MSHA Program Contact Information

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8.4 VCU Identity Guidelines Error! Bookmark not defined.9

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1. Virginia Commonwealth University

1.1 VCU at a Glance

About VCU

VCU is an urban, public institution enrolling over 31,000 undergraduate, graduate and professional students, making it the fastest growing university in the Commonwealth of Virginia. Among VCU's many national rankings are a number of graduate programs in the top tier of the annual U.S. News and World Report review, including the MHA program which is currently ranked third.

VCU is composed of 13 schools and one liberal arts college, which offer the following degree programs: 63 baccalaureate, 74 master, 40 doctoral, and three first professional degrees in dentistry, pharmacy, and medicine.

VCU's programs in Richmond are located on the Medical College of Virginia (MCV) Campus and the Monroe Park Campus. The MCV Campus, which includes the VCU Medical Center, is located in historic Court End, near the government and financial centers of Richmond. The Monroe Park Campus is situated two miles west in Richmond's Fan District, a large residential neighborhood of Victorian townhouses and many small shops and cafes.

The total workforce of the university and medical center - faculty, physicians, nurses, and administrative and support staff - is more than 21,000, making VCU the largest employer in Richmond. More than 2,200 faculty comprise the university’s teaching force. VCU faculty attracts more than $262 million in sponsored research funding, placing it among the top 100 research institutions in the country. Research strengths at VCU include the basic and health sciences, business, behavioral sciences, public affairs and the humanities. The biomedical research strengths of VCU have played a lead role in launching the Virginia Biotechnology Research Park, a public-private partnership of the university, surrounding localities, the state and the business community.

The governance system of the university is headed by the Board of Visitors, a 16-member body appointed by the governor of Virginia. This group has the legal authority and responsibility for Virginia Commonwealth University as established by legislation passed by the General Assembly of Virginia. The president is selected by and responsible to the Board of Visitors, which determines major policies for the university.

History

In 1833, the Medical College of Virginia was founded on what is now VCU’s MCV Campus as the medical department of Hampden-Sydney College. In 1854, MCV became an independent medical school; in 1860, it became state-affiliated. In 1917, the Richmond School of Social Work and Public Health opened on what is now VCU’s Monroe Park Campus. Before becoming an independent state institution in 1962, the Richmond School of Social Work and Public Health was the Richmond division of the College of William and Mary and the Richmond Professional Institute. MCV and RPI merged in 1968, forming Virginia Commonwealth University.
1.2 Richmond at a Glance

Richmond, capital of Virginia, offers many opportunities in culture, business, and recreation. Geographically, Richmond is located on both sides of the James River at the seven-mile-long fall line between low-lying Tidewater Virginia and the higher elevations of the Piedmont. The James' swift current was instrumental in Richmond's early development as an industrial and transportation center. Today, the river provides a beautiful backdrop to a thriving metropolitan city full of history and entertainment opportunities.

For Health Administration students, Richmond also provides a unique learning environment due to the competitive health care market. Area health systems include:

- Hospital Corporation of America Healthcare (HCA Healthcare) Richmond Division, which includes Henrico Doctors’ Hospital, Retreat Hospital, CJW Medical Center, John Randolph Medical Center, and Tuckahoe Surgery Center
- Bon Secours Richmond Health System, which includes St. Mary’s Hospital, Memorial Regional Medical Center, St. Francis Medical Center, and Richmond Community Hospital
- VCU Health System, which includes MCV Hospitals, MCV Physicians, and Virginia Premier Health Plan
- Veterans Health Administration, including the Hunter Holmes McGuire VA Medical Center

For more information about Richmond and Virginia, visit these web resources:

- City of Richmond: www.ci.richmond.va.us
- Guide to Historic Virginia: www.visitrichmondva.com
- Metropolitan Convention and Visitors Bureau: www.richmondva.com
- Richmond Times-Dispatch: www.richmond.com
- Style Weekly: www.styleweekly.com
- Venture Richmond: www.venturerichmond.com
- Website of Virginia Tourism: www.virginia.org
- Welcome to Virginia: www.virginia.org/Welcome/

1.3 Things to Do Around VCU

Concert Venues
The Broadberry www.thebroadberry.com
Brown’s Island www.venturerichmond.com
The Camel www.thecamel.org
Canal Club www.thecanalclub.com
Capital Ale House Music Hall www.capitalalehouse.com
Innsbrook Pavilion www.innsbrook.com
The National www.thenationalva.com
Richmond Coliseum www.richmondcoliseum.net

Cultural Organizations
Arts Council of Richmond www.richmondarts.org
Virginia Repertory Theatre www.va-rep.org
Richmond Ballet www.richmondballet.com
Richmond Symphony www.richmondsymphony.com
Festivals and Events

Broad Appétit  www.broadappetit.com
Carytown Watermelon Festival  www.carytownrva.com
Church Hill Irish Festival  www.churchhillirishfestival.com
Historic Richmond Foundation  www.historicrichmond.com
Innsbrook After Hours  www.innsbrookafterhours.com
Folk Festival  www.richmondfolkfestival.org
Festival of India  www.thefestivalofindia.org
First Friday Art Walk  www.rvafristfridays.com
Friday Cheers  www.venturerichmond.com
Greek Festival  www.greekfestival.com
Lebanese Festival  www.stanthonymaronitechurch.org/festival/

Points of Interest

Agecroft Hall  www.agecrofthall.com
Belle Isle  www.jamesriverpark.org
Beth Ahabah Museum and Archives  www.bethahabah.org/bama/
Black History Museum  www.blackhistorymuseum.org
Canal Walk  www.venturerichmond.com
Chesterfield Museum Complex  www.chesterfield.gov
Children’s Museum of Richmond  www.e-mor.org
Chimborazo Medical Museum  www.nps.gov/rich/historyculture/
Colonial Downs Race Track  www.colonialdowns.com
Edgar Allan Poe Museum  www.poemuseum.org
Elegba Folklore Society  www.elegbafolkloresociety.org
Evelynton Plantation  www.jamesriverplantations.org/Evelynton
Henricus Historic Park  www.henricus.org
Hollywood Cemetery  www.hollywoodcemetery.org
James River & Kanawha Canal Walk  www.venturerichmond.com
John Marshall House  www.johnmarshallfoundation.org
Lewis Ginter Botanical Garden  www.lewisginter.org
Library of Virginia  www.lva.lib.va.us
Maggie Walker National Historic Site  www.nps.gov/malw/
Maymont Park  www.maymont.org
Meadow Farm Museum  www.co.henrico.va.us/rec/
American Civil War Museum  www.acwm.org/
Old Dominion Railway Museum  www.odcnrhs.org
Richmond National Battlefield Park  www.nps.gov/rich
Science Museum of Virginia  www.smv.org
Sherwood Forest Plantation  www.sherwoodforest.org

Professional and Collegiate Sports

Metropolitan Richmond Sports Backers  www.sportsbackers.org
Richmond International Raceway (NASCAR)  www.rir.com
Richmond Kickers (Professional soccer)  www.richmondkickers.com
Richmond Flying Squirrels (Minor League baseball)  www.milb.com
VCU Rams Athletics ( Collegiate sports)  www.vcuathletics.com

Sports/Outdoors/Adventure
James River Park  www.jamesriverpark.org
Monument 10K  www.sportsbackers.org
Kings Dominion  www.kingsdominion.com
SeaWorld’s Busch Gardens  www.buschgardens.com
White Water Rafting  www.visitrichmondvacom
Anthem Richmond Marathon  www.richmondmarathon.com
VCU Health 8K  www.richmondmarathon.com
River City Sports and Social Club  www.rivercityssc.com

Shopping
Carytown  Cary Street, between Boulevard and Thompson
Chesterfield Towne Centre  Midlothian Turnpike and Huguenot Road
Regency Square Mall  Parham and Quiocassin Roads
Short Pump Mall  Far West End
Stony Point Fashion Park  Southside, in the city
The Avenues  Libbie Avenue and Grove Avenue
Virginia Center Commons  Route 1 near Ashland
Willow Lawn  Broad Street and Willow Lawn Drive

2. MCV Campus Student Services

2.1  VCU Card

http://vcucard.vcu.edu/myid  | (804) 827-2273
VMI Building, 1000 E. Marshall St., Room 311, Richmond, VA 23298

2.2  University Student Health—MCV Campus Clinic

www.students.vcu.edu/health  | (804) 828-9220
VMI Building, 1000 E. Marshall Street, Room 305, Richmond, VA 23298

2.3  MCV Alumni Association

https://www.vcualumni.org/  | (804) 828-3900  | 1016 East Clay Street, Richmond, VA 23298

2.4  Tompkins-McCaw Library for Health Sciences

www.library.vcu.edu/tml  | (804) 828-0636  | TML 509 N. 12th Street, Richmond, VA 23298

TML Building Regular Hours
7:30am–midnight, Monday – Thursday
7:30am–8pm, Friday
9am–6pm, Saturday
11am–midnight, Sunday

Hunton Regular Hours
7am–6pm, Monday – Friday
Closed Saturday
Closed Sunday
2.5 MCV Campus Parking

http://www.parking.vcu.edu/ | (804) 828-7275
8th Street Deck, 659 North 8th Street, Richmond, VA 23219

2.6 Transportation

Student Shuttle Services (RamRide)—(804) 828-7275 (Groome Transportation)
Please visit http://www.parking.vcu.edu/transportation/ramride/ for information on shuttles and route maps.

GRTC Transit System—(804) 358-GRTC (4782) or www.ridegrtc.com
Greater Richmond Transit Company (GRTC) and VCU have joined forces to provide easy access to convenient transportation around Richmond with the GRTC Student Transit Pass Program. The pass is $100 for full-time students and $50 for part-time students and allows any VCU student to ride any GRTC bus by showing their VCUCard and Transit Pass. Students may receive the transit pass at the Parking Office. The pass is non-refundable, non-transferable, and will not be sold to students with outstanding VCU Parking tickets.

2.7 Housing and Utilities

www.housing.vcu.edu
https://offcampus.housing.vcu.edu/

MCV On-Campus
Cabaniss Hall
615 N 8th Street
Richmond, VA 23298-8000

Off-Campus
Information Center, Student Commons
907 Floyd Avenue, PO Box 842032
Richmond, VA 23284-2032

2.8 Campus Police and Safety

www.vcu.edu/police | 938 W. Grace Street, Richmond, VA, 23284

Main phone numbers:
Emergencies On Campus 828-1234 or 828-HELP
Non-emergencies 828-1196
Security Escort 828-WALK (828-7233)
Lost and Found Office 828-7071
Crime Prevention 828-6226

2.9 MCV Campus Recreation Facilities and Activities

www.recsports.vcu.edu | (804) 827-1100 | 900 Turpin St. Richmond, VA 23284

MCV Campus Recreation and Aquatic Center—10th Street and Turpin Street
The MCV Campus Recreation and Aquatic Center offers a fitness center, natatorium, gymnasium, several racquetball and squash courts.
The Jonah L. Larrick Student Center is located in the same building. At the Larrick Student Center, you can find Jonah’s food court, Starbucks, and USC&A meeting rooms.
Other VCU Recreation Facilities

Cary Street Recreation Complex 911 W. Cary St., Phone 828-6219
Franklin Street Gymnasium 817 W. Franklin St., Phone 827-1100
Stuart C. Siegel Center 1200 W. Broad St., Phone 827-1100
Thalhimer Tennis Center 5 S. Linden St., Phone 828-1458

Outdoor Adventure Program
To check prices and availability visit http://www.recsports.vcu.edu/outdoor-adventure/

Intramural Recreation
To learn about MCV Campus intramural leagues, visit http://www.recsports.vcu.edu/intramurals/

2.10 University Counseling Services

http://www.students.vcu.edu/counseling/ | (804) 828-3964
VMI Building, Room 412
1000 E. Marshall St., Richmond, VA 23298

Regular Hours
8am-4:30pm, Monday
8am-4:30pm, Tuesday – Friday
11am-4:30pm, Wednesday
8am-4:30pm, Summer

2.11 Division for Academic Success

http://das.vcu.edu/ | (804) 828-9782
VMI Building, 1000 E. Marshall St., Second Floor, Richmond, VA 23298

3. Department of Health Administration

3.1 Mission and Vision

www.had.vcu.edu | (804) 828-9466 | FAX: (804) 828-828-1894
1008 E. Clay Street, P.O. Box 980203, Richmond, Virginia 23298

The overall purpose of the Department of Health Administration is to provide educational programs and services related to the organization and administration of health services. In achieving that purpose, the department’s principal functions are to provide high-quality education leading to careers in the administration of health care institutions, agencies and systems and to provide advanced training and education for persons, who will teach, plan, evaluate and investigate health care policies and medical care systems. Corollary functions are to provide assistance and other services for community organizations and to conduct health services and health policy research.
The mission of the Department of Health Administration is:

- educating the next generation of health administrators and enhancing the skills of the present generation;
- preparing a new generation of health services, researchers, and educators;
- creating and disseminating basic and applied knowledge about the management, organization, financing, function, and performance of the health care system; and
- serving people in the public and private sectors of the health care system.

These activities, when mutually reinforced among all key people—faculty, staff, students, alumni/ae—elevate the Department to a premier status among similar departments in the United States.

3.2 Vision and Values

The aspiration of the Department of Health Administration is to improve the performance of health care through the creation of knowledge, provision of service, and education of graduates who assume leadership roles in research, education, and practice. The vision of the Department of Health Administration is to be recognized as the leader in providing management and leadership excellence for complex health care delivery organizations.

In pursuit of this vision, the Department recognizes that core values and concepts are critical:

Dedication to Patient Care that embodies quality, effectiveness and respect;

Establishment of Leadership in health care that demonstrates excellence, integrity, diversity, and teamwork in fostering fairness and accountability to the individual and the community; and,

Celebration of a long Tradition that includes promotion of Innovation and optimal use of Technology to advance education, service, and research.

3.3 History

Education in health administration at the university began in 1949 with the establishment of a graduate curriculum in hospital administration. Early graduates received a certificate; the master’s degree was awarded beginning in 1955. These early efforts grew and developed into the Department of Health Administration, which was established in 1972 when the School of Hospital Administration was subsumed by the School of Allied Health Professions of Virginia Commonwealth University. The department now includes three major programs: (1) Master of Health Administration, (2) Doctor of Philosophy in Health Services Organization and Research, and (3) Professional Master of Science in Health Administration – Online. The department cooperates with the University of Richmond School of Law, a program established in 1986; and the Washington and Lee School of Law, a program established in 2005, to offer the dual degree MHA/JD program. In 2001, the dual degree MHA/MD program was established with the VCU School of Medicine. Both master’s programs are fully accredited by the Commission on Accreditation of Healthcare Management Education (CAHME). In addition to these educational programs, the Department of Health Administration has a major research program and is involved in a wide range of public
service activities, including continuing studies for health services administrators and other health professionals.

3.4 Full-time Faculty

Please see [http://sahp.vcu.edu/departments/ha/facultystaff/](http://sahp.vcu.edu/departments/ha/facultystaff/) for more detailed faculty information and bios.

**Gloria J. Bazzoli, Ph.D.,** *Bon Secours Professor of Health Administration*  
(804) 828-5223 | gjbazzol@vcu.edu | Room 306

**Dolores G. Clement, Dr. P.H., FACHE,** *Professor and Director of Dual Degree Programs*  
(804) 828-5216 | delement@vcu.edu | Room 215

**Jan P. Clement, Ph.D.,** *Professor and Director of Doctoral Program in Health Services Research*  
(804) 828-1886 | jclement@vcu.edu | Room 301

**Jonathan P. DeShazo, Ph.D., M.P.H.,** *Associate Professor and MHA Program Director*  
(804) 828-5509 | jpdeshazo@vcu.edu | Room 205

**Laura McClelland, Ph.D.,** *Assistant Professor*  
(804) 828-6064 | lemcclelland@vcu.edu | Room 230

**Michael J. McCue, D.B.A.,** *R. Timothy Stack Professor*  
(804) 828-1893 | mccue@vcu.edu | Room 306

**Jessica Mittler, Ph.D.,** *Associate Professor*  
(804) 828-8659 | jmittler@vcu.edu | Room 225

**Yasar A. Ozcan, Ph.D.,** *Charles P. Cardwell, Jr. Professor*  
(804) 828-5224 | ozcan@vcu.edu | Room 213

**Cheryl Rathert, Ph.D.,** *Associate Professor*  
(804) 828-5460 | crathert@vcu.edu | Room 307

**Carolyn Watts, Ph.D.,** *Richard M. Bracken Chair and Chairman*  
(804) 828-5222 | cwatts2@vcu.edu | Room 202A

3.5 Adjunct Faculty

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**Elizabeth Blue, HADE 611 Professor** | eblue@vcu.edu
**David Collins, HADE 612 Professor** | dcollins@vcu.edu
**Susan Dubuque HADE 614 Professor** | sdubuque@mdp-agency.com
**Robert Graboyes HADE 624 Professor** | rfggraboyes@gmail.com
**Steve Horan HADE 609 Professor** | shoran@vcu.edu
**Mike McNeely, HADM 607 Professor** | mcmeneely@vcu.edu
**Roger Neathawk, HADM 614 Professor** | rdneathawk@vcu.edu
3.6 Administrative Faculty

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(804) 828-8662 | bayers@vcu.edu | Room 209

Rochelle Y. Clarke, MS Director of Information Systems Technology  
(804) 828-5400 | rclarke3@vcu.edu | Room 224

Tracy Kemp Stallings, MSHA Director of Industry Engagement  
(804) 828-5220 | takemp@vcu.edu | Room 211

3.7 Professional Staff

Chuky Spivey, MHR, Coordinator - MHA Program  
(804) 828-7799 | ckspivey@vcu.edu | Room 227

Megan McDermott, Administrative Assistant to the Chair  
(804) 828-1891 | mmcdermott@vcu.edu | Room 202

Carrie Thornbrugh, MA, Marketing and Program Coordinator, HSOR Ph.D. and MSHA Programs  
(804) 828-0719 | clthornbrugh@vcu.edu | Room 212

3.8 Technology

Logging On
The log in for all the computers in the Grant House and almost all other computers on both campuses is linked to the University’s Central Authentication System (CAS). You will use your university assigned eID and the password you established when setting up your student account to log in. This is the same login combination you will also use for accessing resources such as email, Blackboard, library, etc. Every student must have an account established prior to logging into any computer; accounts are automatically set up for incoming students via information received from the registration system prior to their starting semester. The University logon policy is that after three unsuccessful login attempts to any system you will be locked out of your account; your account will automatically unlock after 30 minutes. If you would like to be unlocked prior to the 30 minutes, please contact the Director of Information Technology. If you have forgotten your password, it will need to be reset by the University help desk at 828-2227.

Printing
We offer free printing for our students by providing a printer, toner and paper in the computer lab. The lab printer is the HP LaserJet 4015 (located in the computer lab, Room 117 at the front of the room) and there is extra paper located under the table next to the printer. If there is no paper or if toner is needed, please see you class representative or the program coordinator. To conserve paper the use of double-sided printing is highly encouraged.

Check Out Equipment
The department maintains a wide variety of equipment for student use. These include laptop cables, portable projector, digital camera, video camera, webcam, voice recorder, and other items. These items are available on a first come, first serve basis and can be checked out for a limited amount of
time only. Please contact the Director of Information Technology to check out an item or inquire about available equipment.

**VCU Wi-Fi**
Grant House is fully integrated with the University’s wireless networks and you should be able to receive a signal anywhere in the house. To connect to the wireless network, use VCUSafenet. This connection provides the VCU community with a safe, encrypted online experience that applies a higher level of security to wireless computing. After the initial setup, you are not required to log back in to the service every time you attach to the VCU SafeNet Wireless network. You will only be asked to sign back into the service if your eID password has changed. To use VCUSafenet you will need to install a client on your laptop, tablet or mobile device. Instructions and the client software can be found at [http://www.ts.vcu.edu/software-center/security/vcu-safenet-wireless-client](http://www.ts.vcu.edu/software-center/security/vcu-safenet-wireless-client).

### 4. Master of Science in Health Administration Program

#### 4.1 Mission

The mission of the MSHA program is to prepare practicing healthcare professionals for management and leadership positions within complex health care organizations.

#### 4.2 Curriculum

MSHA Program courses are designed to meet the distinctive needs and preferred learning styles of the experienced health care professional. It is a competency-based curricula and each course’s learning objectives are tied to our leadership competency model that follows. These competencies, developed in and out of the classroom throughout the students' tenure in the program, cut across five domains:

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<td>• Interpersonal Communication</td>
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<td>• Presentation Skills</td>
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<td>• Writing Skills</td>
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<table>
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<tr>
<th>2) Leadership</th>
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<tr>
<td>• Leading and Managing Others</td>
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<td>• Change Management</td>
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<td>• Ability for Honest Self-assessment</td>
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<tr>
<td>• Systems Thinking</td>
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<tr>
<td>• Problem-solving and Decision-making</td>
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<tr>
<th>3) Professionalism</th>
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<tr>
<td>• Personal and Professional Ethics</td>
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<tr>
<td>• Professional &amp; Community Contribution</td>
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<td>• Working in Teams</td>
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<th>4) Knowledge of the Healthcare Environment</th>
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<td>• Health care Issues and Trends</td>
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<td>• Healthcare Legal Principles</td>
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<td>• Populations’ health and status assessment</td>
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</table>
Course work prepares students to meet the challenges of the constantly changing health care marketplace while providing a solid foundation for life-long professional development. Faculty members have in-depth academic preparation in their disciplines and extensive professional experience. All courses are three credits unless otherwise noted.

Course Descriptions and Curriculum Layout can be found on the Departmental Website at: http://sahp.vcu.edu/departments/ha/msha/prospective-students/curriculum/
VCU MSHA Program - Online

Calendar Class of 2018

On-Campus (July 23-28, 2016)
- Health System Organization, Financing & Performance
- Health Economics
- Healthcare Organization and Leadership

Online (August 1 – December 9, 2016)

On-Campus (December 12-18, 2016)
- Health Care Managerial Accounting
- Health Care Management Decision Support Systems
- Management of Health Care Organizations

Online (Dec. 19, 2015 – May 6, 2017)

On-Campus (May 7 – 12, 2017)
- Healthcare Politics and Policy

Online (May 15 – July 21, 2017)

On-Campus (July 22–27, 2017)
- Financial Management in Health Care Organizations
- Healthcare Law and Bioethics
- Information Systems for Health Care Management
- Managerial Epidemiology

Online (July 31 – Dec 8, 2017)

On-Campus (December 11 – 17, 2017)
- Health Care Marketing
- Strategic Management in Health Care Organizations
- Human Resources Management in Health Care

Online (Dec 19, 2017 – May 4, 2018)

On-Campus (May 6 – 11, 2018)
- Finals/capstone/class photos/graduation dinner

Graduation : May 12, 2018
VCU MSHA Program - Online
Calendar Class of 2019

On-Campus (July 22-27, 2017)
- Health System Organization, Financing & Performance
- Health Economics
- Healthcare Organization and Leadership

Online (July 31 – December 8, 2017)

On-Campus (December 13-19, 2017)
- Health Care Managerial Accounting
- Health Care Management Decision Support Systems
- Management of Health Care Organizations

Online (Dec. 26, 2016 – May 4, 2018)

On-Campus (May 6-11, 2018)
- Healthcare Politics and Policy

Online (May 14 – July 20, 2018)

On-Campus (July 21-26, 2018)
- Financial Management in Health Care Organizations
- Healthcare Law and Bioethics
- Information Systems for Health Care Management
- Managerial Epidemiology

Online (July 30-December 8, 2018)

On-Campus (December 10-16, 2018)
- Health Care Marketing
- Strategic Management in Health Care Organizations
- Human Resources Management in Health Care

Online (December 17, 2017 – May 4, 2019)

On-Campus (May 5 –10, 2019)
- Finals/capstone/class photos/graduation dinner

Graduation : May 11, 2019
4.4  MSHA Student Bios

**Incoming Students: Full-Time**

**John Fitzgerald** (Henrico, VA). John is a senior revenue cycle data analyst at VCU Health – MCVP. He attended the University of Pittsburgh where he earned his MBA.

**Lisa Garrett** (Virginia Beach, VA). Lisa is a RN project manager with Sentara Medical Group. She earned her Bachelor of Science in nursing from Molloy College.

**Fuquan Hawkins** (Newport News, VA). Fuquan is a hospital corpsman with US Navy. He has most recently earned his Master of Science in health informatics from the University of Cincinnati.

**Kathryn Hendrickson** (Richmond, VA). Kathryn is an administrative assistant and fellowship coordinator in the pediatric pulmonary medicine department of the Children’s Hospital of Richmond at VCU. She earned her Bachelor of Science at VCU.

**Patrick Howley** (Richmond, VA). Patrick is a territory manager of the acute pain division at Halyard Health. He attended Wake Forest University where he earned a Bachelor of Arts in economics.

**Kristen Lee** (Summerville, SC). Kristen is the lead registered respiratory therapist at the Summerville Medical Center. She earned her Bachelors of Science degree in biology at the College of Charleston.

**Beverly Lukawski** (Las Vegas, NV). Beverly is the pharmacy operations manager at Sunrise Hospital and Medical Center. She attended Creighton University where she earned both her Doctor of Pharmacy and BS in chemistry.

**Kyra McDaniel** (Mechanicsville, VA). Kyra is the medical coding supervisor for the pediatrics, dermatology, and ophthalmology departments of the VCU Health System and Children’s Hospital of Richmond. She earned a B.S. in healthcare management at Saint Leo University.

**Nancy O’Reilly** (Mechanicsville, VA). Nancy is a Performance Improvement Coordinator with the VCU Health system. She earned her nursing degree at the Bon Secours Memorial School of Nursing.

**David Risden** (Richmond, VA). David is an investigator in the Medicaid Fraud Control Unit of the Virginia Attorney General’s Office. He earned his B.S. degree in criminal justice from VCU.
Natalie Russell (Lexington, KY). Natalie earned a Doctor of Pharmacy and a Masters of Business Administration concurrently at the University of Kentucky. She will be completing a residency in pharmacy administration at VCU.

Incoming Students: Part-Time

Gabor Bagameri (Henrico, VA). Gabor is a physician and assistant professor of surgery in the divisions of cardiothoracic and vascular surgery at VCU Health. He earned his M.D. at Semmelwies U

Mary Eaker (Newport News, VA). Mary is a clinical pharmacy specialist in operations at Bon Secours Mary Immaculate Hospital. She attended the University of Georgia where she earned her Pharm.D.

Mica Ferlis (Prince George, VA). Mica is an emergency medicine nurse practitioner at VCU Health. She earned her Masters of Nursing in adult acute care at VCU.

Aaron Goldberg (Richmond, VA). Aaron is an attending physician and assistant professor in the obstetrics and gynecology department of the VCU Health System. He earned his Doctor of Medicine here at VCU.

Zachary Isbell (Richmond, VA). Zachary is a project manager with JLL Inc and has worked on projects with VCU Health and Augusta Health. He earned his B.S. in construction engineering and management at Purdue University.

Nam Ly (Virginia Beach, VA). Nam is a staff physician at the Naval Medical Center in Portsmouth specializing in pulmonary, critical care, and sleep medicine. He is also the president of the NMCP medical staff. Nam earned his MD at the Uniformed Services University of the Health Sciences.

Tami Pohnert (Mechanicsville, VA). Tami is a licensed physical therapist and certified athletic trainer at OrthoVirginia. She earned her Ph.D. in gerontology at VCU and her Masters of Science in physical therapy at Emory University.

Jennifer Richard (Richmond, VA). Jennifer is the Associate Vice President of sales and marketing at Professional Risk Associates. She studied marketing management at Virginia Polytechnic Institute and State University.

Continuing Students: Full-Time

Jawad Al-Khafaji (Henrico, VA). Jawad is an Assistant Professor Teaching Nocturnist at VCU Health. He earned his MD at Weill Cornell Medical College in Qatar. Recently Jawad received the VCU Faculty Excellence in Teaching Award.

Leslie Baggesen (Richmond, VA). Leslie is the Chief of Biomedical Engineering at McGuire Hospital in Richmond. She has earned an MS in Biomedical Engineering at UNC Chapel Hill and a BS in Biomedical Engineering at Boston University.
Matthew Brengman (Glen Allen, VA). Matthew is the Medical Director for Bariatric Surgery and is a surgeon with the Advanced Surgical Partners of Virginia. He is also the Chair of the American Society of Metabolic and Bariatric Surgery and Surveyor for the American College of Surgeons Metabolic and Bariatric Surgery Quality Improvement Program (MBSAQIP). He has a BS from University of Southern California and MD from Cornell University.

Jatinder Lachar (Richmond, VA) Jatinder is Hospitalist at the VCU School of Medicine. He earned his Doctor of Medicine degree at the University of Queensland School of Medicine and a BS in Biology at the University of British Columbia.

Julia Matthews (Glen Allen, VA). Julia is the Outpatient Service Coordinator at Parallon Business Solutions. She attended Longwood University and earned a Bachelor of Science in Liberal Studies.

Geetha Nagamma (Glen Allen, VA). Geetha has worked as a resident Physician in Bangalore India and as a Medical Assistant in Glen Allen, VA. She has earned a Bachelor of Medicine and a Bachelor of Surgery at Bangalore University.

Ernesto Quevedo Rojas (Miami, FL). Ernesto has worked as an Attending Radiologist and as the Chief of Vascular and Interventional Radiology Unit at the Guillermo Alemenara National Hospital and British American Hospital in Lima. He earned is MD at the University Nacional Mayor de San Marcos in Lima, Peru.

Megan Sisk (Henrico, VA). Megan is a Doctoral Fellow in the Pulmonary Critical Care Unit at VCU Health. She earned a Doctor of Medicine at the Kansas City University of Medicine and Biosciences and a BS in Biology at Missouri Western State College.

Ashley Street (Chesterfield, VA). Ashley is completing a Pharmacy administration residency at VCU Health System. She earned her PharmD and a BS in Anthropology at VCU.

Panwichit Tongvichit (Charlottesville, VA). Panwichit is the Laboratory Manager at UVA Health System. She earned a BS in Clinical Laboratory Sciences at VCU.

Benjamin Wood (Richmond, VA). Benjamin is a Billing Team Lead at True Health Diagnostic. He earned a Bachelor of Science in Religious Studies at VCU.

Continuing Students: Part-Time

Class of 2018

Maria 'Vicki' Humphreys (Richmond, VA). Vicki is the administrator of the Parkinson’s and Movement Disorders Center at VCU. She holds a BS from Virginia Tech and an MBA from VCU.
Angela McNally (Mechanicsville, VA). Angela is an Account Executive at Owens & Minor and received her BS in Clinical Radiology Sciences from VCU.

Jeremy Santoro (Richmond, VA). Jeremy is currently a Feeding Program Dietician at the Children’s Hospital of Richmond at VCU. He attended Tidewater Community College, the University of New England, and received his BS in Dietetics from James Madison University.

Jessica Macalino (Newport News, VA). Jessica is a Project Manager at Sentara Heart Hospital in Norfolk, VA. She received her BA in Psychology from the University of Alaska Fairbanks.

Class of 2019

Kathryn Abshire (Virginia Beach, VA) Kathryn is the Vice President of Finance at the Children’s Hospital of the King’s Daughters in Norfolk. She received a BS in Accounting from Old Dominion University and an Associate’s degree in Business Administration from Tidewater Community College.

Charniece Ballou (Chesapeake, VA). Charniece is the office supervisor in the Department of Sports Medicine at the Children’s Hospital of the King’s Daughters in Norfolk, VA. She earned a BS in Business Management at VCU.

Alexander Colquhoun (Richmond, VA). Alexander is an Attending Physician in the Department of Anesthesiology at the VCU Medical Center where he is also the Medical Director of the PACE Center. He earned his MD at the University of Glasgow.

Coretha Robinson (Glen Allen, VA). Coretha is a Program Director at ECPI University in Richmond. She earned a BS in Health Science at Columbus State University.

Thomas Vahdani (Richmond, VA). Thomas is an Assistant Professor at Virginia Commonwealth University, School of Dentistry and a practicing dentist at VCU Dental Care. He received his BS in Medical Microbiology from California State University, Long Beach and his Doctoral of Dental Surgery at University of Southern California. Thomas is a Fellow of Academy of General Dentistry and also a graduate of VCU Grace E. Harris Institute’s Leadership Development program.
## 4.5 On-Campus Guidelines

**PAYMENTS:** Checks only. We are unable to accept credit/debit cards.

**SMOKING:** VCU is designated non-smoking.

**COPIER:** The copier code for both classes is login: 15 and password: 150. See Carrie Thornbrugh before using the copier if you are not familiar with the machine. The copier is located in Room 207. Also, see Carrie if the machine is out of paper.

**NETWORK:** Network log-on requires your username and password.

**BUILDING ACCESS:** Front and back door entry requires your VCU ID. Computer lab door code is 7799. The student lounge door code is – 5 & 3, then 1.

**KEYS:** Your class reps will have keys to your classrooms and to the copier room.

**FAX:** A fax machine is located in Room 207 with directions posted on the bulletin board directly above it. Please pay Chuky Spivey in Room 212 for faxes.

**READINGS:** Readings and/or handouts will be available from Carrie Thornbrugh, Grant House Room 212 on the first day of the session.

**COFFEE:** Coffee will be made by staff on the first day of the session, then will become the responsibility of the classes. Class reps are responsible for ensuring the pots are turned off in the evening.

**TRASH:** All food-type trash must be discarded in the hallway trashcans as they are the only ones emptied nightly.

**PARKING:** Ensure parking permits are up to date in the correct location.
Introduction to Academic Policies and Procedures: Sections 5 – 7

The following sections present departmental policies pertaining to students in the Professional Graduate Programs in Health Administration at Virginia Commonwealth University (VCU). They are intended to provide guidelines for student performance and achievement during enrollment. **Both faculty and students are responsible for becoming familiar with University documents that establish expectations and guidelines for graduate students at VCU.**

Each section is designed to be congruent with full University policies and regulations as set forth in the [VCU Graduate Bulletin](http://www.vcu.edu/bulletins). In the case of a conflict between these policies and the VCU Graduate Bulletin, the VCU policies apply. See: [www.vcu.edu/bulletins](http://www.vcu.edu/bulletins)

The MHA Program is designed primarily for full-time students and the MSHA Program admits both part- and full-time students. Although the language in Sections 7 through 11 of this document reflect that most students are enrolled full-time, except where noted, all of the general policies and regulations apply equally to both MHA and MSHA full-time and part-time students.

5. **Academic Policies**

5.1 **Admission Requirements**

1. **MHA** - To be considered for admission to the graduate program in health administration in full status, the applicant must complete all prerequisite course requirements and meet the minimum qualifications as specified in the graduate bulletin: [www.pubapps.vcu.edu/bulletins/prog_search/?did=20124&iid=30301](http://www.pubapps.vcu.edu/bulletins/prog_search/?did=20124&iid=30301)

2. **MSHA** – To be considered for admission to the MSHA Program in full status, the applicant must meet the minimum requirements as specified in the graduate bulletin: [www.pubapps.vcu.edu/bulletins/prog_search/?did=20127&iid=30311](http://www.pubapps.vcu.edu/bulletins/prog_search/?did=20127&iid=30311)

5.2 **Admission on Provisional Status**

1. If an applicant presents qualifications that are only slightly below required admission standards, that applicant may, at the discretion of the Admissions Committee, be admitted to the Program on provisional status.

2. Students admitted on provisional status that complete all course work, achieve a 3.00 GPA and do not earn a grade of "C" during their first semester as a full-time student (or equivalent number of credit hours of part-time work) will be granted full status as a graduate student and will become a degree candidate.

3. The faculty will review a student admitted on provisional status if one or more of the following occurs during the first semester she or he is enrolled full-time:
   a. The student does not achieve a 3.00 GPA
   b. The student fails to complete required courses, or
c. The student earns a grade of “C” or lower in at least one course.

Based on its assessment, the faculty will select from the following courses of action:
  a. Terminate the student from the Program on the basis of academic inadequacies;
  b. Place the student on academic probation, specify requirements, and permit the student to continue in the Program.

4. Students admitted on provisional status will be informed in writing of their change in status after completion of the first semester and faculty review of their performance.

5.3 Prerequisites for Admission

1. MHA
To be eligible for admission to the graduate program, completed coursework must include basic undergraduate preparation in economics, accounting and statistics.

Applicants must also have a working knowledge of college-level algebra. The specific prerequisite course requirements may be met as follows:
  a. Complete a college-level course (3 semester hours) in financial accounting at any U.S.-accredited college or university with a grade of “C” or better.
  b. Complete a college-level course (3 semester hours) in microeconomics at any U.S.-accredited college or university with a grade of “C” or better.
  c. Complete an upper division (3 semester hours) course in statistics at any U.S.-accredited college or university with a grade of “C” or better.

If all prerequisites have not been satisfactorily completed before program matriculation, the Program Director may require a one-year deferral to satisfy the prerequisite requirements.

2. MSHA

3. Detailed information on this topic can be found through the Graduate Student bulletin: www.pubapps.vcu.edu/Bulletins/prog_search/?did=20127&iid=30311

5.4 Transfer Credit & Course Load

Detailed information on these topics can be found through the Graduate Student bulletin: http://www.pubapps.vcu.edu/bulletins/prog_search/?did=20124&iid=30302

5.5 Plan of Study

1. Upon initial registration in the Department of Health Administration, each part-time MSHA student will be required to meet with the Program Director to devise a plan of study. This plan will reflect the coursework and timetable for completion of all requirements for the MSHA degree. A copy of the approved course plan will be placed in the student’s file.
2. The academic requirements that the student must fulfill are those that are in effect when the plan of study is approved by the Program Director. If curricular changes approved by the University occur, the student and Program Director will determine any needed changes in the plan of study.

### 5.6 Waiver of Courses

1. In general, those admitted to the MHA/MSHA Programs are expected to complete all courses as listed in the formal curriculum at the time of admission. However, students may petition the Program Director to waive selected courses prior to beginning the program. No waivers will be considered once a student has commenced course work. The decision of the Program Director on such matters is final, although advice will be sought from the faculty member teaching the course for which the waiver is sought.

2. In the MSHA Program, petitions to waive course work will be considered (although not necessarily granted) in the following instances: (1) HADE 606 where the associate holds a graduate degree in accounting/finance, is a certified public accountant, or has significant experience as a chief financial officer of a health care delivery (or related) organization; (2) HADE 610 where the associate holds a graduate degree in operations research, systems engineering, industrial engineering, and has significant professional experience in this area; (3) HADE 611 where that associate holds JD or LL.B degree and has significant experience in the area of health law; (4) HADE 614 where the associate holds a graduate degree in marketing and has significant professional experience in the area.

### 5.7 General Academic Requirements

1. Students in the MHA/MSHA Program must achieve an overall grade point average (GPA) of 3.00 (4.0 scale) for all coursework. Any student whose cumulative grade point average falls below 3.00 at the end of a given semester, or in the case of part-time MSHA students, after completion of the equivalent semester hours, will be reviewed for possible academic probation or termination.

2. Students in the MHA/MSHA Program must not have more than six semester hours (or 20 percent of total semester hours attempted, whichever is greater) with a grade of “C” regardless of the student’s overall GPA. Any student who receives a grade of “C” or below in more than two courses will be reviewed for possible academic termination even if the students’ overall GPA is 3.00 or better.

3. MHA Students who have not satisfactorily completed the required 50 semester hours of coursework on campus are not eligible to enter the administrative residency. This includes students with outstanding Incomplete (I) grades.

4. MHA Students must complete a minimum of 58 semester hours of coursework and meet the following requirements in order to qualify for the MHA degree:
   a. Meet all grade point requirements noted above.
b. Satisfactorily complete all requirements of the administrative residency including both professional development objectives and required academic coursework.

c. Pass a comprehensive oral seminar administered near the end of the program of studies.

5. MSHA students must complete a minimum of 41 semester hours of coursework and meet the following requirements in order to qualify for the MSHA degree:

a. Meets all grade point requirements noted above.

b. Pass a comprehensive oral capstone project presentation administered near the end of the program.

5.8 Academic Probation

1. Students who do not achieve a cumulative grade point average of 3.0 in their coursework and have more than six semester hours (or 20 percent of total semester hours attempted, whichever is greater) with a grade of “C” regardless of the student’s overall GPA, will be reviewed by the faculty for possible academic termination. Any student who receives a grade of “C” or below in more than two courses will be reviewed for possible academic termination even if the students’ overall GPA is 3.00 or better. Based on their assessment, the faculty will select from the following courses of action:

a. Recommend to the Graduate School Dean the termination of the student from the MHA/MSHA Program on the basis of academic deficiencies.

b. Place the student on academic probation, specify requirements, and permit the student to continue in the program.

2. Students placed on academic probation must arrange a meeting with their faculty advisor at approximately mid-semester to discuss academic progress during that period. The faculty advisor will keep the faculty informed of the student’s progress.

3. In no case will students be granted academic probation for more than two semesters.

4. MHA students on academic probation are not eligible to enter the administrative residency.

5. At the end of each semester, (or in the case of part-time MSHA students, after completion of the equivalent number of semester hours), the faculty will review the performance of each student who has been on academic probation during that semester and select from the following courses of action:

a. Remove the student from academic probation if the student’s GPA during that semester and the overall GPA are both above 3.00 and if no other deficiencies exist.

b. Permit the student to continue in the MHA/MSHA Program on academic probation and specify performance requirements that must be met.

c. Recommend to the Graduate School Dean the termination of the student from the MHA/MSHA Program on the basis of academic deficiencies if the student failed to achieve a GPA of 3.00 or has other deficiencies justifying dismissal.
5.9 Grading Policies

1. The final grade in courses in the MHA/MSHA Program ordinarily will include consideration of the student’s performance on at least two examinations or assignments.

2. Academic grades are to be based primarily upon individual performance and accomplishment although team assignments and projects may be used in computing the individual student’s course grade.

3. The grading symbols used within the Department’s MHA/MSHA Program and their definitions are as follows:

   A = Superior. Indicates that the student has demonstrated outstanding performance in accomplishing the requirements of the course.

   B = Very Good. Indicates that the student has accomplished course requirements at a fully acceptable graduate level of performance.

   C = Acceptable, but sub-standard performance. Indicates that the student has not adequately accomplished course requirements. (See Sections 8.7 and 8.8.)

   D = Unacceptable. Indicates that the student has not accomplished course requirements at an acceptable level.

   P = Pass. The student’s work has met graduate school and department standards.

   S = Satisfactory. Indicates the student completes all assignments on time, and they are approved by the course instructor and other applicable parties.

   U = Unsatisfactory. Indicates the student has not adequately accomplished course requirements. Although not included in computation of the overall GPA, a grade of “U” will be addressed like a “C”. (See Sections 8.7 and 8.8.)

   F = Failure. Indicates that the student’s performance was far below the acceptable level. Credits with a grade of “F” cannot be applied toward fulfillment of degree requirements.

   I = Incomplete. Indicates that the course requirements were not fulfilled within the specified time period due to circumstances beyond the control of the student and that the instructor has given the student some additional time to meet these requirements. All requirements must be fulfilled no later than the last day of classes of the semester (or Summer semester) following the semester in which the “Incomplete” has occurred or the mark will automatically be changed to “Failure.” It is the student’s responsibility to complete the required paperwork for approval of the “I” grade. Forms may be obtained in Program offices.
Other grade symbols and meanings are listed in the VCU Graduate Bulletin.

4. Each instructor will explain the particular application of the grading policies and indicate the way that final course grades will be determined in the particular course.

5. Practicum courses (HADM 693, 694 and 695) are graded Satisfactory/Unsatisfactory/Fail. In all other courses of the MHA/MSHA Program, regular letter grades are to be assigned.

5.10 Grade Appeals

The VCU and School of Allied Health Professions grade appeals policies and procedures guide the Department’s grade appeal procedure. See website below
www.pubapps.vcu.edu/bulletins/graduate/?uid=10045&iid=30071

5.11 Termination Process and Appeals

Termination is initiated by the Program Director after recommendation by a majority of the full-time faculty of the Department.

The Admissions and Academic Standards Committee has set forth procedures by which students may appeal termination from graduate programs at VCU. Current procedures can be found posted to the VCU Graduate Bulletin:
http://www.pubapps.vcu.edu/bulletins/graduate/?uid=10045&iid=30618

6. Student Responsibility Policies

6.1 Professional Conduct

1. Students at VCU are obligated to conform to the honor system and to conduct themselves with the appropriate learning behavior as set forth in the Constitution and Honor System (http://www.students.vcu.edu/studentconduct/vcu-honor-system/rights-and-responsibilities/) as well as VCU Rules and Procedures. Students are individually responsible for becoming thoroughly familiar with these documents, students will sign a document indicating they have been informed and they agree to comply with all VCU and Department of Health Administration policies.

2. Students may dress comfortably for classes in business casual; however, casual wear is not appropriate. Business dress is expected when making field visits to health care organizations, guest speakers are addressing class, and making class presentations.

3. A VCU identification card provided to students as part of the registration process must be available at all times when on University property.
4. MHA students are expected to adhere the MHA Code of Ethics (see 4.2). Violations of the Code of Ethics are referred to the MHA Program Director and may be referred to the faculty or Honor Council for further action.

5. MHA and MSHA students are expected to adhere to the Technical Standards for Admission and Graduation.

6.2 Honor Code

1. All students are subject to the VCU student honor code. (For more information see http://www.students.vcu.edu/studentconduct/vcu-honor-system/) The highest level of personal/professional integrity is required for continued participation in the MHA and MSHA Programs.

2. The honor code applies to all work assigned during MSHA off-campus sessions as well as on-campus sessions. In completing off-campus assignments, students are often encouraged to seek consultation from fellow students and colleagues in their organization because learning is facilitated by such interactions. However, in submitting assignments, students testify that the work is their own.

6.3 Students with an Identified Disability

1. Virginia Commonwealth University is committed to providing students with disabilities equal opportunities to benefit from all programs, services and activities offered. Please see http://www.students.vcu.edu/dss/ for more information.

2. Students with an identified disability should inform the individual course instructor so that appropriate accommodations can be made. Students with disabilities are responsible for self-identification prior to requesting services and may do so at any time by presenting documentation to their campus coordinator. The MCV Campus coordinator is Lisa Webb (804-828-9782).

6.4 Academic Support Services

The Office of Student Academic Support Services provides services including counseling for study skill enhancement, time management, or other issues related to academic performance. Please see http://das.vcu.edu/ for more information.

6.5 Class Attendance

1. Graduate students in health services administration are expected to attend classes regularly and arrive on time. It is their responsibility to prepare for class and to abide by attendance requirements specified by each instructor.
2. When an absence can be anticipated in advance, the student is encouraged to inform the instructor as a matter of courtesy.

3. MHA Students who must miss two or more consecutive class days due to illness or other extenuating circumstances should notify their advisor who will assume responsibility for notifying the student’s instructors and the Program Director.

4. For the MSHA Program: Due to the condensed and rigorous nature of on-campus sessions, absences for reasons other than illness or dire personal emergency will not be granted. Work demands are not appropriate grounds for missing any part of an on-campus session. Students must petition the Program Director for an excused absence for any class sessions prior to the beginning of an on-campus session. Unexcused absences from an on-campus session are grounds for dismissal from the Program.

MSHA students are also expected to attend all off-campus, online sessions. Students are expected to participate in online sessions lasting over a specified time period in a timely manner. They are expected to participate in a manner that facilitates the goal of the Program that students learn from each other as well as from faculty. Waiting until the last hour to participate in online discussions is not consistent with this attendance policy. Students expecting to encounter difficulty satisfying this requirement during an online session must contact the instructor in advance.

6.6 Leave of Absence

1. A student who wishes to obtain University approval for an extended leave of absence (a semester or longer) from the MHA/MSHA Program should submit a written request with explanation to the Program Director.

2. In considering a request for a leave of absence, the Program Director will examine the student’s academic status and performance as well as any past or pending disciplinary action.

3. In submitting and acting upon a request for a leave of absence, both the student and the Program Director will consider and comply with all applicable University policies and procedures.

6.7 Withdrawal from the Graduate Program

1. A student who is considering withdrawal from the MHA/MSHA Program is encouraged to discuss this matter with both the faculty advisor and Program Director.

2. Students who wish to withdraw from the MHA/MSHA Program must complete the University’s withdrawal form which can be obtained from the VCU Graduate School Office. Additional University policies and procedures regarding withdrawal are set forth in the VCU Bulletin and the Graduate Bulletin and can be found at: http://www.pubapps.vcu.edu/Bulletins/graduate/?uid=10045&iid=31088
3. Voluntary withdrawals must be approved in writing by the Program Director, Department Chair, and Dean. Requests should be done in a timely manner abiding by University policy.

6.8 Student-Faculty Communication

1. It is a policy of this Department to establish and maintain effective, open communications among faculty members and students. Among the mechanisms which have been established to facilitate and encourage such communication are the following:

a. Faculty advisors are appointed for the MHA students by the Program Director prior to orientation. Each student should meet at least once a semester with their faculty advisor.

b. Elected officers, or any group of students the class designates, may serve as an advisory committee to the Program Director and meet whenever desired by the students or the Program Director.

c. The Program Director or Chair may invite students to serve as members of standing and/or ad hoc committees concerned with Departmental affairs.

d. Members of the student body may, individually, or as a group, submit items for discussion at regularly scheduled faculty meetings. Such items should be directed to the Department Chair who is responsible for preparing the agenda for faculty meetings.

e. Information of interest to students is regularly posted on the Department’s bulletin board or distributed by e-mail. Students are responsible to familiarize themselves with all materials posted on the bulletin board. A bulletin board exclusively for student use is located in the students’ lounge.

f. All faculty members are available to meet with students during hours that are “posted” or included in the course outline or, if the faculty member prefers, by appointment.

7. Faculty Responsibility Policies

7.1 Shared Faculty-Student Responsibility

Each student is individually responsible for meeting the academic requirements and achieving the educational goals that are specified by the Department and the University. It is the faculty’s responsibility to set fair requirements and provide appropriate, effective instruction. Both the students and the faculty contribute toward establishing the teaching-learning environment. In this sense, graduate education is truly a shared responsibility of the faculty and the students.
7.2 Faculty Advisors

1. The MSHA Program Director serves as primary faculty academic advisor for MSHA students, but refers students for career planning to other faculty appropriate to their needs.

2. It is the responsibility of students to understand the nature of their academic status and the implications of their status with respect to their continuation in the MSHA Program. The faculty advisor will assist the student and be available to advise the student in developing his or her approach to dealing with academic deficiencies.

7.3 Faculty Responsibilities as Instructor

1. Faculty members have the responsibility to provide timely and constructive feedback regarding the academic performance of students on tests, papers, or other academic requirements.

2. Faculty members have the responsibility to clearly specify course requirements and expectations, including the basis upon which final course grades will be determined.

3. Faculty members are responsible for specifying the particular guidelines that apply to each examination, case study, or other test of student performance. These guidelines must be consistent with the provisions of the VCU Honor Code and clearly specify whether or not collaborative effort is permitted and whether or not course material may be used during an examination.

8. Departmental and Selected University Policies

8.1 Technical Standards for Admission and Graduation Requirements

Recommendation for Graduation
A student is scheduled for graduation after successful completion of all degree requirements and upon recommendation of the faculty for graduation. Normally, the faculty’s recommendations occur at the end of the semester during which graduation occurs; for most students, this is the Spring semester.

Technical Standards for Admission and Graduation
Professional Graduate Programs in Health Administration (MSHA)

The VCU Department of Health Administration is responsible for providing education without regard to disability while assuring that academic and technical standards are met. Academic standards are met by successfully completing the curriculum for the Professional Graduate Programs in Health Administration. Technical standards represent the essential non-academic requirements that a student must demonstrate to participate successfully in the Professional Graduate Programs in Health Administration.
An applicant, student, and candidate for the Master of Science in Health Administration (MSHA) degree must have demonstrated aptitude, abilities and skills in the following categories: sensory, motor, intellectual, behavioral, communication, and social. The technical standards for each category identified below are consistent with the expectations of Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990.

Sensory

- Ability to communicate verbally in the English language to elicit information from and provide information to faculty and health care professionals.
- Ability to communicate in written English with faculty and health care professionals.
- Ability to comprehend written communications (i.e., read, understand and follow directions in the English language) to fulfill the usual tasks and duties of a health care manager in training.
- Ability to hear with or without assistive devices to elicit information from faculty and health care professionals.
- Ability to listen and send clear and convincing messages.

Motor

- Ability to coordinate gross and fine muscular movements, equilibrium and the functional use of the senses of touch and vision reasonably required to operate a computer keyboard and to read a computer screen or have the appropriate accommodation.
- Ability to maneuver in the health care organization (hospital, physician practice, outpatient clinic).
- Ability to operate an automobile or acquire transportation for on-campus classes, meetings outside of VCU, or for a residency site.

Intellectual – Conceptual, Integrative, and Quantitative Abilities

- Ability to measure, calculate, reason, analyze, and synthesize to solve problems.
- Ability to use basic tools and methods of the management disciplines (i.e., economics, accounting, finance, organizational behavior, marketing, decision support, operations, technology, et cetera) for the cognitive application of information.
- Ability to integrate didactic and experiential learning to solve problems with critical judgment and analysis.

Behavioral

- Ability to tolerate and function effectively under stress.
- Ability to concentrate in the presence of distracting conditions.
- Ability to concentrate for prolonged periods.
- Ability to relate in a professional manner to faculty, patients, families and other health care professionals.
- Ability to accept criticism and to respond by appropriate modification of behavior.
- Ability to read and regulate emotions as well as to recognize their impact on work performance and relationships, especially in the face of angry or emotionally-charged people.
- Ability to adapt and be flexible when confronted with changing environments, uncertainty, and ambiguity.
• Ability to show compassion, empathy, integrity, concern and interest for others, interpersonal
  skills, and motivation.
• Ability to display values of honesty and integrity consistently.

Social

• Ability to develop and sustain mature, sensitive, and effective relationships with a web of faculty,
  colleagues, and other health care professionals.
• Ability to network with other health care professionals and to have the ability to engage in
  conversation with appropriate nonverbal (i.e., eye contact, cues, posture) and verbal
  communication.
• Ability to de-escalate disagreements and orchestrate resolutions.

8.2 Building Use Policy

Part I. University Policies and Procedures

General Policies and Procedures
The Department of Health Administration, Virginia Commonwealth University designates the
Grant House facilities for use by faculty, students and staff in support of the academic and
administrative mission of the University. This document promulgates the policies and procedures
applicable to all authorized users of the Grant House. The appropriate Academic Department will
provide practical guidelines for the application of these policies.

Definition
Grant House facilities refer to both interior and exterior resources supporting the facility. Interior
resources include but are not limited to administrative offices, classrooms, furniture, equipment,
supplies, etc. Exterior resources include fences, sidewalks, landscaping, and other property directly
adjacent to the main building (exterior resources are maintained by the University). Authorized users
include faculty, staff and students supporting an authorized University program.

General Policies
The following shall govern the use of the Grant House facilities:

a. Access to the Grant House facilities is restricted to those appropriately authorized
   individuals. Access will be controlled through the use of a University identification card.
   The Grant House is unlocked and accessible Monday – Thursday, 7:00 a.m. – 6:15 p.m.; and
   Friday, 7:00 a.m. – 4:15 p.m. Faculty, staff and students are required to have their University
   ID with them at all times.

b. Use of the Grant House must be University related. The authorized individual is responsible
   for ensuring any activities or materials introduced into the Grant House are University
   related.

c. Persons authorized to use the Grant House facilities must exercise reasonable care to
   safeguard access codes or related security provisions against inappropriate use.

d. Persons authorized to access the Grant House are required to refrain from activities or
   behavior that promotes an unsafe environment. Activities that place any faculty, staff,
   student, or visitor at risk are prohibited.
c. Intentional abuse of Grant House facilities, intentional interference with official University business; failure to exercise reasonable care for equipment and furniture; and intentional breeches of security are prohibited.

f. Attempts to circumvent authorized access to the Grant House or related resources are strictly prohibited.

g. Smoking is prohibited in the interior of the Grant House and is permitted in the designated place at the back of the building near the exit door.

h. Should windows be opened, they should be closed when leaving the room.

i. Equipment (projector, overhead, audio) should be turned off after use and user should log off computer.

Grant House Policies and Procedures

a. Alcohol Use. Alcohol (beer or wine) use in the Grant House is prohibited except where pre-approved by University officials for a University sponsored event. The use of hard liquor will not be approved under any circumstances.

b. Behavior. It is imperative that the Grant House maintains an environment that is conducive to its academic and professional missions. To that end, it is incumbent upon occupants to exercise a professional demeanor during all activities at the Grant House. Occupants are expected to interact, speak, and act in a fashion that will not bring discredit upon the University.

c. Food and Drink. Preparation of food is limited to the kitchenette area. Under no circumstances will food be prepared in administrative or classroom areas. Students are encouraged to use the break room for food consumption. Some snack items and drink are permitted in the classroom at the discretion of individual faculty members. Food and drink are not permitted in conference or meeting rooms except where previously approved by faculty for University sponsored activities.

d. Housekeeping. All individuals authorized access to the Grant House are responsible for leaving break rooms, classrooms, restrooms, conference rooms, and the kitchenette in a clean and orderly state after their use. This includes, but is not limited to, removing trash, papers, cans, cups, utensils, and other debris associated with their period of use. The student break room and kitchenette should be cleaned as needed, but not less than monthly. At a minimum the following items should be accomplished during the cleaning:

1. Remove debris from countertops, cupboards, floor, and tables
2. Wipe clean microwave interior/exteriors
3. Wipe clean countertops and table tops, walls, and chair surfaces as needed
4. Wash dishes, utensils, and glass ware
5. Put dishes, utensils, and glass ware in cupboards
6. Clean out refrigerator: discard old or unaccounted for food stuffs, containers, and beverages
7. Defrost refrigerator (Every other month)

c. Facility Care. Occupants of the building should refrain from propping locked doors open (front door before 0700 or after 1815) and one-way exit doors, windows, and other pathways without prior approval from the staff or maintenance department. Furniture and equipment should remain in the room designated unless prior approval is received. In the case that furniture or equipment is moved to another location, it is the responsibility of the person who moved the subject item to return it to the original location.

f. Meetings/Parties/Activities. As previously stated, use of the Grant House facilities is restricted to University-related events. Those seeking to hold meetings, classes, or other
activities in the Grant House must reserve the desired space by contacting the reservation coordinator to confirm availability. Reservations must be requested via email: mmcdermott@vcu.edu. Room reservations are on a first come, first serve policy. Number of attendees and audio-visual needs will be considered when assigning reservations. It is advised that anyone reserving a space make the reservation at least two weeks in advance. "Advance" reservations can be made up to six months prior of an event. For reservations outside of normal business hours, security is the responsibility of the person making the reservation and events, in some cases, require the approval of the Chair of Health Administration (HAD). Please note that under certain circumstances, reservations for conference room 204 can be revoked, if deemed necessary, by the Chair of HAD. When reserving room 204, noise should be kept to a minimal to avoid disturbing faculty/staff in nearby offices. Food is allowed in the classrooms and in 204--but is restricted to only box lunches or pizza delivery. Food or drink is prohibited on podiums or near computer equipment. For catered functions and large lunches or dinners, the Parlor Rooms (102/104) are recommended. All rooms should be left in proper order and all trash removed. NOTE: Computer lab reservations are made through the Department's Director of Information Systems Technology (828-5400).

g. **Furniture Moving.** Any rearrangement of classroom furniture must be returned to its original placement at the end of the class. Rearrangements must be consistent with fire codes which prohibits blocking the center exit isle of the room.

h. **Safety.** All authorized users of the Grant House are expected to conduct themselves in a manner that ensures safe conditions for themselves and others. Occupants of the Grant House will not engage in activities, games, or events that could lead to personal injury. This includes but is not limited to running in the hallways, blocking exits and entrances, and horseplay. Firearms of any type are strictly forbidden. Individual Class Leaders and Program Directors are encouraged to perform periodic briefings on fire safety and other potential safety hazards.

i. **Security.** The Grant House controls access to the main building and specified student areas through use of a combination cipher lock. Students entrusted with the combination to this lock are required to take the appropriate measures to secure that information against unauthorized use. Students are prohibited from sharing the combination with unauthorized users. Furthermore, building occupants are required to ensure that all doors and windows are closed and locked after each use. This applies to both interior and exterior entrances and exits.

j. **Personal Valuables.** For safety as well as security, personal valuables should not be left unattended. Students may use lockers in the Student Lounge by contacting the program coordinator.

k. **Decorations.** For public areas (hallways, doors, classrooms, etc.), decorations are limited to departmental approval. No personal items are to be displayed in the public areas. Personal items (pictures, certificates, etc.) may be displayed in offices.
Part II. Enforcement Procedure of Policy Violations

Employees
Alleged violations for employees shall be referred to their supervisor or Chair of the employee’s department and be dealt with in accordance with the Employee Standards of Conduct and Performance.

Students and/or Visitors
Alleged violations of this policy shall first be reported, reviewed and disposed of through Step One of the procedures outlined below. However, at any point during Step One, any of the parties may invoke Step Two. Reasons for invoking Step Two may include, but are not limited to, the following: The judgment that the matter should be handled by the judicial system; the view of the person reporting the violation that the matter is not being handled effectively; the desire of the alleged violator that the matter be considered by the Building Policy Committee or Department Chair; or a judgment that the state has been violated.

A. Step One
   a. Violations of the policy should be reported immediately to the appropriate building representative. Charges of violations should be presented immediately upon discovery thereof.
   b. The building representative will collect the facts of the case and attempt to identify the offender as quickly as possible. If the building representative believes disciplinary action is warranted, the charge and any information related to the charge will be presented to the head of the alleged violator’s department.
   c. The head of the alleged violator's department will identify the appropriate response and action to be taken, subject to the agreement of all parties, including the accused. If any of the parties do not agree, Step Two is invoked. The actions may include, but are not limited to, the following:
      d. Partial or complete restriction of the alleged violator's access to the Grant House facilities and/or resources for a fixed period of time, generally no more than six months.
      e. Restitution for any damage caused, material consumed, and the like on an actual-cost basis. Such restitution may include the costs associated with determining the facts of the case.

B. Step Two
   a. Written charges, which describe the violation, must be provided to the building representative within 30 days of the date on which Step Two is invoked.
   b. The building representative will refer the statement of written charges to the appropriate administrator in compliance with the provisions of the Rules and Procedures of Virginia Commonwealth University. The usual procedures and provisions of the Rules and Procedures shall be observed from this point forward.
   c. Violations of state law will be reported to the Director of Campus Police or designee.
Virginia Commonwealth University (VCU or University) provides and maintains computer and network resources to support the education, research, patient care, and work of its faculty, staff, and students. All individuals receiving a University computing account, or using University computer and network resources, are bound by the Computer and Network Resources Use Policy. All users of these resources are expected to act in a responsible, ethical, and legal manner. VCU computer and network resources are conducted in a public forum, and users must respect the rights and privacy of other users, share the resources equitably and follow VCU policies and local, state, and federal laws relating to copyrights, privacy, security, and other statutes regarding electronic media. The complete Computer and Network Resources Use Policy can be found at the following link; all students are expected to read and be familiar with the contents: [http://www.ts.vcu.edu/askit/policies-and-publications/technology-policies-guidelines--standards/computer-and-network-resources-use-policy/](http://www.ts.vcu.edu/askit/policies-and-publications/technology-policies-guidelines--standards/computer-and-network-resources-use-policy/). All applicable University technology-related policies apply to technology use in the Grant House by faculty, staff, and students.

The MSHA Program and course web pages are restricted to authorized individuals and are to be used only to conduct Program related business. Accounts and passwords, when required, are assigned to specific individuals and may not, unless properly authorized by the University, be shared with, or used by, other persons within or outside the University. Students are expected to abide by system rules and procedures in answering questions periodically posed on the class boards. The contents of discussions on the class boards are not to be shared with others. Although course assignments may require using examples from one's own organization, students are cautioned to avoid posting strategically or otherwise sensitive information. Students are encouraged to discuss any concerns they have with course instructors.

**Technology Use Policy**

The following additional policies have been established which pertain to the use of lab and classroom computers in the Grant House:

1. **Food and Drink.** Consumption of food or drinks is prohibited in the lab.
2. **Software Installation.** Installation of individual software programs is prohibited on lab and classroom computers. Altering computer settings is also prohibited, please do not change wallpaper, display options, etc. If additional software or alterations to a lab or classroom computer are required as part of a course or project, please contact the department’s Director of Information Technology, Rochelle Clarke, relarke3@vcu.edu for authorization and assistance.
3. **Hard Drive Space.** Users may store files on the local hard drive of lab and classroom computers; however, this is not recommended for long-term storage of files, as the hard drive files will be periodically cleaned.
4. **Printing.** Printing supplies are expensive and therefore printing should be limited to course-related work only. Printing for recreational purposes is not permitted. Double-sided printing on documents is the default setting and should be used. Contact the Director of Information Technology if you need assistance with changing the setting.
5. **Reserving Space.** There are several options for reserving space in the Grant House. Rooms 107 and 108 are available for group meeting on a first come, first serve basis. The computer lab can also be reserved, either all 15 computers, the 4 computers located in the small room in the
rear of the lab, or the 10 computers in the larger front room of the lab. Requests to reserve the lab are to be made at least two weeks in advance to the department’s Director of Information Technology in writing via email.

6. **Broken Equipment.** Broken equipment should be reported to the department’s Director of Information Technology, include the location and name of the equipment (if labeled) and the exact nature of the problem via email. Broken equipment is repaired only by the department’s Director of Information Technology or an appropriate outside vendor. Individual attempts to repair equipment are prohibited and may void warranties.

7. **Multiple Logons.** Logging on to more than one computer at a time is prohibited. Please remember to log out (but do not shut down) the computer when you are finished to avoid access to your documents by others.

### 8.4 VCU Identity Guidelines

The VCU Identity Guidelines are to be followed for references to Virginia Commonwealth University in all internal and external communications. The complete Nomenclature Guidelines at: [http://www.identity.vcu.edu](http://www.identity.vcu.edu).

### 8.5 Drug Free Schools and Workplace Policy

See policy: [http://policy.vcu.edu/sites/default/files/Alcohol%20and%20Other%20Drugs.pdf](http://policy.vcu.edu/sites/default/files/Alcohol%20and%20Other%20Drugs.pdf)

This concludes the MSHA Student Guidebook for the 2017-2018 Academic Year.