



UNIVERSITY OF CENTRAL FLORIDA

# Health Administration MHA: Health Services Administration Track Graduate Program Handbook

---

*Last updated February 27, 2019*

---

## Table of Contents

Introduction .....	1
What to Know About the Program .....	1
Transfer Credit.....	1
Graduation Requirements.....	2
Incomplete Grades .....	2
Grading Policy .....	2
Curriculum .....	2
Timeline for Completion.....	3
MHA Program Grid .....	3
Internship Requirement .....	5
Comprehensive Exam Requirements .....	5
Graduate Research .....	5
Financial Support.....	5
Graduate Student Associations .....	6
Graduate Health Network (GHN).....	6
Professional Development.....	6
Job Search.....	6
Forms.....	6
Useful Links .....	7
Grad Faculty .....	7
Contact Info .....	9

# Health Administration MHA: Health Services Administration Track

Together, the [Graduate Student Handbook](#) and your graduate program handbook should serve as your main guide throughout your graduate career. The Graduate Student Handbook includes university information, policies, requirements and guidance for all graduate students. Your program handbook describes the details about graduate study and requirements in your specific program. While both of these handbooks are wonderful resources, know that you are always welcome to talk with faculty and staff in your program and in the Graduate College.

The central activities and missions of a university rest upon the fundamental assumption that all members of the university community conduct themselves in accordance with a strict adherence to academic and scholarly integrity. As a graduate student and member of the university community, you are expected to display the highest standards of academic and personal integrity.

Here are some resources to help you better understand your responsibilities:

- [Academic Honesty](#)
- [Academic Integrity Training](#) - Open to all graduate students at no cost
- [Plagiarism](#)

## Introduction

### What to Know About the Program

The program is one of approximately seventy programs in the world that are fully accredited by the Commission of Accreditation of Healthcare Management Education (CAHME), formerly known as the Accrediting Commission on Education for Health Services Administration (ACEHSA).

The Master of Health Administration appeals to a variety of students including recent college graduates as well as professionals in the health field who are interested in broadening their knowledge of the business aspect of the health industry and advancing their careers. Still other students enter the program as a first step towards a PhD in Public Affairs or a related field.

The curriculum provides a course of study that includes an analysis of issues and trends in the health care industry, the study of the structure and leadership of health care organizations, strategic planning, financial management, and organizational strategies for change, research methods and statistics, and information systems for solving problems in the health care industry. Students do a required internship. Coursework emphasizes oral communications, written communications, working in teams, and consultation with local healthcare organizations.

### Transfer Credit

At the discretion of the MHA Program Director transfer credit will be considered and may be permitted on a case-by-case basis. For transfer credit consideration all courses must be accompanied by the official catalog descriptions and official transcripts noting the course in question. A maximum of 9 credit hours can be transferred in upon approval. For the university's regulations concerning transfer of credits for master's programs, refer to the current [Graduate Catalog](#).

## Graduation Requirements

According to the graduate catalog students must maintain a grade point average of at least a 3.0 ("B") for graduation. Additionally, a student may earn no more than six credit hours of "C" to graduate. A student who earns a third grade of "C" will be disqualified from further Health Services Administration studies. In any course repeated, a student must earn a grade of "B" or better. A student who earns a grade of "D" or below will be disqualified from further HSA graduate studies. The following is an excerpt from the catalog and can be found at [catalog.ucf.edu/preview\\_program.php?catoid=4&poid=1425](http://catalog.ucf.edu/preview_program.php?catoid=4&poid=1425).

There is a minimum of 51 semester hours required for graduation. Students must file their "Intent to Graduate" through MyUCF ([my.ucf.edu/index.html](http://my.ucf.edu/index.html)) the semester before his or her graduating semester. Students are also encouraged to check their Graduate Plan of Study (GPS) regularly through MyUCF ([my.ucf.edu/index.html](http://my.ucf.edu/index.html)) to ensure they are on track for graduation from the program.

## Incomplete Grades

Students who earn an incomplete grade in a course will have until the end of the semester immediately following the semester in which the incomplete grade was earned to make up the course requirements. Should the course work not be completed in this time frame, the incomplete grade will be changed to an F and the student will be disqualified from further HSA graduate studies.

## Grading Policy

The grading policies of the Health Services Administration Program are as follows:

90-100 = A

80-89 = B

70-79 = C

However, this policy may be changed at the discretion of each faculty member. Therefore, it is important to review the syllabi for each of your courses to ensure that you are familiar with the policy being used.

A grade point average of at least 3.0 ("B") is required for graduation. Additionally, a student may earn no more than two grades (six credit hours) of "C" to graduate. A student who earns a third grade of "C" will be disqualified from further Health Services Administration studies. In any course repeated, a student must earn a grade of "B" or better. A student who earns a grade of "D" or below will be disqualified from further Health Services Administration graduate studies.

## Curriculum

The Health Services Administration track in the Health Administration MHA program requires a minimum of 51 credit hours beyond the bachelor's degree that includes 42 credit hours of required courses and a capstone course, three credit hours of an elective, and three credit hours of an internship. Students must pass a comprehensive examination at the end of their studies as part of HSA 6925 Capstone in HSA. The degree program also requires 6 credit hours of prerequisite courses which are taken after admission into the program for those who do not score above 80% on the online assessments for each prerequisite course. Knowledge of personal computers is required.

Most required courses alternate between Fall, Spring and Summer semesters and are not offered every term. The term each course is normally offered is indicated in the course listing below. Students must meet with their

academic adviser to develop a plan of study. A schedule of the program's curriculum can be found at the program website above.

Please visit the [Graduate Catalog](#) to see the current curriculum for our program.

## Timeline for Completion

### MHA Program Grid

The coursework required in the MHA Program addresses many significant areas relevant to the healthcare environment. These areas have been identified as an overview of the health system, the internal and external environments, quantitative tools, and operational management. The material learned in these areas is then further demonstrated and applied in a Capstone course and a required Internship. Due to class size considerations, course overrides will not be available. This scheduling grid is a suggested plan of course offerings. Course offerings are contingent upon enrollment levels and faculty assignments.

	<i>Prerequisites-6 credits</i>					
<b>Course Number</b>	<b>Course Name</b>		<b>Sum</b>	<b>Fall</b>	<b>Spr</b>	
HSA 5177	Foundation of Healthcare Finance or equivalent		•			
HSA 5436	Foundation of Healthcare Economics or equivalent			•		
	<i>Core Required Courses-42 Credits</i>					
<b>Course Number</b>	<b>Course Name</b>	<b>Prerequisites</b>	<b>Sum</b>	<b>Fall</b>	<b>Spr</b>	
HSA 5198	Healthcare Decision Sciences and Knowledge Management				•	
HSA 6119	Health Care Organization and Management I				•	
HSA 6128	Health Care Services Management				•	
HSA 6195	Management and Health Information Systems				•	
HSA 6155	Health Economics and Policy	HSA 5436			•	
HSA 6342	Health Care Human Resources Management			•		
HSA 6385	Health Care Quality Management		•			
HSC 6636	Issues and Trends in Health Professions		•	•	•	
HSC 6911	Scientific Inquiry in the Health Professions			•		

PHC 6000	Managerial Epidemiology		•		
PHC 6146	Health Planning and Policy			•	
PHC 6160	Health Care Finance I	HSA 5177		•	
PHC 6164	Health Care Finance II	PHC 6160			•
PHC 6420	Case Studies in Health Law				•
	<b>Internship-3 Credits</b>				
<b>Course Number</b>	<b>Course Name</b>	<b>Prerequisites</b>	<b>Sum</b>	<b>Fall</b>	<b>Spr</b>
HSA 6946	Internship	24 credit hours, internship orientation	•	•	•
	<b>Elective-3 Credits</b>				
<b>Course Number</b>	<b>Course Name (Select one)</b>	<b>Prerequisites</b>	<b>Sum</b>	<b>Fall</b>	<b>Spr</b>
HSC 6656	Health Care Ethics		•		
HSA 6112	International Health Care			•	
HSA 6512	Health Care Leadership			•	•
PHC 6183	Healthcare Emergency Management				•
HSA 6536	Health and Medical Terminology for Health Administrators		•	•	
HSA 5509	Health Care Risk Management I	Register w/ <a href="http://ce.ucf.edu/Add'l_fees">ce.ucf.edu/Add'l_fees</a>	•	•	•
PUP 6607	Politics of Health Care		Occasional		
ENC 5237	Writing for the Business Professional		Occasional		
	<b>Capstone-3 Credits</b>				
<b>Course Number</b>	<b>Course Name</b>	<b>Prerequisites</b>	<b>Sum</b>	<b>Fall</b>	<b>Spr</b>
HSA 6925	Capstone	HSA 6128, HSA 6119, HSA 6342, PHC 6160, PHC 6164, HSA 5198, HSC 6911, HSA 6385	•	•	•

Please visit UCF's website ([ucf.edu/](http://ucf.edu/)) where you will find a complete copy of the graduate catalog plus other pertinent information. If you have further questions, please contact us at:

HSA Program e-mail address: [hsainfo@ucf.edu](mailto:hsainfo@ucf.edu)

## Internship Requirement

Students are required to complete the Graduate HSA Internship Orientation one semester prior to the internship. This course is a 12-16 week, non-credit webcourse, designed to guide students through the internship application and selection process.

## Comprehensive Exam Requirements

A final written examination experience is required of all students in the program. This requirement will be met through successful completion of the capstone course (HSA 6925). To successfully pass this course, students must earn a grade of "A" or "B." There is one exception: If a student has not yet earned a "C" in the program, the student may pass this course with a grade of "C."

Independent learning is demonstrated throughout the curriculum through the process of inquiry and dialogue. Tangible research projects, scholarly papers, internships, or our capstone experience also contributes to the self-development of our students. The research study and final report will focus on reviewing and analyzing contemporary research in a student's particular specialization within the profession in order to help students acquire knowledge and skills pertaining to research-based best practices in that specialization area.

## Graduate Research

For information regarding faculty research interests, research publications and research resources for students visit the [Research webpage](#) on the [Department of Health Management and Informatics website](#).

## Financial Support

Graduate students may receive financial assistance through fellowships, assistantships, tuition support, or loans. For more information, see Financing Grad School on the UCF Graduate Studies website, which describes the types of financial assistance available at UCF and provides general guidance in planning your graduate finances. The Financial Information section of the Graduate Catalog is another key resource.

Key points about financial support:

- If you are interested in financial assistance, you are strongly encouraged to apply for admission early. A complete application for admission, including all supporting documents, must be received by the priority date listed for your program under "Admissions."
- You must be admitted to a graduate program before the university can consider awarding financial assistance to you.
- If you want to be considered for loans and other need-based financial assistance, review the UCF Student Financial Assistance website at [finaid.ucf.edu](http://finaid.ucf.edu) and complete the FAFSA (Free Application for Federal Student Aid) form, which is available online at [studentaid.ed.gov/sa/fafsa](http://studentaid.ed.gov/sa/fafsa). Apply early and allow up to six weeks for the FAFSA form to be processed.
- UCF Graduate Studies awards university graduate fellowships, with most decisions based on nominations from the colleges and programs. To be eligible for a fellowship, students must be accepted as a graduate student in a degree program and be enrolled full-time. University graduate fellowships are awarded based on academic merit and therefore are not affected by FAFSA determination of need.
- Please note that select fellowships do require students to fill out a fellowship application (either a university fellowship application, an external fellowship application, or a college or school fellowship application). For university fellowship applications, see Financing Grad School.

- For information on assistantships (including teaching, research, and general graduate assistantships) or tuition support, contact the graduate program director of your major.
- The Department also offers a variety of in-house scholarship opportunities to students in the program. Students will be made aware of these opportunities when they arise throughout the academic year. The ACHE essay contest, McGaw scholarship, and HSA Alumni Scholarship are just a few of the opportunities available to students.

## Graduate Student Associations

### Graduate Health Network (GHN)

GHN is an organization that serves the needs of UCF students interested in a career in healthcare management. For more information, contact the Faculty Advisor, Kourtney Nieves ([kourtney.nieves@ucf.edu](mailto:kourtney.nieves@ucf.edu)) or visit the [Department of Health Management and Informatics website](#).

## Professional Development

Internships allow students to work within health care organizations in order to gain valuable, hands-on experience not readily available from classroom situations.

Fellowships are opportunities of scholarship that are offered to students that are currently in a graduate program and/or students that have recently graduated from a graduate level program [a post-graduate].

For information regarding internship and fellowship opportunities, visit the [Internship and Fellowship webpage](#) on the [Department of Health Management and Informatics website](#).

## Job Search

Health care is the fastest-growing industry in the nation and the second largest industry in the state of Florida. The industry offers a variety of career opportunities in health services administration, which encompass much more than hospital care. Health services administrators deal with the business aspect of the health-care industry. They may work for organizations with health-care facilities or for organizations that do business with healthcare facilities. Prospective employers include research and development firms, pharmaceutical companies, insurance companies, computer software firms, physician practices, home health-care agencies, retirement centers, free-standing clinics, ambulatory surgical centers, durable medical equipment companies, public health centers and managed-care organizations. Health services administrators are often responsible for million-dollar budgets and hundreds of employees. The complexity of the job, challenge of leadership and motivation, and delivery of efficient and effective high-quality health care combine to make health services administration a rewarding and demanding career.

For more information including places of employment visit the [Career Opportunities webpage](#) on the [Department of Health Management and Informatics website](#).

Information regarding career opportunities, including a listing of places of employment, visit the [Career Opportunities webpage](#) on the Department of Health Management and Informatics website.

## Forms

- [College of Graduate Studies Forms and References](#)  
A complete listing of general forms and references for graduate students, with direct links, may be found here.
- [Graduate Petition Form](#)  
When unusual situations arise, petitions for exceptions to policy may be requested by the student.

Depending on the type of appeal, the student should contact his/her program adviser to begin the petition process.

- [Traveling Scholar Form](#)

If a student would like to take advantage of special resources available on another campus but not available on the home campus; for example, special course offerings, research opportunities, unique laboratories and library collections, this form must be completed and approved.

## Useful Links

- [Health Administration, MHA](#)
- [College of Community Innovation and Education](#)
- [College of Graduate Studies](#)
- [Academic Calendar](#)
- [American College of Healthcare Executives](#)
- [Bookstore](#)
- [Campus Map](#)
- [Counseling Center](#)
- [Financial Assistance](#)
- [Golden Rule Student Handbook](#)
- [Graduate Catalog](#)
- [Graduate Student Association](#)
- [Graduate Student Center](#)
- [Health Management and Informatics](#)
- [Housing and Residence Life](#)
- [Housing, off campus](#)
- [Knights Email](#)
- [Library](#)
- [MHA Information Sheet](#)
- [NID Help](#)
- [Pathways to Success](#)
- [Recreation and Wellness Center](#)
- [Shuttles Parking Services](#)
- [Student Health Services](#)
- [Thesis and Dissertation \(ETD\)](#)
- [UCF Global](#)
- [University Writing Center](#)

## Grad Faculty

**Asterisk** = has previous committee experience, which qualifies the person to serve as vice chair

### **Andraka-Christou, Barbara**

College: College of Community Innovation and Education

Disciplinary affiliations: Health Services Administration

Contact Info: [Barbara.Andraka@ucf.edu](mailto:Barbara.Andraka@ucf.edu)

### **Atkins, Danielle \***

College: College of Community Innovation and Education

Disciplinary affiliations: Health Services Administration

Contact Info: [Danielle.Atkins@ucf.edu](mailto:Danielle.Atkins@ucf.edu)

**Bush, Mark**

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Mark.Bush@ucf.edu](mailto:Mark.Bush@ucf.edu)

**Chandler, Michelle**

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Michelle.Chandler@ucf.edu](mailto:Michelle.Chandler@ucf.edu)

**Chisholm, Latarsha**

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Latarsha.Chisholm@ucf.edu](mailto:Latarsha.Chisholm@ucf.edu)

**Choi, Sung**

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Sung.Choi@ucf.edu](mailto:Sung.Choi@ucf.edu)

**Cortelyou-Ward, Kendall \***

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Kendall.Cortelyou-Ward@ucf.edu](mailto:Kendall.Cortelyou-Ward@ucf.edu)

**Elswick, Shannon**

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Powell.Elswick@ucf.edu](mailto:Powell.Elswick@ucf.edu)

**King, Christian**

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Christian.King@ucf.edu](mailto:Christian.King@ucf.edu)

**Liu, Xinliang**

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Xinliang.Liu@ucf.edu](mailto:Xinliang.Liu@ucf.edu)

**Malvey, Donna \***

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Donna.Malvey@ucf.edu](mailto:Donna.Malvey@ucf.edu)

**Nieves, Kourtney**

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Kourtney.Nieves@ucf.edu](mailto:Kourtney.Nieves@ucf.edu)

**Oetjen, Reid \***

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Reid.Oetjen@ucf.edu](mailto:Reid.Oetjen@ucf.edu)

**Ramirez, Bernardo \***

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [bramirez@ucf.edu](mailto:bramirez@ucf.edu)

**Rotarius, Timothy \***

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Dr.Timothy.Rotarius@ucf.edu](mailto:Dr.Timothy.Rotarius@ucf.edu)

**Unruh, Lynn**

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Lynn.Unruh@ucf.edu](mailto:Lynn.Unruh@ucf.edu)

**Wan, Thomas \***

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [twan@ucf.edu](mailto:twan@ucf.edu)

**Wessel, Philip**

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [Philip.Wessel@ucf.edu](mailto:Philip.Wessel@ucf.edu)

**West, Lawrence \***

College: College of Community Innovation and Education  
Disciplinary affiliations: Health Services Administration  
Contact Info: [lwest@ucf.edu](mailto:lwest@ucf.edu)

## Contact Info

- **Kourtney Nieves, PhD**  
Lecturer/MHA Program Director  
HPA2 210J  
Phone: 407-823-3264
- **Pamela Von Graff**  
Academic Advisor  
HPA2 210H  
Phone: 407-823-0564