and procedures apply to any and all student experiences in which academic credit is involved (e.g., courses, internships, practical, theses). Questions regarding academic policy or requests for additional clarification can be directed to the Office of Student Conduct.

It is the expectation of Graduate Studies that graduate students are responsible for being knowledgeable of and adhere to the policies, procedures, requirements, regulations, and deadlines printed in the following Bulletin and their specific departments and programs.

<https://cmich.smartcatalogiq.com/en/2020-2021/Graduate-Bulletin/Policies-and-General-Information/Academic-Policies-and-Information>

More information of these academic dishonesty behaviors and consequences can be found at

<http://cmich.smartcatalogiq.com/2022-2023/Undergraduate-Bulletin/Policies-and-General-Information/Academic-Policies-and-Information/Copy-of-Policy-on-Academic-Integrity>

<https://www.cmich.edu/Copyright/Pages/default.aspx>

The definitions and clarifications are meant to provide additional information and examples of these behaviors. They are not intended to be all-inclusive.

### **Student E-mail Policy**

All students will be assigned a University email address and will be expected to read their email daily, so they are kept informed of current University events, dates for submitting materials, etc. It is the student's responsibility to be aware of and to read all University correspondences sent to

the student's University email address by CMU faculty and administration. View the student e-mail account policy.

### **Other policies**

Most policies and procedures are outlined in the CMU Online Bulletin, including grading systems and policies, incomplete and deferred grades, withdrawal, grade grievance policy, class attendance and standards of satisfactory academic progress. See the CMU Online bulletin Academic Policies & Procedures for a complete list.

The CMU Standard Practice Guide contains the Drug-Free Schools and Communities Act, Amendments of 1989 which also applies to all CMU Online students, faculty, and staff. Additional objectives include establishing strong working relationships with existing university offices and departments on matters regarding educational policies and procedures, developmental program planning and evaluation, and student services relating to minorities. Contact information: Bovee University Center 112; 989- 774-3945; e-mail: [mass@cmich.edu](mailto:mass@cmich.edu)

## **STUDENT RIGHTS**

Free inquiry and free expression are essential attributes of a community of scholars. The freedom to learn depends upon appropriate opportunities and conditions in the classroom, on the campus generally, and in the community at large. The responsibility to secure and respect general conditions conducive to the freedom to learn is shared by all members of the university community. Students should strive to develop the capacity for critical judgment and the ability to engage in a sustained and independent search for truth, while endeavoring to exercise their freedom with maturity and responsibility. As students undertake to fulfill the obligations and duties outlined in this document, the university community of which they are a part undertakes to respect the basic freedoms of students.

### **Central Michigan University Division of Student Affairs**

[Division of Student Affairs | Central Michigan University \(cmich.edu\)](http://www.cmich.edu/division-of-student-affairs)

[Code of Student Rights, Responsibilities and Disciplinary Procedures | Central Michigan University \(cmich.edu\)](http://www.cmich.edu/code-of-student-rights-responsibilities-and-disciplinary-procedures)

## **SEXUAL MISCONDUCT POLICY**

With the exception of the confidential resources named explicitly within the Sexual Misconduct Policy, all CMU staff and faculty are responsible employees and are required to report any information they know about possible sexual misconduct to the Title IX Coordinator in OCRIE: Kathy Lasher, (989) 774-3253. This means any information you may divulge about such an incident in the classroom or with a faculty member cannot be confidential. Reports to OCRIE are intended to provide options and resources to survivors. Please keep these reporting obligations in mind as you seek support from staff and faculty you trust and know there are also support centers on campus that will maintain confidentiality, which include Sexual Aggression Peer Advocates (989-774-2255) and the CMU Counseling Center (989-774-3381). For resources and more

information, please see [Office of Civil Rights and Institutional Equity || Central Michigan University \(cmich.edu\)](#)

### **Where to Call for Help**

CMU Office of Civil Rights and Institutional Equity. This office supervises the maintenance of related reports and records, provides, and develops related educational programs and materials, offers guidance and advice to all community members on the University's nondiscrimination and affirmative action policies and procedures, assists departments with recruitment and retention activities, and receives and resolves complaints of discrimination from students, employees, and others. Office: Ronan Hall, Room 220; (989) 774-3253.

**Sexual Assault Peer Advocates (SAPA; 989-774-2255):** Provides peer-to-peer service; college students provide advocacy and support to victims of sexual assault, stalking, and related crimes. Office: Foust Hall, Room 150; [sapa@cmich.edu](mailto:sapa@cmich.edu); 24-Hour Crisis Line: 774-CALL-SAPA

### **Resources (On Campus)**

- Dean of Students: (989) 774-3346
- Faculty Personnel Services: (989) 774-3368
- Ombudsman Officer: (989) 774-3010
- CMU Police: (989) 774-3081
- Sexual Assault Services: (989) 774-6677
- Counseling Center: (989) 774-3381

### **Resources (Off Campus)**

- Women's Aid Service (Mt. Pleasant): (989) 772-9168
- Listening Ear: (989) 772-2918
- Mount Pleasant Area Diversity Group (MPADG)  
P.O. Box 1515  
Mt. Pleasant, MI 48804-1515  
Website: <http://www.mpdiversity.org>

## **RESPONSIBILITIES OF STUDENTS AND FACULTY**

Students should conscientiously strive to complete course requirements as stated and accept responsibility to contribute positively to the learning environment established by faculty. Proper evaluation of students in a course is based solely on performance in meeting appropriate standards established and communicated by the instructor for the course. Each course has a master syllabus approved through university curricular processes, which includes a description of the scope of the course and a list of the goals and objectives of the learning experience. Faculty members assigned to teach a course develop a course outline, based on the master syllabus, to provide students with greater specificity about how the course will be conducted to accomplish

the intended goals and objectives. Proper evaluation of the progress of graduate students in capstone work is based on attainment of objectives established by the MHA program.

## INFORMATION TECHNOLOGY

### ACCESSING CMU TECHNOLOGY

Following acceptance into the Program, one of the first things you should do is set up your CMU Global ID and e-mail account. CMU global IDs and email accounts/addresses are given to all students. Students can obtain university email accounts and logon information by calling the Information Technology Help Desk at 989-774-3662. The Help Desk is CMU's main provider of technology support to students, faculty, and staff on and off campus. They will help students with CMU email accounts and any computer and/or telecommunications related problems they may have. The Help Desk can also be reached by email at [helpdesk@cmich.edu](mailto:helpdesk@cmich.edu) or via the Internet at <http://oit.cmich.edu> . Here, you may chat with the Help Desk by clicking the following image:



CMU is increasingly moving toward disseminating information only in electronic form; therefore, it is very important that students activate their CMU email accounts and check them daily. For most important information (including tuition bills), CMU will only contact students via their CMU email accounts. However, students can set their CMU email accounts to automatically forward messages received to other email accounts, such as Gmail or Hotmail. Please note that forwarding systems have proven to be less than reliable. To ensure receipt of all important university information, students should check their "cmich" email accounts on a regular basis. Students can access their email via Central Link at [www.centrollink.cmich.edu](http://www.centrollink.cmich.edu). In addition to checking email, Central Link is the way to register for courses, access student account information, and collaborate on-line. Students must have access to computers with high-speed Internet connection. Students are expected to complete and submit all learning activities online, individually and/or in groups, via the CMU course management system - Blackboard. To avoid technical difficulties, students must have the appropriate web browser and technology as specified by CMU Online.

#### **Respondus Lockdown Browser**

Students must download the Respondus software to take quizzes and exams online. All students must have the Respondus program on the computers used to take quizzes and exams. If you do not have the Respondus program on your computer currently, go to the following site as soon as possible and download it onto your computer:

<https://www.cmich.edu/admissions-aid/global-campus/cmu-online/respondus-lockdown-browser-and-monitor>

The link to the Respondus software is also available under the "Quizzes and Exams" tab in Blackboard. When you are taking a quiz or exam through Respondus, you cannot have any additional browsers open. If you have any issues with Respondus, now or in the future, please feel

free to contact the CMU Helpdesk at 989-774-3662.

### **WebEx**

This software used for synchronous sessions. It helps to interact in real time with your instructor & classmates. A suite of tutorials and videos is available:

<https://cmich.teamdynamix.com/TDClient/664/Portal/KB/?CategoryID=7456>

## **UNIVERSITY RESOURCES FOR STUDENTS**

### **ACADEMIC RESOURCES**

#### **Library and Research Services**

As a CMU student you have full access to the services and resources of the CMU Library. Reference librarians will help you find information on your research topic and answer other questions related to the library. The library's Documents on Demand office will obtain copies of books and journal articles for you. Check out the library's website at <https://library.cmich.edu> for more information.

Reference librarian [libref@cmich.edu](mailto:libref@cmich.edu) or (989) 774-3470

<http://libguides.cmich.edu/askalibrarianform>

Documents on Demand [docreq@cmich.edu](mailto:docreq@cmich.edu) or (989) 774-3022

<https://illiad.cmich.edu/>

#### **Mathematics Assistance Center**

The CMU Mathematics Assistance Center provides free tutoring in mathematics and statistics to students enrolled in select courses. Tutoring is available online and via telephone. To see what courses qualify and to register with the Mathematics Assistance Center, visit

[Mathematics Assistance Center | Central Michigan University \(cmich.edu\)](#)

#### **Academic Assistance Program**

The Academic Assistance Program offers programs to help students with academic workload issues and concerns and may be reached at 989-774-3465.

#### **Student Disability Services**

Student Disabilities Services may be contacted at 989-774-3018. Students with disabilities are asked to register with Student Disability Services. However, students are not required to notify the University of their Disability. Confidentiality of all disability information is assured. All



CMU course syllabi include the university's disability statement: CMU provides students with disabilities reasonable accommodation to participate in educational programs, activities, or services. Students with disabilities requiring accommodation to participate in class activities or meet course requirements should contact their instructor as early as possible.

### **Writing Center**

If you need assistance with writing, contact the University Writing Center for assistance. The Center does not edit papers but will provide guidance on writings issues and make recommendations.

The Writing Center can be contacted via phone at 989.774.2986 or via email at [writcent@cmich.edu](mailto:writcent@cmich.edu), or through the website at

<https://www.cmich.edu/academics/colleges/liberal-arts-social-sciences/centers-institutes/writing-center>

Additionally, the Writing Center has locations in Park Library (Room 400; 989-774-2986), Anspach Hall (Room 003; 989-774-1228), and The Towers (Wheeler Hall next to the computer lab; 989-774-1002).

## **OTHER USEFUL CONTACT INFORMATION**

### **Admissions Processing**

Phone: 989-774-4444

Email: [apply@cmich.edu](mailto:apply@cmich.edu)

### **Enrollment & student services - online courses**

Phone: (989) 774-1129

Fax: (989) 774-1998 Email: [cmuonline@cmich.edu](mailto:cmuonline@cmich.edu)

Website: [CMU Online Students | Central Michigan University \(cmich.edu\)](https://www.cmich.edu/online)

### **Graduation Auditors**

Laura Dana (989-774-1922, [dana1le@cmich.edu](mailto:dana1le@cmich.edu))

Patricia Schafer (989-774-7145, [schaf1pa@cmich.edu](mailto:schaf1pa@cmich.edu))

### **Registrars - Graduation**

212 Warriner Hall

Phone: 989-774-3261

Fax: 989-774-3783

Email: [registra@cmich.edu](mailto:registra@cmich.edu)

Link for more information: [Registrar's Office | Central Michigan University \(cmich.edu\)](https://www.cmich.edu/registrar)

### **CMU Online student services**

Toll-free (877) 268-4636

Email: [onlineprograms1@cmich.edu](mailto:onlineprograms1@cmich.edu)

MHA Program Director - Dr. Bernie Kerr:

[kerrj1bj@cmich.edu](mailto:kerrj1bj@cmich.edu)

(618) 233-0796 – Home

(618) 558-8372 – Cell

**For information about various CMU student support services and resources:**

<https://cmich.smartcatalogiq.com/en/2020-2021/Graduate-Bulletin/Student-Support-Services-and-Resources>

### **STUDENT RESOURCES LINKS**

- Academic Calendar
- Blackboard
- Bulletin
- CentralLink
- CMU Help Desk
- Course Drops/Withdrawals
- Graduation Information
- Online Learning Resource Center

## APPENDICES

**Appendix A:** MHA Competency Model

**Appendix B:** MHA Competency Model - Competency Definitions

**Appendix C:** MHA Competency Matrix

## APPENDIX A. MHA COMPETENCY MODEL



\*The Health Leadership Competency Model was developed by the NCHL.

\*\*Category was added by the CMU MHA Faculty, October 2017.

## Appendix B. MHA Competency Model – Competency Definitions

### ***Transformation***

Visioning, energizing, and stimulating a change process that coalesces communities, patients, and professionals around new models of healthcare and wellness.

### ***Achievement Orientation***

A concern for surpassing a standard of excellence. The standard maybe one's own past performance (striving for improvement); an objective measure (results orientation); outperforming others (competitiveness); challenging goals, or something that has not been done previously (innovation).

### ***Analytical Thinking***

The ability to understand a situation, issue, or problem by breaking it into smaller pieces or tracing its implications in a step-by-step way. It includes organizing the parts of a situation, issue, or problem systematically; making systematic comparisons of different features or aspects; setting priorities on a rational basis; and identifying time sequences, casual relationships, or if-then relationships.

### ***Community Orientation***

The ability to align one's own and the organization's priorities with the needs and values of the community, including its cultural and ethnocentric values and to move health forward in line with population-based wellness needs and national health agenda.

### ***Financial Skills***

The ability to understand and explain financial and accounting information, prepare, and manage budgets, and make sound long-term investment decisions.

### ***Information Seeking***

An underlying curiosity and desire to know more about things, people, or issues, including the desire for knowledge and staying current with health, organizational, industry, and professional trends and developments.

### ***Innovative Thinking***

The ability to apply complex concepts, develop creative solutions, or adapt previous solutions in new ways for breakthrough thinking in the field.

### ***Strategic Orientation***

The ability to draw implications and conclusions in light of the business, economic, demographic, ethno-cultural, political, and regulatory trends, and developments, and to use these insights to develop an evolving vision for the organization and the health industry that results in long-term success and viability.

### ***Process Management and Organizational Design***

The ability to analyze and design or improve an organizational process, including incorporating the principles of quality management as well as customer satisfaction.

### ***Project Management***

The ability to plan, execute, and oversee a multi-year, large-scale project involving significant resources, scope, and impact. Examples include the construction of a major building, implementation of an enterprise-wide system (patient tracking, SAP), or development of a new service line.

### **People**

Creating an organizational climate that values employees from all backgrounds and provides an energizing environment for them. Also includes the leader's responsibility to understand his or her impact on others and to improve his or her capabilities, as well as the capabilities of others.

### ***Human Resources Management***

The ability to implement staff development and other management practices that represent contemporary best practices, comply with legal and regulatory requirements, and optimize the performance of the workforce, including performance assessments, alternative compensation and benefit methods, and the alignment of human resource practices and process to meet the strategic goals of the organization.

### ***Interpersonal Understanding***

The ability to accurately hear and understand the unspoken or partly expressed thoughts, feelings, and concerns of others.

### ***Professionalism***

The demonstration of ethics and professional practices, as well as stimulation social accountability and community stewardship. The desire to act in a way that is consistent with one's values and what one says is important.

### ***Relationship Building***

The ability to establish, build, and sustain professional contacts for the purpose of building networks of people with similar goals and that support similar interests.

### ***Self-Confidence***

A belief and conviction in one's own ability, success, and decisions or opinions when executing plans and addressing challenges.

### ***Self-Development***

The ability to see an accurate view of one's own strengths and development needs, including one's impact on others. A willingness to address needs through reflective, self-directed learning and trying new leadership approaches.

### ***Talent Development***

The drive to build the breadth and depth of the organization's human capability, including supporting to top-performing people and taking a personal interest in coaching and mentoring high-potential leaders.

### ***Team Leadership***

The ability to see oneself as a leader of others, from forming a top team that possesses balanced capabilities to setting the mission, values, and norms, as well as holding the team members accountable individually and as a group for results.

### **Perspective**

Balancing the short-term and long-term needs of the organization and demonstrating forward thinking about tomorrow's issues while using a tactical and carefully formulated approach.

### ***Systems Thinking***

The ability to see things as a whole, including focusing on how a system's parts are interrelated and how systems work overtime and within the context of a larger system.

### ***Global Perspective***

The ability to think about a situation and how it relates to the rest of the world by being open to new ideas, issues, and solutions. By being culturally sensitive, you are willing to learn from others.

### ***Policy Perspective***

The ability to understand the public policy process as it relates to health care and analyze its impact on costs, quality, and access.

### ***Ethics and Problem Solving***

The ability to critically evaluate and analyze organizational performance by applying ethical principles, social accountability, and professional practices.

### **Execution**

Translating vision and strategy into optimal organizational performance.

### ***Accountability***

The ability to hold people accountable to standards of performance or ensure compliance using the power of one's position or force of personality appropriately and effectively, with the long-term good of the organization in mind.

### ***Change Leadership***

The ability to energize stakeholders and sustain their commitment to changes in approaches, processes, and strategies.

### ***Collaboration***

The ability to work cooperatively with others as part of a team or group, including demonstrating positive attitudes about the team, its members, and its ability to get its mission accomplished.

### ***Communication***

The ability to speak and write in a clear, logical, and grammatical manner in formal and informal situations, to prepare cogent business presentations, and to facilitate a group.

### ***Impact and Influence***

The ability to persuade and convince others (individuals or groups) to support a point of view, position, or recommendation.

### ***Informational Technology Management***

The ability to see the potential in and understand the use of administrative and clinical information technology and decision-support tools in process and performance improvement. Actively sponsors their utilization and the continuous upgrading of information management capabilities.

### ***Initiative***

The ability to anticipate obstacles, developments, and problems by looking ahead several months to over a year.

### ***Organizational Awareness***

The ability to understand and learn the formal and informal decision-making structures and power relationships in an organization or industry (e.g., stakeholders, suppliers). This includes the ability to identify who the real decision makers are and the individuals who can influence them, and to predict how new events will affect individuals and groups within the organization.

### ***Performance Measurement***

The ability to understand and use statistical and financial methods and metrics to set goals and measure clinical as well as organizational performance; commitment to and employment of evidence-based techniques.



## Appendix C. MHA Competency Matrix

Course <span style="float: right;">⇨</span>																
Competency <span style="float: right;">⇩</span>																
<div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center; margin: 0;"><b>Key</b></p> <p style="margin: 0;">Explains to what extent a course contributes to the development of related competencies</p> <p style="margin: 0;"><b>I = Introduced:</b> Competency brought into use for first time.</p> <p style="margin: 0;"><b>R = Reinforced:</b> Strengthens competency already introduced.</p> <p style="margin: 0;"><b>E = Emphasized:</b> Promotes a level of mastery of a competency.</p> </div>	MSA 601 Organizational Dynamics and Human Behavior	MGT 643 Human Resource Management	HSL 621 Healthcare Operations and Structures	HSL 661 Healthcare Planning and Marketing	MSA 603 Strategic Planning for the Administrator	HSL 631 Healthcare Law, Compliance and Risk Mgmt	MHA 601 Statistics for Health Professionals	HSL 641 Healthcare Economics and Policy Implications	MHA 602 Managerial Epidemiology	MHA 605 International Health Systems, Organizations and Policy	HSL 611 Healthcare Administration and Ethical Compliance	MSA 602 Financial Analysis, Planning and Control	HSL 651 Fundamentals of Healthcare Finance	MHA 604 Quantitative Decision-Making for Health Administration	MHA 603 Health Informatics and Quality Improvement	MHA 697, MHA 698, MHA 699 Capstone Courses
<b>TRANSFORMATION</b>																
Achievement Orientation		I		R	R						I				R	E
Analytical Thinking	E	E		R	E	R	I	R	R	E		E	E	E	R	E
Community Orientation		I	R			I			I	E	I					R
Financial Skills				R	I			I			I	E	R		R	R
Information Seeking	I	R	I	E	R	I	I	R	R	E	I	R	E	R	E	E
Innovative Thinking	I			R	R					E	I		R	E	E	E
Strategic Orientation	I	E	I	R	R	I	I	I			I	E	R	R	R	R
<b>EXECUTION</b>																
Accountability	I	R	R	E	R	R	R	E	R	I	I	E	R	E	R	E
Change Leadership	I	R	R	R	R								I		R	R
Collaboration	I	E	I	E	R	I				E	I		R	E	E	R
Communication Skills	R	E		E	R	I	E			R	I		R	E	R	E
Impact & Influence	E	R			E	R	I				I	E	I	I	R	E
IT Management			I		I								R		I	R
Initiative	I			R	R	I							I		R	E
Organizational Awareness	E	E	R	R	E	I	I	R			I	E	R	R	R	R
Performance Measurement	I	E	R		R		I	R			I	E	I	R	E	E
Process Management/ Organizational Design	R	E	I	R	E							R	I		R	R
Project Management				R	I									I	E	E

### Appendix C. MHA Competency Matrix (continued)

Course →																	
Competency ↓																	
<p style="text-align: center;"><b>Key</b>                      Explains to what extent a course contributes to the development of related competencies  <b>I = Introduced:</b> Competency brought into use for first time.  <b>R = Reinforced:</b> Strengthens competency already introduced.  <b>E = Emphasized:</b> Promotes a level of mastery of a competency.</p>	MSA 601 Organizational Dynamics and Human Behavior	MGT 643 Human Resource Management	HSL 621 Healthcare Operations and Structures	HSL 661 Healthcare Planning and Marketing	MSA 603 Strategic Planning for the Administrator	HSL 631 Healthcare Law, Compliance and Risk Mgmt	MHA 601 Statistics for Health Professionals	HSL 641 Healthcare Economics and Policy Implications	MHA 602 Managerial Epidemiology	MHA 605 International Health Systems, Organizations and Policy	HSL 611 Healthcare Administration and Ethical Compliance	MSA 602 Financial Analysis, Planning and Control	HSL 651 Fundamentals of Healthcare Finance	MHA 604 Quantitative Decision-Making for Health Administration	MHA 603 Health Informatics and Quality Improvement	MHA 697, MHA 698, MHA 699 Capstone Courses	
<b>PEOPLE</b>																	
Human Resources Management	I	E				R			I		I		R			R	
Interpersonal Understanding	E			R			R			E	I				R	R	
Professionalism	R	R			I	I	R			E	I	I	R		R	E	
Relationship Building	R	R	R	R	I	I	R			R	I		R	I	R	E	
Self Confidence										R	I		R	E	R	E	
Self-Development	I	R								R	I			E		E	
Talent Development	I	E									I			E		R	
Team Leadership	R	E	R		I	I				R	I		R	R	R	R	
<b>PERSPECTIVE</b>																	
Systems Thinking	I		I	R	E			R	I	E	I	E	R	R	E	R	
Global Perspective	I	R		R	E				I	E		R	R			R	
Policy Perspective		I				R	I	I		E			R		R	R	
Ethics and Problem Solving	R	R	I	R	E	R		I	I	R	I	E			R	E	