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# Master of Health Administration Student Handbook

Preparing you on your journey to an MHA Degree





Welcome to the

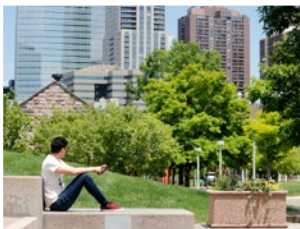
# MHA

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# PROGRAM

The enclosed handbook contains all of the information you need to guide you through the process of achieving your degree.

[msudenver.edu/mha](https://msudenver.edu/mha)



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# Letter from the Director



**GARRETT CHISM**  
MBA, EMT-P

Congratulations and welcome to the MSU Denver Master of Health Administration (MHA) program!

The mission of the **Master of Health Administration (MHA)** Program is to enhance the practice, management, leadership and policy of the health and wellness industry by educating a diverse population of students, utilizing professional competencies and enabling them to contribute to solving the health challenges facing our society.

All of you have made a noble decision to pursue a career in helping others. Our team is excited to help you on your journey.

You will begin the MHA program learning about the history and evolution of health care in the United States. Next, you'll explore specific areas of health administration including leadership and governance, human resources and organizational development, law and ethics, and health information technology. You will study population health, health care trends, marketing, strategy, research, operations, quality, finance, and economics. Lastly, you will participate in the Capstone course, the culmination of your work.

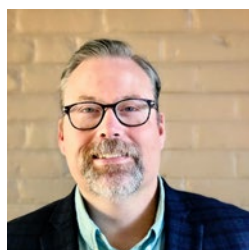
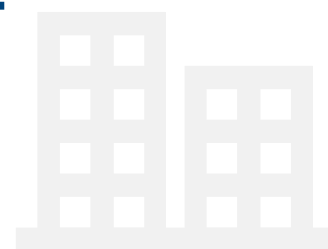
Although much of your course work will be online and remote, you will spend time on campus. The campus is a vibrant environment in the heart of downtown Denver. As you walk through campus it is common to hear different languages, see diverse groups of students, faculty, and staff. The broader Denver community includes museums, art galleries, public parks and gardens, the Denver Zoo, an international airport, as well as great dining, and shopping. In addition, Colorado is recognized as a world destination for year-round outdoor activities. My hope is that you take advantage of our beautiful campus, city, and state.

The purpose of this handbook is to guide your journey throughout the MHA program. Please take the time to review it before you start your coursework, and reference it often.

Our hope is that you will look back at this experience as a time of challenge and growth. That you develop lifelong connections with your peers, the faculty, and staff.

# Master of Health Administration Faculty and Staff

The MSU Denver Master of Health Administration (MHA) [Faculty and Staff](#) are dedicated to the success of each student and alumni of the program. Faculty and staff have a wide variety of expertise in their field, and are excited to share their passion.



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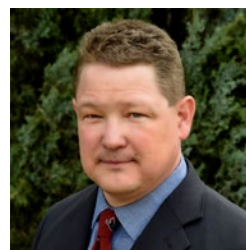
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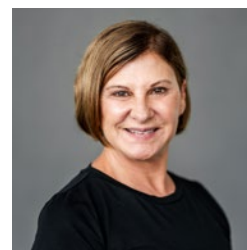
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# MHA Program Core Values

The MSU Denver Master of Health Administration (MHA) Core Values are the moral compass for our behavior and actions. They serve as our guide to fulfill our mission.



## Diversity and Culture

Demonstrate standards of **diversity and inclusive** excellence through embedded systemic practices that promotes collaboration, trust, integrity, mentorship, and scholarship.

## Access

Support student success by providing user-friendly, **high-value educational opportunities** through key platforms and resources to promote the success of our student population.

## Respect and Stewardship

Embracing a culture that supports differing beliefs, perspectives, and thoughts where **students feel valued and engaged** in an environment of empowerment, trust, inclusion, and fairness.

## Community and Engagement

**Leverage public-private partnerships** for the mutual benefit of Metropolitan State University of Denver MHA students and community partners to prepare civic-minded students and alumni towards the common goal of improving health outcomes within our healthcare industry.

## Excellence and Innovation

**Enhance student success** through relevant curriculum, highly qualified faculty, interprofessional learning experiences, targeted student support services and programmatic innovation.

# MHA Graduate Program Goals

The MSU Denver Master of Health Administration (MHA) Program Goals establish criteria and standards to determine and improve program performance.



1. To offer a **curriculum that meets accreditation standards** and the needs of the healthcare industry.
2. To **apply industry competency models** and current evidence on teaching and learning to provide the best education possible.
3. To **prepare individuals for entry or mid-level management positions** in various sectors of the healthcare industry, for graduate school, and/or for life-long learning in the field.
4. To **employ competent faculty members** who demonstrate expertise in their area of healthcare management.
5. To **develop and maintain strong ties** with alumni, the community, local healthcare organizations, and the University.

## Academic Accreditation

Academic Accreditation is an assurance of the quality of an academic program. **The Higher Learning Commission (HLC)** is an independent corporation that was founded in 1895 as one of six regional institutional accreditors in the United States. HLC accredits degree-granting post-secondary educational institutions in the North Central region, including Colorado and 18 other states. The mission of the HLC is to serve the common good by assuring and advancing the quality of higher learning. For more information, please visit the Higher Learning Commission.



**AUPHA** Certified

The MSU Denver MHA program is an **Associate Graduate Program Member** of the Association of University Programs in Health Administration (AUPHA).

## MHA Program

# Administration Competencies



The competencies for the Master's Degree in Health Administration (MHA) graduate program have been established by MHA program leadership based on best practice competency models (National Center for Healthcare Leadership, Healthcare Leadership Alliance, American College of Healthcare Executives, and the Association of University Programs in Health Administration).

**A competency is defined as an observable ability of a health professional, integrating multiple components such as knowledge, skills, values, and attitudes.** Since competencies are observable, they can be measured and assessed to ensure their acquisition. Competencies can be assembled like building blocks to facilitate progressive development (Frank, et al. 2010).

**MSU Denver MHA competencies are organized into eight domains.** They are Leadership and Professionalism, Critical and Analytical Thinking, Management Principles, Community engagement, Cultural Proficiency, Communications, Knowledge of Health Care, and Business Skills.

## MHA Graduate Competency Domains

### Leadership and Professionalism

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#### 1. Ethics

- a. Evaluates professional and organizational values and stewardship of resources
- b. Demonstrates the ability to recognize mistakes and learn from them
- c. Demonstrates the ability to ask questions and to challenge alternatives

#### 2. Emotional Intelligence

- a. Demonstrates social and human relationship skills needed to address diverse stakeholders
- b. Demonstrates consistent integrity and respect for others
- c. Identifies, explains, and resolves critical tension
- d. Holds oneself accountable for meeting standards of performance
- e. Assesses individual strengths and weaknesses and engage in continuous professional development



# MHA Graduate Competency Domains

## 3. Organizational Change and Innovation

- a. Identifies, explains, and utilizes effective motivational strategies to elicit desired behavior and inspire action toward a shared vision
- b. Uses team development methods for achieving change
- c. Demonstrates effective techniques for working with governance structures

## 4. Critical and Analytical Thinking

### a. Mathematical and Statistical Analysis

- i. Identifies and describe quantitative analytical methods for economic, financial, and clinical evaluations, survey research, forecasting, and project management
- ii. Evaluates testable hypotheses common in management situations, selecting and applying appropriate quantitative methods
- iii. Understands the application of advanced mathematical techniques such as linear regression, bivariate comparison methods, etc.
- iv. Incorporates evidenced-based approaches with epidemiological concepts and statistical methods to be used in the prevention of disease, and the improvement of the population's health



### b. Decision-Making and Problem-Solving

- i. Uses creative and analytical problem-solving methods
- ii. Explores cause and effect relationships in order to solve complex problems
- iii. Evaluates issues from various perspectives
- iv. Identifies the influences of political, economic, cultural, social, and other factors on decision making

## 5. Management Principles

### a. General Management

- i. Identifies, describes, and applies general management concepts, theories, and tools of management science regarding service excellence and the organization of work and decision theory
- ii. Describes and applies the principles and tools of continuous quality improvement concepts and skills to improve work processes and patient outcomes
- iii. Implements project management techniques and systems to examine scope and impact of projects

# MHA Graduate Competency Domains

## b. Teamwork Skills

- i. Exhibits the ability to work collaboratively in a team with colleagues to achieve a desired goal
- ii. Demonstrates the ability to facilitate and lead a group, and to present results of the team

## c. Community Engagement

## 6. Public and Organizational

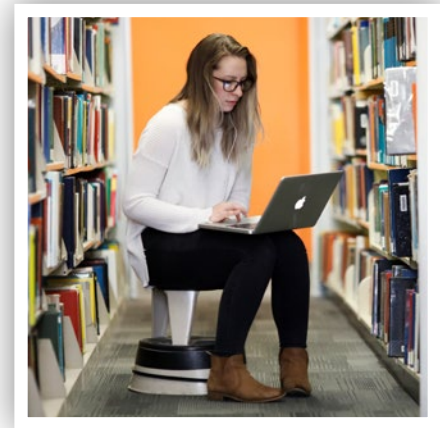
- a. Identifies stakeholders' values and needs and their history and specific interests, and solicit and use input from the community to guide decisions
- b. Builds collaborative partnerships at the organizational, local, or regional level
- c. Uses negotiation, consensus, and conflict resolution methods to assist community development and evaluation

## 7. Civic Duty

- a. Identifies and articulates community values and needs in relation to the organization's mission and goals

## 8. Cultural Proficiency

- a. Identifies, demonstrates, and evaluates cultural humility and proficiency
- b. Applies the principles to be able to work effectively and respect the differences in others' culture, ethnicity, age, sexual orientation, gender, race



## 9. Communications

### a. Written and Oral

- i. Develops, organizes, synthesizes, and articulates idea and information in an organized and cogent manner.
- ii. Listens, hears, and responds effectively to ideas and thoughts of others.
- iii. Writes clearly and effectively based on audience characteristics and communication goals

### b. Presentation Skills

- i. Speaks clearly and effectively before individuals and groups in formal and informal settings.

## 10. Knowledge of Health Care

- a. Recognizes the role of providers, payers, intermediaries, and others in delivering quality care
- b. Analyzes the evolving issues and trends in the health care industry

# MHA Graduate Competency Domains

## 11. Business Skills

### a. Budget and Financial Management

- i. Prepares, monitors, and manages budgets
- ii. Analyzes reimbursement practices for health providers
- iii. Monitor's data and identifies deviations in financial performance

### b. Market Analysis

- i. Prepares and analyzes market data to segment and target sectors
- ii. Evaluates internal and external trends that may affect business decision-making
- iii. Uses qualitative methods to determine patterns and trends culminating in decision-making

### c. Strategic Management

- i. Facilitates and influences the development, implementation and ownership of mission, vision, goals, and plans
- ii. Uses strategic thinking tools, models, and methods to guide an organization
- iii. Project's future scenarios and evaluates and concludes on optimal scenarios

### d. Operations Management

- i. Measures, tracks, and responds to the changing needs of the customer
- ii. Applies the basic concepts of management engineering, process improvement, and redesign of systems

### e. Information Technology

- i. Uses decision-support tools for information and knowledge management
- ii. Uses and manages relevant computer technology

### f. Legal and Regulatory Environment

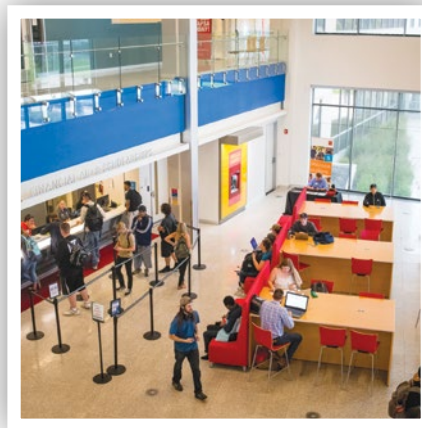
- i. Displays knowledge of federal, state, and local policies and laws effecting the health care industry
- ii. Monitors and interprets the impacts of laws and regulations on the organization
- iii. Knowledge of health policy and its effect on providers, payers, and populations

### g. Human Resource Management

- i. Utilizes the resources and techniques of human resource management to maximize the organization's investment in human capital
- ii. Analyzes organizational behaviors to achieve organizational goals

### h. Economics

- i. Applies the principles of economics and evidence-based techniques to inform decision-making in pricing, service demand, and risk
- ii. Uses economic modeling in strategic planning

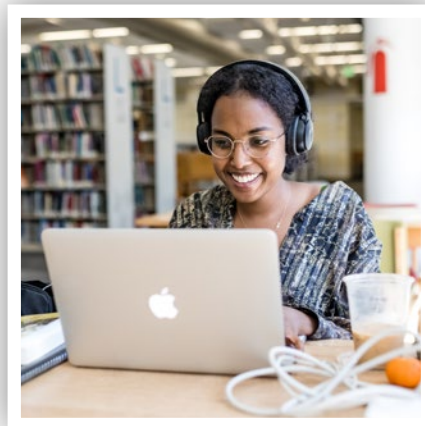


## Assessment of Competency Development

The MHA Graduate Competencies are linked to learning objectives for each course. Course assignments are linked to the learning objectives of the course.

Course assignments are graded by Faculty and feedback is provided to help students develop their MHA competencies. **All students must take MHA 5000 as their first course, and Capstone as their last course in the program.** In both MHA 5000 and the Capstone course, students are required to take two forms of competency assessment.

The first is a self-survey, which asks students questions to evaluate their perception of their skills, knowledge, and abilities as they relate to the MHA competencies. The second assessment is a Health Care competency exam, provided by Peregrine Academic Services™. The exam provides students an objective analysis of their competency achievement, a comparison to other similar students from other Universities in similar programs, and a comparison of the student's own progression throughout the MHA program.



## Communication of Competency Development

Communication is completed in the following ways:

1. **Self-survey**, which provides the student a forum to communicate their perceptions of level of competency to Faculty.
2. **Health Care Competency Exam**, which shares information directly to the student and Faculty.
3. **Advising Sessions** with faculty to discuss survey data, course achievement, and competency progression.
4. **Capstone Mentor Survey** of student, which allows mentors the opportunity to evaluate the student's competency development.
5. **Student and Alumni Surveys**, provides ad hoc and ongoing data of competency progression.
6. **Aggregate Data** is analyzed and shared with MHA Program leadership and other stakeholders for the purpose of continually improving the MHA program.



# MHA Graduate Program Milestones

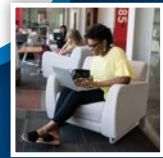
The MSU Denver Master of Health Administration (MHA) Program has milestones that are critical to your success.

[CLICK EACH CIRCLE TO VIEW SECTIONS](#)

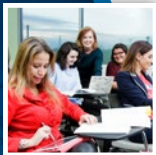
Accepted into Program



Program Requirements



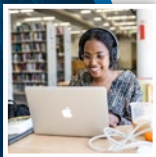
Coursework



Advising



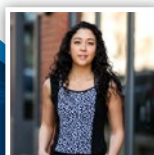
Capstone



Graduation



Alumni



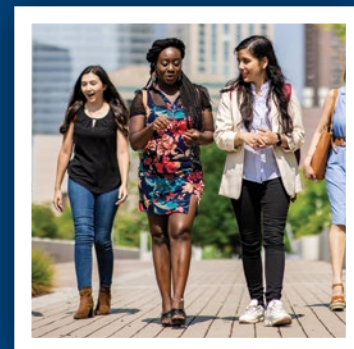
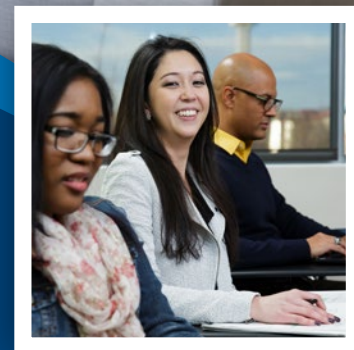
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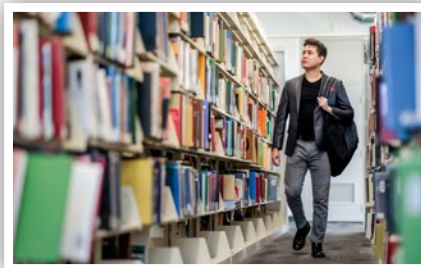
# MHA Graduate Program Requirements

Once you are admitted to the MHA Graduate Program, there are several tasks you need to complete to be ready for your first semester. There is also a [Program Requirements Checklist](#) included at the end of this section to help track your progress.



# MHA Graduate Program Requirements

Please review and act on all of the steps in this section to prepare for your first semester. We have provided a [Program Requirements Checklist](#) at the end of this section to assist you in your preparation.



## 01

### Setup Student Login

Visit [My First Login](#) for tips to setup your MSU Denver credentials and follow the directions on the website. Use your Student ID# and your NETID/email address to create your credentials. The [Student Hub](#) is your student portal. Here you can view your schedule, register for classes, view tuition statements, pay your bill, find important forms, and find important dates and much more. It is a very comprehensive site, and we encourage you to log-in daily. If you have questions, visit [Information Technology Services](#).

## 02

### Complete Your Onboarding Advising Meeting

Schedule your [Onboarding Advising Meeting](#) with the MHA team to prepare for your first semester. On the website lists deadline. During your Onboarding Advising Meeting you will:

1. Review your [Academic Plan](#)
2. Review your Individual MHA Admission Requirements
3. Review the [MHA Program Requirements](#)

# MHA Graduate Program Requirements

## 03

### Complete the MHA Pre-Program Assessments

All students must complete the two **(2) MHA Pre-Program Assessments**. The purpose of the assessments is to establish a baseline of your knowledge in health care prior to starting the program. At the end of the program, you will complete a post-program assessment which will show your growth over the program and help us to improve the program for future students. There will be no grade for either assessment, however, completion is required to begin the MHA program. Both exams must be completed two weeks before you start the MHA program.

#### 1. MHA Student Pre-Program Competency Assessment

*(approximately one hour to complete):*

The first assessment is a self-survey. This survey asks students questions to evaluate perception of their skills, knowledge, and abilities as they relate to the MSU Denver MHA competencies. No studying is required. Only faculty and staff in the MHA program will view your responses. This data is used both for your academic and professional growth. In addition, the MHA program uses this data to continually improve.

1. There are **88 questions** in the assessment. Questions are not timed.
2. You must **select an answer** to proceed to the next question.
3. Once you begin the assessment, you must complete the entire assessment.
4. There is no time limit during this assessment.
5. If you accidentally get disconnected from your assessment, you can re-access it by using the original link.

Begin the assessment by visiting the [MHA Student Pre-Program Competency Assessment](#).

#### 2. Peregrine Global Services Exam

*(approximately three hours to complete):*

The second assessment is an exam that is administrated by Peregrine Global Services. This assessment will test your current knowledge on competencies in health administration. You are not expected to know this information! No studying is required. Only faculty/staff in the MHA program will view your responses. This data is used both for your academic and professional growth. In addition, the MHA program uses this data to continually improve.

1. There are **110 questions** in the exam. All questions are timed. You will have **three minutes** to complete each question.
2. You must select **Record Answer** to proceed to the next question. **DO NOT** let the time limit advance automatically to the next question otherwise your response will not be recorded.
3. Once you begin the assessment, you have **48 hours to complete the entire assessment** and **unlimited login attempts** are allowed.
4. You are allowed **two 15-minute break(s)** during the assessment.
5. **You cannot go back and review previously answered/unanswered questions.**



# MHA Graduate Program Requirements

6. Once you begin, if you leave the assessment for any reason, **it will restart at the NEXT question and not at the current question you are on.** These measures are in place to protect the integrity of the assessment. If you accidentally get disconnected from your assessment, you can re-access it by using the link that was included in your registration email.

**Peregrine Global Services Exam Registration Instructions** (*approximately five minutes to complete*):

1. In order to begin the exam you must complete the registration. Upon completion of your registration, you will receive a confirmation email with your exam/course link for taking the exam, at the email address you provide. To begin the registration process, please follow the on-screen instructions found at [Peregrine Global Services Exam](#).
2. Your password is: **MSUD-MHA-P**

## 04

### RSVP and Attend Orientation

Each new student must attend orientation on campus. At orientation you will have the opportunity to meet the MHA faculty and staff, your peers, professional organizations, and alumni of the program. You will learn how to be successful, expectations of the program and the capstone process. Orientation is held on one day in person, typically the week before classes begin. To RSVP for orientation, please visit [Newly Admitted MHA Student Resources](#).

## 05

### Financial Aid, Scholarships and Tuition

#### Financial Aid

Complete the free application for [Federal Student Aid \(FAFSA\)](#) or [Colorado Application for State Financial Aid \(CASFA\)](#) for the current aid year. You may also complete your applications for the following aid year as well. Even if you are not planning to take out loans or receive a scholarship, complete your financial aid application. There is no downside to completing it. Please visit the [Office of Financial Aid and Scholarships](#) for more details. For U.S. Citizens, Permanent Residents, and Asylee/Refugees, you can complete the FAFSA by visiting [Student Aid FAFSA](#). For undocumented (undocumented, DACA, ASSET) and international students, you can complete the Colorado Application for State Financial Aid (CASFA) form by visiting [Student Aid CASFA](#).

#### Scholarships

Scholarships are available to all graduate students including both internal university scholarships and external scholarships available through professional organizations. To find relevant scholarships for MHA students, please visit [MHA Financial Support](#).

#### Tuition

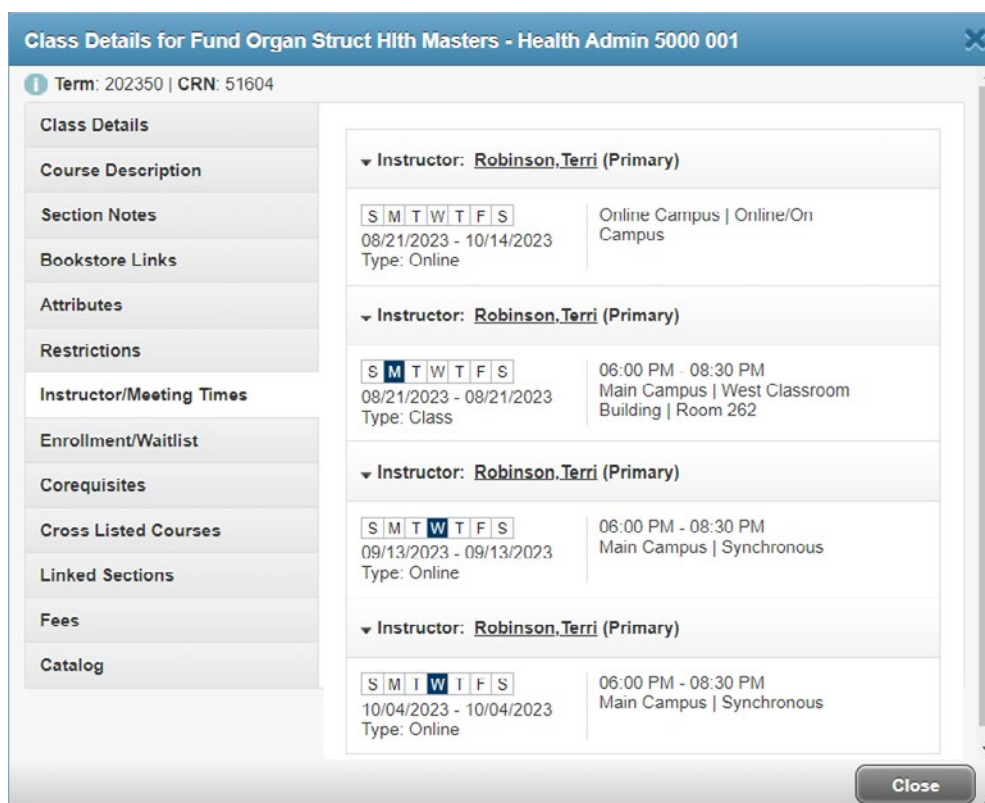
For information regarding tuition, balance due dates, and payment options, please visit the [Office of the Bursar](#).

# MHA Graduate Program Requirements

## 06 Register for Your Classes

After you have completed your Onboarding Advising Meeting, please register for your classes (both 1st and 2nd eight-week terms). If you have any questions, please email [mha@msudenver.edu](mailto:mha@msudenver.edu).

1. Go to the [Student Hub](#) and click on [Register for Classes](#) under **Web Services**.
2. Select **Add/Drop/Withdraw Classes**.
3. Select the desired term from the drop-down menu and click **Continue**.
4. Enter MHA into the **Subject Field** then click **Search**.
5. When you find the course and section you want to register for, click the **Add** button.
6. You will notice the classes appear in the schedule, as well as Pending listed in the summary. Once you have solidified your schedule, click **Submit**. You will know this is successful when you see the **Save Successful** green box appear as well as the classes solidified in your schedule. They will also state **Registered** in the summary.
7. Visit your [Student Profile](#) to see the class dates and times, click on the course title which will pop up a class details Information Box. Select **Instructor/ Meeting Times** to see your class date, time and location. Class sessions that are listed as synchronous are virtual. You will receive the join link for these virtual sessions in your canvas course. For class sessions that are on campus, you will find a building, and room number listed.



The screenshot shows a web interface for class details. The title bar reads "Class Details for Fund Organ Struct Hlth Masters - Health Admin 5000 001". Below the title bar, there is a sidebar on the left with a list of menu items: Class Details, Course Description, Section Notes, Bookstore Links, Attributes, Restrictions, Instructor/Meeting Times, Enrollment/Waitlist, Corequisites, Cross Listed Courses, Linked Sections, Fees, and Catalog. The main content area displays information for four different class sections, each with a dropdown arrow and the text "Instructor: Robinson, Terri (Primary)".

Section	Days	Dates	Time	Location	Type
1	S   M   T   W   T   F   S	08/21/2023 - 10/14/2023		Online Campus	Online/On Campus
2	S   M   T   W   T   F   S	08/21/2023 - 08/21/2023	06:00 PM - 08:30 PM	Main Campus   West Classroom Building   Room 262	Class
3	S   M   T   W   T   F   S	09/13/2023 - 09/13/2023	06:00 PM - 08:30 PM	Main Campus	Synchronous
4	S   M   T   W   T   F   S	10/04/2023 - 10/04/2023	06:00 PM - 08:30 PM	Main Campus	Synchronous

A "Close" button is located at the bottom right of the window.

# MHA Graduate Program Requirements

## 07 Obtain Your Textbooks and Supplies

Each student should have required materials and supplies prior to the first day of class, including:

1. Required textbook(s) for each course. You will find the textbook at the [Tivoli Station Bookstore](#). You may also purchase your books and supplies from a different vendor of your choice.
  2. Fast and reliable internet.
  3. Computer, laptop or tablet for online learning that has a camera and microphone. If you need to rent hardware or locate a computer lab on campus, please visit Information Technology Services.
  4. Headphones or earbuds.
- 

## 08 Get Your Student ID

A Student ID is required to gain access to the building for classes. Get your Student ID at the ID Station located in the Tivoli Student Union. For more information about Student IDs and other FAQs, please visit [ID Station](#).

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## 09 Register Your Vehicle for Parking on Campus

To receive the student parking rate during evening hours, please [Register Your Vehicle](#). If you do not register your vehicle, you will be subject to higher parking fees.

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## 10 Complete the University Immunization Requirement

All students must comply with the campus immunization records policy (i.e. providing copies of records) which is coordinated by the Health Center at Auraria. Learn more about the policy and submit your immunizations by visiting the [Immunization Requirement](#).

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## 11 Complete the Health Insurance Opt-Out Waiver

Students taking nine (9) credit hours or more in Fall, Spring or Summer semesters are required to either participate in the University offered health insurance program or submit proof of having outside health insurance that meets the University's compliance standards by submitting an [Health Insurance Opt-Out Waiver](#) by the waiver deadline for the current semester. The health insurance waiver is coordinated by the Health Center at Auraria. For more information regarding health insurance visit [Student Health Insurance](#).



# MHA Program Requirements Checklist

Use the MHA Program Requirements Checklist below to ensure you complete all tasks prior to the start of your first semester.

Student Name: \_\_\_\_\_

Student ID: \_\_\_\_\_

Student Net ID: \_\_\_\_\_

	<b>COMPLETED</b>
<b>01</b> Setup Student Login	<input type="checkbox"/>
<b>02</b> Complete Your Onboarding Advising Meeting	<input type="checkbox"/>
<b>03</b> Complete the MHA Pre-Program Assessments	<input type="checkbox"/>
<b>04</b> RSVP and Attend Orientation	<input type="checkbox"/>
<b>05</b> Financial Aid, Scholarships and Tuition	<input type="checkbox"/>
<b>06</b> Register for Your Classes	<input type="checkbox"/>
<b>07</b> Obtain Your Textbooks and Supplies	<input type="checkbox"/>
<b>08</b> Get Your Student ID	<input type="checkbox"/>
<b>09</b> Register Your Vehicle for Parking on Campus	<input type="checkbox"/>
<b>10</b> Complete the University Immunization Requirement	<input type="checkbox"/>
<b>11</b> Complete the Health Insurance Opt-Out Waiver (If applicable)	<input type="checkbox"/>

**NOTES**

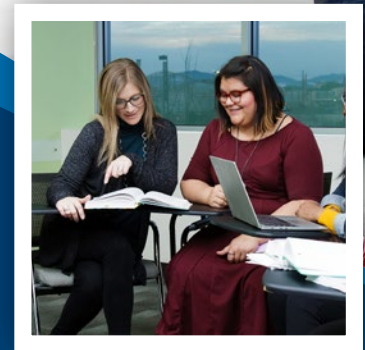
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# MHA Graduate Coursework

The MHA program's curriculum has been developed based on industry best practices to provide students with the necessary knowledge and skills to become leaders in health care.



# Master of Health Administration Academic Plan

<b>YEAR 1</b>	<b>FALL</b>		<b>SPRING</b>		<b>SUMMER</b>
	<b>1<sup>ST</sup> EIGHT WEEKS</b>	<b>2<sup>ND</sup> EIGHT WEEKS</b>	<b>1<sup>ST</sup> EIGHT WEEKS</b>	<b>2<sup>ND</sup> EIGHT WEEKS</b>	<b>EIGHT WEEKS</b>
	<b>MHA 5000 (3 credits)</b> Fundamentals of Health Care Systems and Organizational Structures	<b>MHA 5010 (3 credits)</b> Health Care Administration Theory and Application, Governance and Leadership  <b>MHA 5050 (3 credits)</b> Seminar in Health Admin: Current Topics, Trends, Policy, and Sustainability	<b>MHA 5100 (3 credits)</b> Health Care Research Methods and Statistical Analysis	<b>MHA 5030 (3 credits)</b> Health Care Legal Principles, Compliance, and Ethics	<b>MHA 5040 (3 credits)</b> Population and Community Health
<b>9 Credit Hours</b>		<b>6 Credit Hours</b>		<b>3 Credit Hours</b>	
<b>YEAR 2</b>	<b>FALL</b>		<b>SPRING</b>		<b>SUMMER</b>
	<b>1<sup>ST</sup> EIGHT WEEKS</b>	<b>2<sup>ND</sup> EIGHT WEEKS</b>	<b>1<sup>ST</sup> EIGHT WEEKS</b>	<b>2<sup>ND</sup> EIGHT WEEKS</b>	<b>EIGHT WEEKS</b>
	<b>MHA 5080 (3 credits)</b> Marketing and Strategy in the Health Industry	<b>MHA 5090 (3 credits)</b> Financial Analyses and Application in Health Care Organizations	<b>MHA 5020 (3 credits)</b> Health Care Human Resources, Organizational Behavior, Change, and Development	<b>MHA 5060 (3 credits)</b> Health Information Systems  <b>MHA 5200 (3 credits)</b> Health Care Operations, Risk Management, and Quality Assessment and Improvement	<b>MHA 5300 (3 credits)</b> Health Economics
<b>MHA 5070 (1 credit)</b> Seminar in Health Administration: Capstone Preparation *16 weeks	<b>7 Credit Hours</b>		<b>9 Credit Hours</b>		<b>3 Credit Hours</b>
<b>YEAR 3</b>	<b>FALL</b>				
	<b>SIXTEEN WEEKS</b>				
	<b>MHA 6100 (3 credits)</b> Health Administration Capstone: Internship (Field Hours)  - OR -  <b>MHA 6200 (3 credits)</b> Health Administration Capstone: Thesis				
<b>3 Credit Hours</b>					



The **Master of Health Administration Academic Plan** is designed for the full-time graduate student. Courses are designed to be taken in the order as presented. Changing the academic plan may delay graduation and requires approval by the MHA Program.

# MHA Program

## Course Descriptions

The MHA program's courses are based on industry needs and national competency models. Below are descriptions of each course.

Courses are eight-weeks in duration, except for Capstone Prep (16 weeks) and the Capstone (16 weeks). Courses are a mixture of in person and synchronous online (meeting in a live virtual environment). For each course, you will meet as a class three times over the eight-week term (6:00 – 8:30pm). Of note, Capstone Prep is to be taken after Health Care Research Methods and Statistical Analysis (MHA 5100) and one year before the Capstone course.

### **MHA 5000**

#### **Fundamentals of Health Care Systems and Organizational Structures**

Students in this course engage in an overview of the U.S. health care system. Students will learn about the role of providers in different health care settings, payers, intermediaries and other public and corporate entities involved in the delivery of health care services. Organizational structures, economic and political influences, financing and payment and evolving changes occurring in the health industry in the United States will be evaluated. Perspectives of the various stakeholders and cultural challenges in health care delivery are also reviewed. Critical issues such as access, quality, utilization, costs, technology, regulation, and ethics will be analyzed.

### **MHA 5010**

#### **Health Care Administration, Theory and Application, Governance, and Leadership**

Students in this course will analyze and evaluate the environment surrounding health care administration, governance, legal structures, and organizational leadership. Composition, diversity, cultural proficiency, and qualities that define excellence in governance and leadership of health care organizations will be considered. An examination of principles and theories related to managing different types of complex organizations will be addressed. Students will consider the role of governing boards, executives, and administrative leadership teams in developing a mission-focused culture that supports organizational strategic objectives, regulatory and policy changes, organizational change, excellent communications and overall organizational leadership.

### **MHA 5020**

#### **Health Care Human Resources, Organizational Behavior, Change and Development**

Students in this course will analyze and evaluate concepts and theories surrounding human resources and organizational behavior/development pertaining to the health care industry. Topics of study include: human resource functions; job analysis and design; recruitment, selection, and retention; performance management; employee relations; training, compensation, benefits; organizational development/behavior; HR legal and regulatory policies; organized labor; workforce innovation, forecasting, emotional intelligence and diversity.

### **MHA 5030**

#### **Health Care Legal Principles, Compliance and Ethics**

Students in this course will survey the major legal and ethical issues of the health care system. The course covers the legal issues surrounding the relationships of patient, provider, and health care institution. There will be specific isolation for analysis by career designation, i.e., MD, RN, etc., as well as ways in which organizations manage these professionals from a legal standpoint. Further, the course will focus on shareholder responsibility, corporate compliance, key cases in health care law, elements of assault, battery, tort, etc., and elements of ethics within health care and how they are both similar and dissimilar to legal concepts.

# MHA Program

## Course Descriptions

### **MHA 5040**

#### **Population and Community Health**

Students in this course will differentiate perspectives of the healthcare delivery system, identify chronic diseases and wellness needs at a community level using disparate sources of data, and create programs to address health determinants and care coordination among a defined population of individuals. Further, the course content will include information needed for designing plans to improve the health status of the community and its members. Concepts provided in this course will help students identify methods to conduct community health assessments, evaluate community intervention programs, and utilize data to understand community health profiles. Cultural competence will also be considered through both theory and case studies. Relevant data will also support the incidence of health disparities as it applies to the individual and the community.

### **MHA 5050**

#### **Seminar in Health Administration: Current Topics, Trends, Policy, and Sustainability**

Students in this course will appraise current topics and trends within health care administration environment. Due to the changing healthcare environment, these topics and trends will shift over time. In addition, students will also develop the ability to explain and summarize evolving policy and ongoing efforts of sustainability. Familiarity with progressive trend setting, payment structures, innovative models of healthcare delivery, and modern policymakers are critical to the success of health care administration personnel. Students will have the ability to discuss, debate, and make informed evidence-based recommendations concerning the contemporary state of health care administration.

### **MHA 5060**

#### **Health Information Systems**

Students in this course will gain insights to the use of information systems on evaluating and improving the quality and efficiency of the delivery of health care. After reviewing data gathered by contemporary health information systems, students will engage in applied exercises to identify how information and decision support tools can be used to investigate and formulate responses to current health care management problems.

### **MHA 5070**

#### **Seminar in Health Administration: Capstone Preparation**

Students in this seminar course will transition from theory to practice, including evaluating elements of professional relationship skills and accountability. Considered the pre-requisite to the capstone internship and thesis courses, students will explore internship and thesis options for their capstone, develop goals and create measurable learning objectives.

**Seminar in Health Administration: Capstone Preparation** is to be taken after Health Care Research Methods and Statistical Analysis (MHA 5100) and one year before the Capstone course.

### **MHA 5080**

#### **Marketing and Strategy in the Health Industry**

Students in this course will explore concepts of strategic and marketing management - analyze mission, vision, external trends, competitive forces and internal issues and investigate primary and secondary research - all in creating, executing, and analyzing a strategic plan. Students will evaluate marketing principles of product, price, place, and promotion, as well as positioning as derived from the strategic plan in order to create a marketing plan. Students will critique how all aspects of health care management - including financial and operations management - are derived from the health care organization's strategy.



# MHA Program

## Course Descriptions

### **MHA 5090**

#### **Financial Analyses and Application in Health Care Organizations**

Students in this course will be familiarized with the financial statements used to manage health care businesses and the essential skills of financial statement analysis and budgeting. Students will explore the key elements of managing the revenue cycle in health care, pricing, cost analysis, expense management, and capital investment analysis. Students in the course will also be challenged to use financial and operational data to support management decision-making.

### **MHA 5100**

#### **Health Care Research Methods and Statistical Analysis**

Students in this course will gain an overview of essential statistical concepts in health care administration including descriptive statistics, sampling and hypothesis testing, analysis of variance, and fundamental inferential techniques. Students will then apply this knowledge to implementing various research study designs methodologies (quantitative, qualitative and mixed), using hands-on experiences to apply concepts presented in the course to health services research ideas of interest.

### **MHA 5200**

#### **Health Care Operations, Risk Management, and Quality Assessment and Improvement**

Students in this course will obtain a comprehensive and practical examination of all aspects of operations management in health care. Students will use mathematical skills to critically assess patient flows, process and quality improvement, volume projection, and supply chain management to improve processes in health care organizations. Detailed content on reducing cycle times (e.g., patient wait times), measuring productivity, streamlining process flows, tracking outcomes, quality, and performance metrics, and risk assessment of health care business processes will also be presented.

### **MHA 5300**

#### **Health Economics**

Students in this course will evaluate economic concepts and tools including demand theory and production functions in health care. Insurance, provider, and health care labor markets will be examined. Economic information will be used to analyze markets and understand contemporary policy issues in health care in the U.S. Assessment of economic utility in health care from different stakeholder perspectives will also be addressed.

### **MHA 6100**

#### **Health Administration Capstone: Internship (Field Hours)**

Considered the culminating experience for students in the Master of Health Administration program. This capstone course is a structured field experience in which students work under direct supervision of a faculty advisor and internship preceptor. Students function as an integral member of a health care organization to complete a minimum of 150 field hours. The purpose of the field capstone is to obtain first-hand knowledge, apply didactics, build professional competencies, gain critical thinking skills, negotiate consensus and collaboration in work teams, and analyze administrative and operational matters.

### **MHA 6200**

#### **Health Administration Capstone: Thesis**

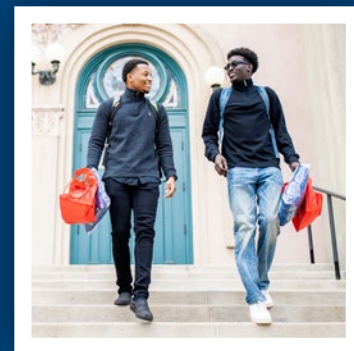
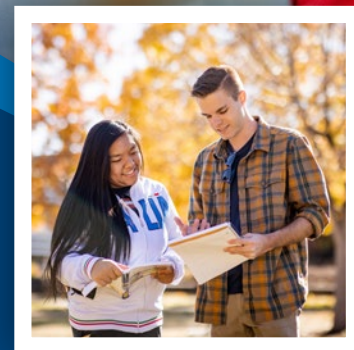
Considered the culminating experience for students in the Master of Health Administration program. This capstone course requires completion of a major analytical paper. Students investigate a health care topic related to his/her career aspirations or personal research interests. Under direct supervision of a faculty advisor, students will analyze, synthesize, and integrate previously learned knowledge gleaned from coursework and professional experiences. Students will be required to demonstrate the ability to conduct independent research and create an individual, unique, analytical thesis paper and present the project and findings to peers and faculty.



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# MHA Graduate Advising

Advising is an important part of a student's academic success. Advising goes over expectations for students and advisors during the advising process.



# MHA Program Advising

Regular advising provides a variety of benefit to students including timely matriculation, accurate academic planning, career advice, and professional networking. Students and advisors each have roles and responsibilities in the advising process.



## Role of the MHA Student

Students are responsible to seek out advising. This includes scheduling their advising appointments each semester and following their academic plan. If a student intends to make a change to their academic plan, they must check in with their MHA Graduate advisor to do so. **Changes to the academic plan may delay graduation.**

## Role of the MHA Graduate Advisor

The MHA Graduate Advisor provides administrative and academic advising that focuses on assisting students with admissions questions, program requirements and policies, navigating University systems and resources, determining semester registration, and resolving academic and administrative issues that may arise.

## Role of the MHA Faculty

MHA Faculty provide advising that focuses on two main areas. First, the curriculum. If students have questions regarding their coursework, they should set up advising with the faculty of that course. Second, is professional development. Professional development focuses on guidance regarding career pathways and skill development.

### Who should I meet with and how often?

Students will have their first advising session at their onboarding meeting and will continue to meet with the MHA Graduate Advisor at least once each semester. Students should also meet with their Faculty each semester. As a student gets closer to Capstone, more advising sessions are often needed.

### HOW DO YOU MAKE ADVISING APPOINTMENTS?

Students may schedule advising appointments by visiting [MHA Academic Advising](#).



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# MHA Program Capstone

Your hard work has led you to the Capstone. The Capstone is the culmination of the Master of Health Administration (MHA) program where students apply theory to practice. Completing a Capstone experience is a requirement of all graduating students. Preparing for the Capstone takes approximately one year. Please read this carefully and plan early!



# MHA Program

## Capstone Overview

The MHA Capstone requires steps that must be completed. Please review all of them carefully. Students may not enroll in a Capstone course without approval. There is also a [Capstone Checklist](#) included at the end of this section to help track your progress.

### 01 Complete Required MHA Coursework

Students must complete all Required MHA Coursework prior to taking the Capstone Course.

### 02 Choose Your MHA Capstone

Students may choose from two options for the Capstone (**MHA 6100 and 6200**). There are specific requirements depending on which option you choose.

#### MHA 6100

##### Health Administration Capstone: Internship

This Capstone course provides students with the opportunity to apply health care administration knowledge and skills. Students work with a internship mentor from the industry. The student must be enrolled in MHA 6100 during the internship period and actively work at the internship site during this time. **Some internships may have remote options; however, students are required to spend as much time on site with their internship mentor as possible.** The student will complete a variety of deliverables including an internship proposal, journals, a presentation illustrating the internship outcomes, outcome and evaluation surveys, and a final paper.

Review the specific requirements of the [Health Administration Capstone: Internship](#).

#### MHA 6200

##### Health Administration Capstone: Thesis

This Capstone option requires completion of a structured thesis paper that includes a research component in conjunction with their faculty advisor. Students investigate a health care topic related to their career aspirations and/or personal research interests. Under guidance of a faculty advisor, students will analyze, synthesize, and integrate previously learned knowledge gleaned from coursework and research. **Students will be required to conduct independent research with limited support from faculty** with the intent of proving independent work accomplishments on a new or existing research project. Students will present their research to peers and faculty.

Review the specific requirements of the [Health Administration Capstone: Thesis](#).

OR

### DEADLINES

**SEPTEMBER 1:** If you are taking Capstone in the **Spring semester**, your Capstone Approval Form must be submitted by **September 1**.

**APRIL 1:** If you are taking Capstone in the **Fall semester**, your Capstone Approval Form must be submitted by **April 1**.

# Health Administration Capstone Internship Option

## Internship Overview

### Goal of the Internship

The student will apply the theory that they have learned in the classroom. Students will work with their internship mentor to develop smart goals, and execute them.

### Duration

During the Internship process student must complete a minimum of 150 field hours. Please note that this represents the minimum number of hours that must be completed. Frequently students exceed this number, and this is acceptable. The student and preceptor will agree to specific hours and days to complete the field hours. Though the course is 16 weeks in duration, students will need to complete their hours no later than Week 13 to prepare their final deliverables.

### Timing

The internship is offered only in the Fall and Spring semesters. Students are only allowed to complete field hours during the semester they are registered for.

### Payment

The Capstone Internship may or may not be paid. You may find some organizations pay an hourly wage and others offer stipends, while others do not provide any compensation. Occasionally there are grant funding opportunities at the University to fund internships. Please visit [C2Hub](#) for more information. Students are encouraged to assess sites based on professional and educational opportunities presented, not solely on the remuneration involved. It is the joint responsibility of the student and host organization, not the instructor or University's responsibility, to agree upon which (if any) expenses will be reimbursed (i.e., transportation, parking, etc.).



## RESPONSIBILITIES OF THE STUDENT

1. Complete required onboarding of the organization (immunization records, background check, HIPAA documents, or other required documents). Of note, some organizations require students to use third party entities to complete this. Students are responsible for any expenses of the host organization. Your mentor will be able to assist you in identifying these requirements.
2. Research and adhere to all policies and procedures of the host organization.
3. Conducting oneself professionally.
4. Communicate with the internship mentor regarding work hours, absences/tardiness.
5. Communicate with your instructor on progress of your Internship and performance of your work.
6. Communicate any concerns with your mentor and instructor as soon as possible. Respond to communication within 48 business hours (Monday-Friday) during the academic semester.
7. Use the Internship as a learning experience. Participate actively, ask questions, and take initiative.
8. Submit all Capstone deliverables and assessments in a timely manner as required per the instructor.

# Health Administration Capstone Internship Option

## Confirm Your Internship Mentor

### What is an Internship Mentor?

The internship mentor is a person working in the health administration field who will be mentoring and supervising you during your internship. Searching for an Internship is a time-intensive process and requires active networking. Often it can take up to one year to find and secure a mentor. The time to begin this process is your first semester in the MHA Program.

All MSU Denver MHA students have access to [Professional Organizations](#), often at no or little cost to the student. All MHA students should complete this during their first course. If you have not joined, do so as soon as possible. These organizations are great to start your search for a mentor.

Professional organizations host local networking events, where you can meet your peers. In addition, many of them have forums for students where you can connect with working professionals. Students should participate in at least one networking event prior to taking MHA 5070 (Capstone Prep).

Students may also already have connections to potential mentors working in the health care administration field. These connections can be very helpful when searching for a Internship. Reach out to your connections as soon as possible.

If you are working in health care, you may complete your Internship at your organization, however, there are requirements. They include the following:

1. Your mentor may not be your direct supervisor.
2. Your current work may not count as your Capstone.
3. Your Capstone work must be in a different department.

During your MHA 5070 course, you will also be provided with the contact information of previous MHA mentors. We encourage you to reach out and connect with past mentors that are working in your area of interest. Students may also work with a faculty advisor to explore possible Internship options.



### RESPONSIBILITIES OF THE INTERNSHIP MENTOR

1. Assist student with development of goals, objectives, and deadlines of the Internship. Ensure that the Internship experience is meaningful by assigning projects and assignments at the graduate level that will enable growth (high level of challenge with high level of support).
2. Provide on-boarding and any required orientation(s).
3. Discuss and set expectations of the student's schedule, including regular check-in meetings. Respond to communication within 48 business hours (Monday-Friday).
4. Review applicable organizational policies and procedures with the student.
5. Provide overall supervision, guidance, and feedback during the Internship experience.
6. Check in with the instructor to discuss student progress.
7. Include the student in meetings or seminars, as appropriate.
8. Communicate to the instructor any concerns regarding the student on a timely basis.
9. Evaluate the student's performance by completing and returning evaluation form(s) and/or grades as requested.

# Health Administration Capstone Internship Option

## Specific Requirements for Internship

Each internship location has specific requirements to be on site. They include but not limited to the following:

### Background Checks and Drug Screening

Most internship sites have a preferred method of completing a background check and/or drug screening. If either are required but not offered by the internship location, students may visit [Castle Branch](#) to complete. These services are at the expense of the student. If you choose to use Castle Branch, you will be prompted to select the orange "Place Order" button. Select the "Please Select" drop down menu and choose the "MX73bgdt" package.

### Immunizations

Each internship site has required immunizations. See your medical provider for any required immunizations.

### OSHA or Other Training

Some internship sites require additional training. See your internship mentor for any additional required training.

### Orientation

Most internships sites require orientation. See your internship mentor for orientation requirement.

Please check with your internship mentor to identify all internship location requirements and the process to complete. The process may take several weeks, so begin it early. All requirements must be met prior to you starting your internship.

## ! OTHER IMPORTANT INFORMATION

### Liability

The work that students complete in their internship as part of the course will be covered under MSU Denver's liability insurance in accordance with Colorado State Statute. Details are provided in the affiliation agreement signed between MSU Denver Department of Health Profession and the host organization. Organizations may require students to purchase liability insurance with limits beyond what the Colorado State Statue covers. Requirements to purchase additional liability insurance should be communicated by the organization directly to the student. Because of this, students are not allowed to begin Internship until the agreement is in place (University and Organization responsibility). In addition, students may only participate in the Internship during the course.

**Confidentiality** is the sole responsibility of the student. During the Internship experience, students may have access to and be involved in the processing of verbal, written, computer generated, computer accessed, filmed, and/or recorded information related to patients, employees, staff, or company business. Students are required to always maintain confidentiality of this information. Students are expected to not share, discuss, or reveal any of this information with anyone. Any breach of confidentiality may result in disciplinary action, grade reduction, termination of the Internship and/or legal action.



# Health Administration Capstone Thesis Option

## Thesis Overview

The goal of the Capstone thesis is to provide you the experience of planning, implementing, conducting, writing, and presenting a research-based paper. The thesis Capstone will include the framework of a research paper – including a question, hypothesis, and method to answer the question. All Capstone projects should demonstrate the ability to take an idea from conception to final presentation.

It is important to note that a large majority of your thesis work will be completed over the year between MHA 5070 and your thesis course. Much of this work is independent, with guidance from your faculty advisor. In addition, IRB submission is required prior to registering for MHA 6200. Students who have not submitted their IRB will not be allowed to register for the course.



## Developing Your Thesis

1. Prepare by reading assigned text.
2. Identify an area of interest.
3. Learn more about your area of interest. Start reading peer-reviewed literature about the subject. Connect with experts in the field. Attend professional organization meetings/ events.
4. Develop your research question. Your research needs to be related to the field of health administration. This process takes time researching, revising your research question, and focusing on relevant literature.
5. Design your research method (Qualitative, Quantitative, Mixed-Method). IRB approval will be required no matter the type of research method.
6. Your primary faculty advisor(s) will help you identify who will be subject matter experts to guide you during your thesis. Once your Faculty advisor and you agree on your research question, method, and data source, you are ready to so submit for approval.



## RESPONSIBILITIES OF THE STUDENT

1. Read required material (textbook and literature review).
2. Meet with key stakeholders that will be assisting you in developing your research question.
3. Check in with your Faculty advisor
4. Design your research method (Qualitative, Quantitative, Mixed-Method).
5. Respond to communication within 48 business hours (M-F) during the academic semester.
6. Review and complete requirements with the Principal Investigator, and revisions as dictated by MSU Denver's IRB.

# MHA Program

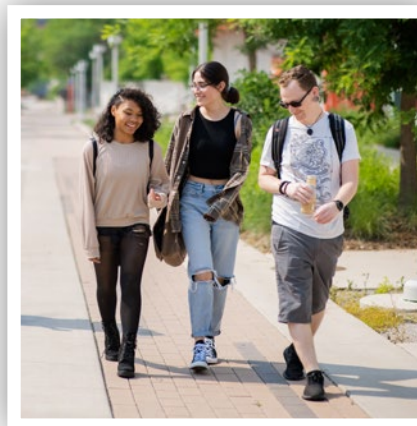
## Capstone Overview

CONTINUED FROM PAGE 29

### 03 Submit the MHA Capstone Approval Form

All Capstones must be approved before the student is allowed to register for the MHA Capstone course. Students submit their MHA Capstone approval form by visiting MSU Denver [MHA Current Students](#), choose and complete the MHA Capstone Approval Form. Once received, faculty and staff will review. Students will receive instructions by email on next steps.

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### 04 Complete MHA Capstone Specific Requirements

Once approved, complete any remaining specific requirements as instructed. For internship students, this may be background checks, immunizations, and/or drug screening. For thesis students, this includes final research question, method, data source, and Institutional Review Board (IRB) submission.

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### 05 Register for Your MHA Capstone Course

Once you have completed all specific requirements related to your MHA Capstone, you will be allowed to register for the Capstone course.

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### 06 Apply for Graduation

After registering for your Capstone course, apply for [Graduation](#). Once you apply, the registrar's office will analyze your transcript to determine if you are eligible to graduate in the semester you intended. The registrar will email you with next steps regarding graduation.

---

### 07 Complete MHA Capstone Course

Students need to successfully complete the MHA Capstone Course in order to graduate.

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# MHA Program Capstone Checklist



Use the checklist below to ensure you complete all tasks to complete your Capstone.

<b>Student Name:</b>
<b>Student ID:</b>
<b>Student Net ID:</b>

	<b>COMPLETED</b>
<b>01</b> Complete Required MHA Coursework	<input type="checkbox"/>
<b>02</b> Choose Your MHA Capstone	<input type="checkbox"/>
<b>03</b> Submit the MHA Capstone	<input type="checkbox"/>
<b>04</b> Complete MHA Capstone Specific Requirements	<input type="checkbox"/>
<b>05</b> Register for Your MHA Capstone Course	<input type="checkbox"/>
<b>06</b> Apply for Graduation	<input type="checkbox"/>
<b>07</b> Complete MHA Capstone Course	<input type="checkbox"/>

**NOTES**

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# MHA Program Graduation

Graduation is an incredibly proud moment in the MHA students journey and it's equally momentous for the MHA Faculty and Staff. You may have experienced graduation as an undergraduate student. There are some differences as a graduate student, recognizing your significant academic achievement.



# MHA Program Graduation

As you near finishing your coursework, there are steps you must complete to graduate.

## 01

### Apply for Graduation

1. The application to [graduate](#) generally coincides with your Capstone approval due date. Once your Capstone course hold is lifted, register for your course, then apply for graduation. Visit the commencement site for more information.
2. Once you apply, the registrar's office will analyze your transcript to determine if you are eligible to graduate in the semester you intended. The registrar will email you with next steps regarding graduation.
3. If you have any concerns about your graduation application or eligibility, please set up advising with your MHA graduate advisor.

## 02

### Order Your Regalia: The Cap, Gown, and Hood

#### What is Regalia?

1. Regalia is the official graduation attire to celebrate the completion of your degree. For a master's degree, you will receive a cap with tassel, a gown, and hood. The Pin will be provided at the MHA Hooding and Pinning ceremony.
2. You will wear your regalia at both the MHA Hooding and Pinning Ceremony and University Commencement. Your hood and pin will be placed on you by the MHA Faculty during the MHA Hooding and Pinning Ceremony.
3. The academic hood is a symbol of a master degree earned. A hood is comprised of three parts: the shell, an interior lining, and the trim. The shell typically matches the color of the robes. As a graduate of Metropolitan State University of Denver, the lining of our graduate hood is red and blue. The trim around the outside of the cowl is indicative of the field in which the academic degree was earned - the green color on our graduate hood represents health administration. Finally, the length of the hood indicates the level of the degree earned. A hood that is three and a half feet in length is the symbol of a master's degree.
4. For the MHA graduates who have earned membership in Upsilon Phi Delta Honor Society, you will receive an honors cord upon your arrival to MHA Hooding and Pinning.
5. You may also receive cords or stoles from other societies or organizations you belong to on campus. You will need to contact these entities for those details.
6. You are allowed to decorate your cap, but the university asks that you use your discretion when decorating the cap and keep it within the spirit of graduation.

# MHA Program Graduation

## How to Order Regalia

When ordering masters degree regalia, There are a number of packages offered for purchase, but the minimum package includes these a cap, tassel, gown and hood.

1. Visit the [MSU Denver Regalia](#) website to begin your order.
2. When you begin the ordering process, you will complete the steps below:
  - a. Indicate the college you are a part of. For us, this is the College of Health and Human Sciences.
  - b. Indicate if you want to have it shipped to your home or picked up on campus for free.
  - c. Indicate the graduation semester.
  - d. Indicate that you are a master student.
  - e. View the various graduate packages available to purchase and select the one you want.
  - f. When ordering, you can choose a package that includes a “Stole of Gratitude” but this is optional regalia. The “Stole of Gratitude” is symbolic attire to honor those who supported you in your academic journey.
  - g. Many graduates choose to rent their regalia instead of owning. If you rented, you can keep your cap and tassel, however the gown and hood must be returned immediately after the university commencement ceremony at an indicated table. If you do not return immediately after the ceremony, you will have to ship your gown back at your own expense or you will be charged a fine.

## 03

## RSVP to and Attend the MHA Hooding and Pinning Ceremony

The Hooding and Pinning is a night of celebration for our MHA Graduates! More specifically, the placing of the hood and pin signifies the passage from student to ‘master.

1. In your last semester, you will receive an invitation to the MHA Hooding and Pinning Ceremony via email from the MHA team. In this invitation, you will be asked to RSVP your attendance and indicate the number of guests who will be celebrating with you at this event. You will also receive critical information about ordering your Regalia and specifics about your celebration.
2. This event is held on a night prior to the University wide commencement. This ceremony is for MHA students, family, faculty and staff.
3. You will order your regalia to wear at both MHA Hooding and Pinning and University Commencement. Please read the [Regalia](#) section of this handbook to learn more.
4. At the MHA Hooding and Pinning, there are two honors awarded to select students.
  - a. The first is the Outstanding MHA Student Award. The MHA outstanding student award is voted on by MHA faculty as recognized and presented at the hooding and pinning

# MHA Program Graduation

ceremony. The Master of Health Administration (MHA) at Metropolitan State University of Denver has identified diversity and culture, access, respect and stewardship, community and engagement, and excellence and innovation as core values of the MHA Program. The MHA outstanding student award recognizes graduating MHA students who exemplify the core values.

- b. The second is induction into the Upsilon Phi Delta Honor Society. Membership in Upsilon Phi Delta Honor Society is open to individuals who meet the national and local standards of the Association of University Programs in Health Administration (AUPHA) and MSU Denver Department of Health Professions. Graduate members must have a cumulative GPA of 3.65 or greater.
- c. At the graduate level, the university does not award honors such as “Magna Cum Laude”. These are reserved for undergraduate degrees only.

## 04

### Attend University Commencement

1. Commencement is the university wide ceremony in which you celebrate the completion of a degree. This ceremony includes undergraduates and graduates from colleges across the university. Please visit [MSU Denver Commencement](#) to learn more.
2. Once your application to graduate is approved, you will receive details about attending the university commencement and how to obtain tickets for guests.



#### CONTACT US

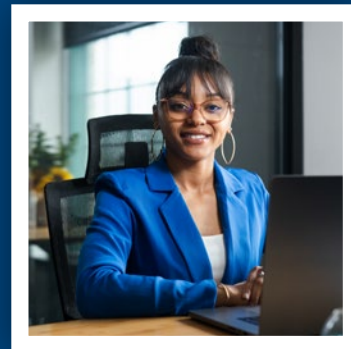
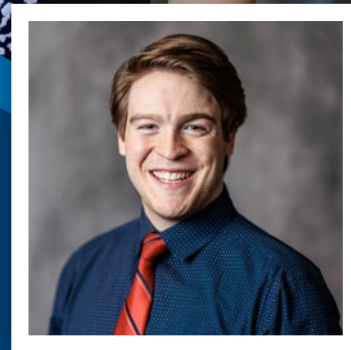
If you are unsure about your graduation status, what regalia to order or whether there is room for your entire family at hooding and pinning, ask us! Email us at [mha@msudenver.edu](mailto:mha@msudenver.edu).



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## MHA Graduate Alumni

Congratulations! You completed the program. But your next chapter is just beginning as an MHA Alumnus. In this section, you will find some critical information for making the most of being an Alumni of our program and how you can continue to work with us to support the future of the program.





# MHA Program Alumni

Welcome to the MHA Alumni family! The resources in this section will enable you to be an active member of our MSU Denver MHA Alumni community. Please review and reach out to us at [mha@msudenver.edu](mailto:mha@msudenver.edu) with any questions.

## 01 Complete the Alumni Survey

As part of our accreditation, we are required to collect data on our alumni. This information is also used for improving the program. All of the information collected in the survey is confidential and will not be shared publicly. This Survey will be sent to you to three months after graduation to the permanent email you indicated in your Post-Assessment survey during capstone. This survey will ask questions about your current employment status and satisfaction with the MHA program.

## 02 Join the MSU Denver Alumni Community

We encourage all of our alumni to be active members in the [MSU Denver Alumni Community](#). The University Wide Alumni Association creates amazing opportunities for our alumni to stay a part of the Roadrunner community and advance their career.

**Find key opportunities to be an active alumnus below.**

1. [Networking, Volunteer and Social Events](#)
2. [Active Alumni Networks](#)
3. [Alumni Career Support](#) like Career Coaching and Free Access to LinkedIn Learning
4. [MSU Denver Alumni Advisor Network](#) gives alumni opportunities to be a mentor to current students
5. Apply to be on the board of the MSU Denver Alumni Association

## 03 Join the MHA Alumni Association

We encourage all of our MHA Alumni to stay connected with each other by joining the [MHA Alumni Association \(MHAA\)](#). By joining you will receive access to a growing network of MHA alumni. This group networks, shares resources, provide support, and participates in professional development opportunities.

Learn more by visiting [MHA Alumni Network](#).

## 04 Join Professional Organizations

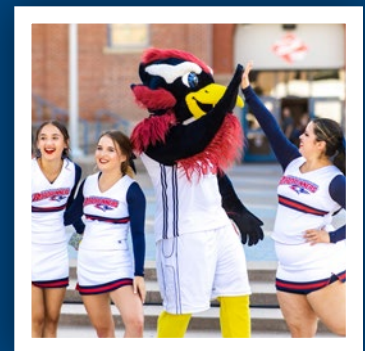
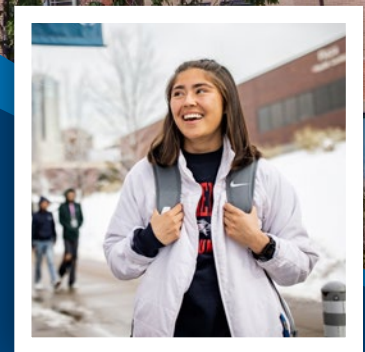
As a student, you may have already joined professional organizations. If you have not, consider joining now. There are a number of wonderful organizations to join, the most common can be found by visiting [Student and Alumni Networks](#).



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# University Resources

There are several resources to assist students at MSU Denver. Please review and use them throughout your academic journey in the MHA Program.



# MSU Denver University Resources

## [Access Center: Student Disability Support Services](#)

The Access Center collaborates with and empowers students who have disabilities by coordinating accommodations and support services that enable equal access to the students' educational experience.

## [Auraria Campus Police Department](#)

The Auraria Campus has a dedicated, full-service police department, operating 24 hours a day, seven days a week, 365 days a year. The Auraria Campus Police Department is committed to enhancing the quality of life on the Auraria Campus and for the institutions it serves—the Community College of Denver, Metropolitan State University of Denver, University of Colorado Denver, and the Auraria Higher Education Center.

## [Auraria Early Learning Center](#)

The Auraria Early Learning Center (AELC), a 5-star Colorado Shines-rated center, provides full-time programs for children 12-months to 5-years-old and summer camp for children through age 8. The center serves the students, faculty, and staff of the Auraria Campus. On a space-available basis, the center also serves the Denver community. All of the center's programs are fully licensed by the Colorado Department of Human Services.

## [Auraria Library](#)

The Auraria Library is a tri-institutional resource for the Auraria Campus. The library offers a variety of resources to students, faculty and staff including study spaces, print and online resources, and assistance guiding users to relevant content, services, and resources.

## [Tivoli Station Bookstore](#)

The bookstore at MSU Denver offers textbooks, technology, MSU Denver spirit gear, course supplies, and more.

## [Campus Map](#)

Need to navigate the Auraria campus? Click [here](#) for the campus map.

## [Campus Recreation](#)

Campus Recreation aids in the education and development of the whole person and serves as a place of employment for students. More than just a place to exercise, the recreation center also serves as a venue for education: members develop positive self-esteem, enhance their social relationships, and improve their interpersonal skills. The recreation center provides a unique site for programs and activities aimed at meeting the needs, interests, and expectations of a diverse community. Gain health benefits such as feelings of physical well-being, stress reduction, respect for others, friendships, and self-confidence.

## [Center for Multicultural Engagement and Inclusion](#)

The Center for Multicultural Engagement and Inclusion (CMEI) supports students' sense of belonging in college and affirms their identities by building community through participation in student organizations (currently over 120 options), First-Generation Initiatives, Met Media, fraternities and sororities (currently ten), racial equity and leadership programs, student travel and professional development funding, student gathering spaces, and campus events.

## [Classroom to Career Hub](#)

The Classroom to Career Hub (C2 Hub) at Metropolitan State University of Denver will jump start your career through professional development and personalized career planning. Let's clarify your interests, identify your strengths and prepare you to take the next step in your career journey.

## [Information Technology Services](#)

Information Technology Services (ITS) at MSU Denver offers a variety of technology related services for students, including user access/accounts and hardware/software requests and support. ITS has offices located on the 4th floor of the Administration Building and the 1st floor of the Jordan Student Success Building. The ITS Service Desk is located in JSSB 130A. ITS also has student computer labs in numerous locations on the Auraria Campus.

# MSU Denver University Resources

## [Counseling Center](#)

Balancing the demands of college life can be difficult. In addition to academic requirements, there are financial pressures, relationship issues, and job stressors that can leave you feeling beat up and worn out. The Counseling Center staff can help you find ways to manage difficult times and provide you with a comforting place to examine your life and learn more about yourself so you can realize your potential.

## [Gender Institute for Teaching and Advocacy \(GITA\)](#)

The feminist mission of the Gender Institute for Teaching and Advocacy is to provide space for those most impacted by the intersecting oppressions present in our society and everyday lives. As such, we collaborate through academics, advocacy, and programming to equip students and communities with the skills to empower themselves to abolish systems of oppression through education towards liberation.

## [Health Center at Auraria](#)

The Health Center at Auraria is a tri-institutional department that provides Medical Services and Mental Health Services for all students, faculty and staff on the Auraria Campus. We are committed to caring for each member of this diverse community with sensitivity and respect. The Health Center at Auraria is an in-network medical provider for most Colorado offered Health Insurance, is easily accessible and provides high-quality care and Outreach Programs.

## [International Student Support](#)

International Student Support serves international students studying on an 'F' visa. While our primary purpose is to ensure that you can maintain your legal status while studying at MSU Denver, we are also here to support your personal, academic, and career goals.

Our mission to create a meaningful experience for international students through cultural exchange, retention-based programming, and holistic support for students' educational and cultural needs.

## [LGBTQ+ Student Resource Center](#)

The LGBTQ Student Resource Center is a tri-institutional office serving students, faculty, and staff of all genders and sexualities on the Auraria Campus. We are a resource for those experiencing issues with sexuality, gender identity, and discrimination or harassment. We are a community for all.

## [Office of the Bursar](#)

The Office of the Bursar assists students in the following areas of their academic pursuits:

Provide accurate billing statements and educate students about tuition payment deadlines. Educate students about their financial rights and responsibilities. Offer payment options and payment plans when applicable. Provide explanation and answer student's questions about their tuition, fees, and other charges on the student's account. Assess and resolve Balance Due Holds and other holds related to student finances. Process refunds. Process invoices and payments for sponsored students, including veteran and military students. Manage debt collections. Manage Perkins Loan repayment. Provide students with 1098-T Tax forms.

## [Office of Diversity and Inclusion](#)

Metropolitan State University of Denver seeks to promote an inclusive community of learners, an awareness and appreciation of diverse perspectives and identities, and the establishment of policies, practices, programs, and resources designed to embrace and enhance diversity, equity, and inclusion at MSU Denver.

## [Office of Financial Aid and Scholarships](#)

The Office of Financial Aid and Scholarships provides financial aid counseling and services to students at MSU Denver.

## [Office of the Registrar](#)

The Office of the Registrar works with students, faculty and staff to maintain a complete academic history for each current and former student, and interpret and enforce state, federal, and institutional policy. They can answer questions on transcripts, registering for classes, VA benefits, graduation, and more.

# MSU Denver University Resources

## [Phoenix Center at Auraria](#)

The Phoenix Center at Auraria (PCA) serves students, staff, and faculty associated with University of Colorado Denver, Community College of Denver, and Metropolitan State University Denver. The PCA provides free and confidential resources and assistance to survivors of interpersonal violence (relationship violence, sexual violence, and stalking), as well as their friends, families, and concerned others. The PCA support services include academic advocacy, assistance reporting to the school and/or law enforcement at the survivor's request, safety planning, court accompaniment, emotional support, and more. The PCA also provides campus education and training, awareness raising events, and campus policy guidance.

## [Student and Alumni Networks](#)

There are several professional organizations related to health care administration. We encourage all MHA students to join at least one professional organization during their first semester and participate in networking events prior to the end of their first year.

## [Rowdy's Corner](#)

Rowdy's Corner is working to reimagine food support and destigmatize the need for assistance and to help ensure there is Food for All. Rowdy's Corner connects with the Student Care Center and is sponsored by Student Engagement and Wellness, the Student Advocacy Council, and the MSU Denver Community. Aligning with these added resources, on and off campus, promotes the overall wellbeing of the students and assists students on every level of need.

## [Veteran and Military Student Services](#)

Veteran and Military Student Services is appreciative of your service to our country and is happy to assist you with your transition and continuous stay at MSU Denver. MSU Denver has consistently been recognized as being Best for Vets by MilitaryTimes and Military Friendly by VIQTORY Media.

## [Writing Center](#)

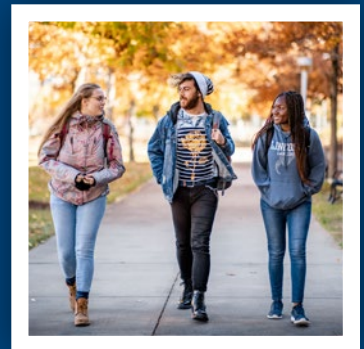
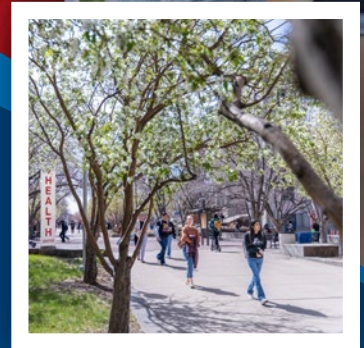
The MSU Denver Writing Center can help with any writing assignment, at any stage of the writing process. We also support writers across all writing levels and in any discipline. We can help with summary/response papers, journals, case studies, research projects, collaborative projects, digital projects, resumes, applications, presentations, and more!





# Policies and Procedures

There are important policies and procedures in the MHA Program. Please review them carefully and reference them as needed.



# MSU Denver

## Policies and Procedures

This list represents common policies and procedures. For a comprehensive list, please visit the [Graduate Catalog](#).

### Communication

Clear and timely communication is critical to your academic and professional journey. Electronic communication is the official communication for students, faculty, and staff at MSU Denver. Students, faculty, and staff are expected to monitor their MSU Denver email and are expected to respond within 48 business hours during the academic semesters.

### Student Code of Conduct

The MSU Denver Student Code of Conduct outlines community responsibilities for students during their time at MSU Denver. As students pursue their education, the academic and community environment is supported by values of accountability, respect, justice, and equity.

### Academic Misconduct

MSU Denver students are expected to uphold their academic responsibilities, which are about following academic integrity standards. These standards encompass many things including, but not limited to plagiarism, cheating, unauthorized assistance, outsourcing assignments and exams, fabrication, facilitating academic dishonesty for others. Academic integrity, when violated, is also known as academic dishonesty and academic misconduct. To review the academic misconduct policies and processes, please visit the academic misconduct site.

### Accommodations to Assist Individuals with Disabilities

The Metropolitan State University of Denver is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. If you have a disability which may impact your performance, attendance, or grades in this class and are requesting

accommodations, then you must first register with the Access Center, located in the Plaza Building, Suite 122, 303-556-8387. The Access Center is the designated department responsible for coordinating accommodations and services for students with disabilities. Accommodations will not be granted prior to your faculty member's receipt of your faculty notification letter from the Access Center. Please note that accommodations are never provided retroactively (i.e., prior to the receipt of your faculty notification letter.) Once your faculty has received your official Access Center faculty accommodation letter, they are happy to meet with you to discuss your accommodations. All discussions will remain confidential. Further information is available by visiting the Access Center website.

### Attendance

#### Class Attendance

Students are expected to attend all sessions of courses for which they are registered. Each instructor determines when a student's absences have reached a point at which they jeopardize success in a course. When absences become excessive, the student may receive a failing grade for the course. If students anticipate a prolonged absence, they should contact their instructors.

#### Class Attendance on Religious Holidays

Students at MSU Denver who, because of their sincerely held religious beliefs, are unable to attend classes, take examinations, participate in graded activities or submit graded assignments on particular days shall without penalty be excused from such classes and be given a meaningful opportunity to make up such examinations and graded activities or assignments provided that advance written notice that the student will be absent for religious reasons is given to the faculty members during the first two weeks of the semester.

# MSU Denver

## Policies and Procedures

### Online Learning

Students in the MHA Program will be using online learning for a large portion of their academic work. Students are expected to be actively engaged online. This includes professional behavior during synchronous remote sessions. This includes a quiet space, free from distractions, and active participation. Please review the MSU Denver online learning site for resources to assist students.

### APA Policy

All written communication in the classroom environment (online and on campus) will be in the most recent version of American Psychological Association (APA) unless directed differently by the Professor.

### Minimum GPA and Duplicate Coursework

Students must successfully complete all courses comprising 40 credit hours. MHA students must maintain a GPA of 3.0 in any academic term. Any student falling below a 3.0 in any given term will be placed on academic probation and be required to develop a remediation plan with an academic advisor for raising the GPA above 3.0. Students who fail to raise their GPA over 3.0 after 15 credits will be dismissed from the program. No grade lower than a “B” counts toward degree completion. Students receiving a “C” or below will be required to repeat the course. Students must be aware that the sequential coursework policy will often require students to take time off to repeat the coursework. Students who do not successfully complete an MHA course with a “B” or better after the second attempt will be dismissed from the program.

### Withdrawal from a Course

MHA students should NOT withdraw from a course without first contacting the MHA Program. Withdrawal from a course is likely to affect a student’s academic standing, course sequencing and degree plan. Students should be aware that any kind of withdrawal can have a negative impact on some types of financial aid and scholarships. The Withdrawal (W) notation is assigned when

a student officially withdraws from a course via the Student Hub after the drop deadline (census date) and before the withdrawal deadline posted in the Academic Calendar. Deadlines differ proportionally for courses offered during part of a semester. Students should refer to the Student Detail Schedule via the Student Hub to review drop and withdrawal deadlines for individual courses. When a student withdraws from a course, no academic credit is awarded. The course remains on the student’s academic record with a “W” notation and counts toward the student’s attempted hours. The course is not calculated in the student’s GPA or quality points. After the withdrawal deadline, students may not withdraw from a course and will be assigned the grade earned based on the course syllabus. For your drop/refund or Withdrawal dates logon to your Student Hub account and look at your Student Detail Schedule.

### Administrative Withdrawal

The Administrative Withdrawal (AW) notation is assigned when a student, or representative, requests to be withdrawn from a course due to unforeseen or extenuating circumstances beyond the student’s control. When the “AW” notation is assigned, no academic credit is awarded. The course remains on the student’s academic record with an “AW” notation and counts toward the student’s attempted hours. The course is not calculated in the student’s GPA or quality points. Students may request an administrative withdrawal from the Office of the Registrar after the drop deadline (census date) posted in the Academic Calendar. Deadlines differ for courses offered during part of a semester, including late-start and weekend courses. Students should refer to the Student Detail Schedule via the Student Hub to review drop deadlines for individual courses. Although requests are evaluated on a case-by-case basis, examples include the death of an immediate family member, serious illness or medical emergency, or other life-altering event. The student must provide supporting documentation to substantiate the request.



# MSU Denver

## Policies and Procedures

### Incomplete Notation

The Incomplete notation may be assigned when a student is achieving satisfactory progress in a course and is not able to complete all class assignments due to extenuating circumstances, such as documented illness, military leave, disability, internships that fall outside traditional semester timeframes, or circumstances beyond their control. If a student has completed, at a minimum, a majority of course work (75%) and/or course contact hours, a student may request an Incomplete after the Withdrawal Deadline posted in the Academic Calendar. Deadlines differ proportionally for courses offered during a part of the semester, including late-start and weekend courses. Students should refer to the Part of Term dates published by the Office of the Registrar to review withdrawal deadlines for individual courses. Departments may have additional standards and/or criteria. Students should consult with their faculty member and department to determine additional requirements. The incomplete notation is composed of an "I" (noted on the students transcript) as well as the student's default grade (A, B, C, etc.), the grade the student has earned when they leave the class out of the total points of the class (the grade the student will earn if no additional work is submitted). Incomplete work must be completed within the subsequent long semester (fall or spring) or earlier, at the discretion of the faculty member. In the event of extended extenuating circumstances, the completion date for incomplete work may be extended for an additional long semester, at the discretion of the faculty member. If the incomplete work is not completed, the "I" notation will convert to the default grade submitted by the faculty member. Determination of eligibility does not guarantee that an incomplete will be granted. Students who meet the qualifications may request an incomplete from the faculty member who is teaching the course. The decision to grant an incomplete is up to the faculty member or at the department chair's discretion, if the faculty member is not available.

### Complaints and/or Grade Appeal

Occasionally students may have a concern or complaint about something that has happened to them with MSU Denver. The University is committed to providing students with information about and referrals to processes that they can use to address their concerns. Please review the University policy and process.

### Course Load

Students may enroll in no more than fifteen (15) credit hours per semester. Students who wish to take over 15 credits must seek approval by the MHA program. Graduate students are considered full-time if they are registered for six (6) credit hours, half-time if registered for three (3) credit hours, and less than half-time if registered for two (2) or fewer credit hours. Financial aid requires students to be registered for a minimum of three (3) credit hours.

### Duplicative Coursework

No course may count toward both the master's degree and a bachelor's degree.

### Admission and Prerequisites

Only students who are formally accepted into the MHA program or non-degree-seeking status may register for any graduate-level MHA courses. Students are required to complete all prerequisites and admission requirements to continue in the MHA program.

# MSU Denver Policies and Procedures

## Deferral of Admission

Applicants who are accepted or accepted conditionally into the MHA Program may defer their start semester up to one academic year from the term that acceptance was originally offered. The full departmental application is not required, however students must submit the Readmission After Deferral form, which will be sent to them electronically by the MHA Program. Applicants who defer their start semester will be held to the policies and curriculum of the later term in which they officially start the MHA Program. The deferral process is only valid for one academic year from the original acceptance semester.

## Inactive Status and Readmission

Students not enrolled for three (3) consecutive semesters (including summer) must submit a re-admission application. Students requesting re-admission must be in good academic standing and must submit their application for re-admission to the master's program in which they have been enrolled. Students who readmit into the MHA Program will be held to the policies and curriculum of the later term in which they officially restart the MHA Program. An approved re-admit application is valid for one academic year from the re-admit semester. Students who are not in good academic standing are not eligible for the readmit application process and must fully apply to the MHA Program. For additional information, please contact the MHA Program.

## Leave of Absence

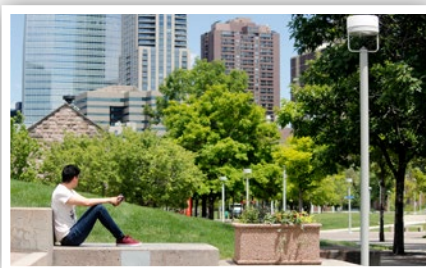
Students who are seeking a leave of absence must notify the MHA program. For additional information, please contact the MHA Program.

## Time of Completion

Students must complete the master's degree within six (6) calendar years from the semester of initial enrollment.

## Transfer Credit

No more than nine, graduate-level, transfer credits (semester hours or equivalent) will be accepted. These credits must have been completed no longer than six years prior to the admission term and must be from a regionally accredited, U.S. institution or equivalent. Programs have discretion over acceptance of transfer courses. A minimum grade of "B" is required for each transfer course.





**Call or Email Us**

303-615-1200

[mha@msudenver.edu](mailto:mha@msudenver.edu)

**Visit Us**

The Department of Health Professions is located:  
Auraria Campus, West Classroom #239

**Mailing Address**

Department of Health Professions  
Metropolitan State University of Denver  
Campus Box 33, PO Box 173362



[msudenver.edu/mha](https://msudenver.edu/mha)