



GEORGETOWN UNIVERSITY
School of Nursing & Health Studies
Department of Health Systems Administration

Executive Master of Science Program in Health Systems Administration

**Executive Master's Program in
Health Systems Administration
Graduate Student Handbook
2015 – 2016**

*A Supplement to the Graduate Bulletin
Previously published handbook rules and regulations
are superseded by this document*

WELCOME	4
<i>Purpose of Handbook</i>	4
<i>Disclaimer</i>	4
MISSION AND VISION	5
<i>Georgetown University Mission</i>	5
<i>School of Nursing & Health Studies Mission</i>	5
<i>Executive Master’s Program in Health Systems Administration Mission</i>	5
<i>Executive Master’s Program in Health Systems Administration Vision</i>	5
<i>Accreditation</i>	5
THE PROGRAM	6
<i>Overview</i>	6
<i>Curriculum</i>	6
<i>Competencies</i>	7
<i>Courses</i>	8
<i>Academic Calendar</i>	8
<i>Mode of Delivery</i>	9
ACADEMIC INTEGRITY AND PERFORMANCE EXPECTATIONS	9
<i>Academic Integrity</i>	9
<i>Academic Performance Expectations</i>	10
<i>Appeals</i>	12
ENROLLMENT, ADVISING AND STUDENT SUPPORT SERVICES	13
<i>Admission Requirements and Application Fees</i>	13
<i>Advisement</i>	14
<i>Registration</i>	14
<i>Course Cancellation Policy</i>	14
<i>Program Tuition and Tuition Calculation</i>	14
<i>Withdrawal and Reinstatement</i>	15
<i>Change of Address and Relocation Policy</i>	15
<i>Program of Study</i>	16
<i>Student Services and Resources</i>	16
FACULTY	18
<i>Faculty</i>	18
<i>Faculty and Advisor Availability</i>	19
<i>Program Communication</i>	19
STUDENT RESPONSIBILITIES	19
<i>Policies and Procedures</i>	19
<i>Advisement</i>	19
<i>Coursework</i>	19
<i>Problem Solving with Faculty or Academic Advisor</i>	20
<i>Procedures for Students Filing a Complaint</i>	20
<i>Description of Governance Processes</i>	20
<i>Student Grievance Against Faculty</i>	20
EVALUATION OF STUDENT PERFORMANCE	21
<i>Class Preparation and Active Participation</i>	21
<i>Written Course Assignments</i>	21
<i>Examinations</i>	21
<i>Academic Standing</i>	21
<i>Course and Program Evaluations</i>	21
<i>Graduation</i>	22

Appendices	23
<i>Appendix A – University Officers and Board Members</i>	23
<i>Appendix B – State-Specific Information</i>	23
Information for Residents of Georgia	23
Information for Residents of Minnesota	24
Information for Residents of Washington State	24
Information for Residents of Wisconsin	24

WELCOME

Welcome to the Georgetown University Executive Master's Program in Health Systems Administration (EMHSA). We are delighted that you have joined the Georgetown community.

Purpose of Handbook

The purpose of this *Student Handbook* is to provide information about the EMHSA program and Georgetown University.

The policies were developed to maintain the integrity of the program and to ensure equity and fairness through their application. All students should familiarize themselves with the requirements of Georgetown University, the School of Nursing & Health Studies, and the Executive Master's program in Health Systems Administration. While we hope you will use this to help answer questions that come up during your studies here, please do not view the Handbook as a substitute for speaking directly with the EMHSA faculty and program administration.

Together, the Georgetown University Graduate School of Arts and Sciences *Graduate Bulletin* and the EMHSA program handbook will serve as your main guide throughout your graduate career. The *Graduate Bulletin* includes university information, policies, requirements, and guidance for all graduate students. This program handbook describes the details about graduate study and requirements of the program. While both of these handbooks are useful resources, students should feel free to discuss any questions about academic policies and procedures with program faculty or staff.

Disclaimer

This Handbook is published for current and prospective EMHSA students and is current as of August 21, 2015. It is not a contract or an offer to contract. Updates to certain policies and procedures may be necessary to the Handbook during your studies, and all students will be held to the most current academic standards and regulations. We encourage students to check the program website to download the most recent Handbook for that academic term and to read about academic and non-academic policies that affect all students in the School of Nursing & Health Studies (NHS) and the EMHSA program.

While every effort is made to contain costs and achieve economies, Georgetown specifically reserves the right to increase tuition or other fees without prior notice. The University reserves the right to advance the requirements regarding admission, to change the arrangement of courses, the requirements for graduation or degrees, and other regulations affecting the student body. Such regulations may govern current and new students and will be effective whenever determined by NHS or by general University directive.

It is the responsibility of the student to keep informed of the regulations and requirements in this Handbook as well as separate policies and procedures established by other University Offices, such as the Registrar's Office, Office of Student Financial Services, Office of Billing and Payment Services, and the Office of Global Services, which may affect the student.

MISSION AND VISION

Georgetown University Mission

Georgetown University is a Catholic and Jesuit, student-centered research university. Established in 1789 in the spirit of the new republic, the university was founded on the principle that serious and sustained discourse among people of different faiths, cultures, and beliefs promotes intellectual, ethical and spiritual understanding. We embody this principle in the diversity of our students, faculty and staff, our commitment to justice and the common good, our intellectual openness and our international character. An academic community dedicated to creating and communicating knowledge, Georgetown provides excellent undergraduate, graduate and professional education in the Jesuit tradition for the glory of God and the well being of humankind. Georgetown educates women and men to be reflective lifelong learners, to be responsible and active participants in civic life and to live generously in service to others.

School of Nursing & Health Studies Mission

The School of Nursing & Health Studies' mission is consistent with the university's mission to provide student-centered, excellent undergraduate and graduate professional education in the Catholic, Jesuit tradition. The School of Nursing & Health Studies (NHS) continues its long tradition of preparing morally reflective health care leaders and scholars who strive to improve the health and well being of all people with sensitivity to cultural differences and issues of justice.

Executive Master's Program in Health Systems Administration Mission

The mission of the executive master's program in health systems administration is to transform mid-career professionals in health care-related industries into executives who can lead sustainable, positive change and shape the future health care environment to ensure the delivery of quality health care in local, national, and global communities.

Executive Master's Program in Health Systems Administration Vision

The Georgetown executive master's program in health systems administration will offer working health care professionals from clinical and non-clinical environments the opportunity to build the skills and knowledge they need to take on executive leadership roles in the health care sector. The program will provide rich and engaging learning opportunities that combine rigorous academic content and the perspectives of faculty who are accomplished leaders in organizations involved in health care delivery, public health, drug and device development, health care consulting, health systems management, health insurance and benefits design, patient advocacy, and legal, policy, and regulatory activities.

Accreditation

Georgetown University's accrediting body is the Middle States Commission on Higher Education (MSCHE). The Middle States Commission on Higher Education is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation. The Middle States region includes the District of Columbia, Delaware, Maryland, New Jersey, New York, Pennsylvania, Puerto Rico and the U.S. Virgin Islands.

THE PROGRAM

Overview

The program of study in the Executive Master's Program in Health Systems Administration offered by the School of Nursing & Health Studies leads to a Master of Science (M.S.) degree in Health Systems Administration. The Executive MHSA program is designed specifically for self-motivated, mature, and experienced professionals who are seeking advanced preparation in management and administrative roles that ultimately lead to upper level executive positions in complex health services organizations. The competency-based curriculum, informed by Jesuit tradition, reflects a holistic, analytical, and reflective approach. Faculty members will come from organizations involved in health care delivery, public health, drug and device development, health care consulting, health systems management, health insurance and benefits design, patient advocacy, and legal, policy, and regulatory activities. The School's mission of improving the health and well-being of all people and its core values provide the framework for the program.

The program is a combination of three weeklong on-campus intensives, one offsite intensive, and five twelve-week online sessions. Program graduates will be proficient in relevant competencies that are critical to executive health care leadership.

Curriculum

The Executive Master's program in Health Systems Administration requires a total of 42 credit hours.

This program can be completed completely online with a course sequence that is lock-step and students must follow the required sequence of course work. The term in which each course is offered is indicated in the course listing below.

Courses

- U.S. Health Systems (2 credit hours) – *Fall, Year 1*
- Managerial Ethics and Law (2 credit hours) – *Fall, Year 1*
- Strategic Management (2 credit hours) – *Fall, Year 1*
- Organizational Leadership (2 credit hours) – *Fall, Year 1*
- Financial Management I (2 credit hours) – *Fall, Year 1*
- Health Systems Operations Management (2 credit hours) – *Spring, Year 1*
- Quantitative Methods (2 credit hours) – *Spring, Year 1*
- Financial Management II (2 credit hours) – *Spring, Year 1*
- Elective (2 credit hours) – *Spring, Year 1*
- Health Politics & Policy (2 credit hours) – *Summer, Year 1*
- Quality and Performance (2 credit hours) – *Summer, Year 1*
- Integrative Seminar (2 credit hours) – *Summer, Year 1*
- Business Innovations (2 credit hours) – *Fall, Year 2*
- Health Information Management (2 credit hours) – *Fall, Year 2*
- Health Economics (2 credit hours) – *Fall, Year 2*
- Human Capital Management (2 credit hours) – *Fall, Year 2*

- Integrative Seminar II (2 credit hours) – *Fall, Year 2*
- Health Services Research (2 credit hours) – *Spring, Year 2*
- Marketing (2 credit hours) – *Spring, Year 2*
- Integrative Seminar III (2 credit hours) – *Spring, Year 2*
- Managing Health Care Organizations (2 credit hours) – *Spring, Year 2*

Competencies

When students complete the program, they should possess the following competencies:

Performance Management & Quality Improvement Domain

- Q.1. Describe the relationship between quality/performance improvement and health care value.
- Q.2. Apply leading and lagging key performance indicators of health care quality, outcomes, and performance in decision-making.
- Q.3. Describe the interrelationships among patient safety, risk management and performance improvement.
- Q.4. Analyze methods to improve health system processes for various endpoints (efficiency, effectiveness, patient centered experience, patient safety, etc.).
- Q.5. Analyze and evaluate the purpose, benefits, application, and evaluation of clinical information systems and management information systems.

Policy, Strategy & System Models Domain

- P.1. Examine and understand the health care policy environment, policy initiatives, current issues and trends, and how these affect health systems and health care management.
- P.2. Develop skills to anticipate and respond to changes in the external environment.
- P.3. Evaluate and use business plans and marketing plans to support decision-making.
- P.4. Examine and understand the various models of health systems with respect to market forces, creation of value, and overall societal and population health.
- P.5. Develop a stakeholder management strategy, to include needs assessment and mutual expectations and commitments.

Leadership & Ethics Domain

- L.1. Articulate the basic principles of bioethics and personal and organizational ethics.
- L.2. Formulate and articulate a professional values system, inclusive of Jesuit values.
- L.3. Articulate the role of personal and organizational ethics and values in leadership.
- L.4. Apply oral and written communication skills to communicate effectively with all stakeholders at all levels.
- L.5. Examine and understand the role of the leader in organizational dynamics and culture management.
- L.6. Examine stakeholder expectations of a leader and cultivate leadership behaviors and strategies to drive strategy execution, business performance and employee satisfaction.

Management Skills & Tools Domain

- M.1. Evaluate governance structures, compliance functions, and the roles/responsibilities of board members.

- M.2. Understand and apply concepts of strategic human capital management in business strategy to include: workforce planning, talent management, and organizational structure and development.
- M.3. Understand the application of law, including medical-legal issues and privacy requirements, in contemporary management decisions.
- M.4. Apply the basic concepts and approaches of change management to skillfully lead and negotiate the change process.
- M.5. Examine and understand how to execute a stakeholder management strategy.
- M.6. Understand the principles and use of risk modeling and risk management in organizations.

Knowledge Management, Analysis & Critical Thinking Domain

- A.1. Integrate the key concepts and approaches in critical thinking, decision analysis, and problem solving.
- A.2. Conduct an operational/organizational assessment and optimize resources through use of quantitative and qualitative methods.
- A.3. Apply quantitative methods and evidence from research studies to assist in making management decisions and assessing the quality of patient care.
- A.4. Examine data-driven insights and decision-making processes.
- A.5. Understand how organizations learn — how they capture, store, and access information for all aspects of performance and performance improvement.
- A.6. Examine and understand external benchmarking in an organization’s competitive and value-creating processes.

Financial Acumen and Management Domain

- F.1. Analyze financial statements of health care organizations.
- F.2. Apply capital budgeting techniques to assess capital investment projects.
- F.3. Evaluate the tradeoffs of different types of financing, including debt equity and lease financing.
- F.4. Understand the role of reimbursement and market characteristics in affecting how health care is organized and delivered.
- F.5. Understand the role of insurance in financing health care and the relationship between the pooling of risk and the paying for care.
- F.6. Understand the use of benchmarked financials and standards to assess efficiency, return on investment, and performance of an organization’s various functional areas.

Courses

All course descriptions may be found online in the course catalog: [Course Catalog](#).

Academic Calendar

The most up-to-date program academic calendar can be found on the program’s website: [Academic Calendar](#).

Mode of Delivery

Online courses in the Executive MHSA program will be delivered through synchronous and asynchronous sessions. Blackboard Learn will serve as the Learning Management System (LMS), and Adobe Connect will be the primary technology for web conferencing and real-time classroom discussions. Students will not need to be proficient with distance education technology before enrolling, but basic computer literacy, such as knowing how to access a Web site, is required. Students log onto the learning management platform using a secure Georgetown University login and password.

Synchronous sessions will include two-way video, requiring each student to have a web video camera. Orientation materials and support for the program are provided and a technology help-desk is available to both students and faculty.

ACADEMIC INTEGRITY AND PERFORMANCE EXPECTATIONS

Academic Integrity

The central activities and mission of a university rest upon the fundamental assumption that all members of the university community conduct themselves in accordance with a strict adherence to academic and scholarly integrity. As a graduate student and member of the university community, you are expected to display the highest standards of academic and personal integrity. This includes an expectation to abide by the University Honor Code:

“In the pursuit of the high ideals and rigorous standards of academic and professional life, I commit myself to respect and uphold the Georgetown University Honor System: to be honest in any academic endeavor, and to conduct myself honorably as a responsible member of the Georgetown community, as we live and work together.”

Preventing Plagiarism

As a graduate student, you can prevent plagiarism by:

- Managing your time. Proper time to prepare the assignment will prevent careless mistakes and reduce the temptation to cheat;
- Avoiding websites that allow you to purchase someone else’s work;
- Following your professor’s instructions. Find out if you are to work alone on an assignment or if you are permitted to collaborate with other students;
- Preparing each assignment from scratch. Submitting an assignment that you prepared from another course can be considered cheating;
- Remembering that Georgetown faculty use online services to help identify plagiarism
(Adopted from “Avoiding Plagiarism” by the Academic Resource Center)

Giving credit to others’ work is a huge part of preventing plagiarism. Remember to:

- Provide citations in PowerPoint presentations, handouts, video presentations, online discussion questions, blogs, and case presentations;

- Use quotation marks if cutting and pasting or quoting someone word for word even if you cite the source of the words;
- Cite your source when you paraphrase (use sparingly and following the guidelines)

Electronic Testing

Your quizzes and exams will be conducted electronically. Unless otherwise stated, you may not collaborate with others or use any references during any examination. This means that during an exam you may not:

- Open another browser window or use any other method to look up an answer
- Communicate with anyone via online chat, telephone, email, text message, in-person, or via any other method
- Use your phone or mobile devices
- Ask someone to take the exam for you
- Copy, print, or photograph exam questions for your personal use or to share with others

After the exam, you should not discuss it with other students who have not yet taken it.

If you have further questions regarding the University's academic integrity policies, please visit the site [here](#).

Academic Performance Expectations

Grading Policy

Please consult the *Graduate Bulletin* for specific Academic Regulations. The Family Educational Rights and Privacy Act of 1974 protects the privacy related to the specific contents of a student's academic record.

Letter grades will equate to the following percentage scores in all graduate program courses:

A	93-100	4.000
A-	90-92	3.667
B+	87-89	3.333
B	83-86	3.000
B-	80-82	2.667
C	70-79	2.000
F	<70	0.000
W	Withdrawal	
AU	Audit	
IP	In Progress	
NR	No Grade	
I	Incomplete	

Grade Interpretation

Withdrawal

If you are unable to continue in a specific course you can request to withdraw from the course up until the last day to withdraw, which is noted on your academic calendar. It is highly recommended that you speak to your course faculty and Academic Dean prior to requesting a withdrawal. A “W” will be noted on your official transcript. Withdrawing from a course will also result in a leave of absence of one calendar year

In Progress

Occasionally you will need additional time to complete clinical hours or course work. In Progress (IP) is one example of the transcript notation for a delay in work completion. If there are special circumstances regarding the completion of your work, please speak with your course faculty.

No Grade Reported (NR)

A faculty member who has not received adequate work from the student in order to provide a final grade, may report an NR. This NR may convert to an F without course objectives being met without clear communication between you and your faculty.

Incomplete (I)

You are expected to complete all coursework by the end of the term in which that coursework is taken. In special circumstances, an instructor may grant a student permission to delay submission of work up to the end of the next term. However, instructors are not bound to grant such requests. When an instructor has granted such permission, he or she will assign the student a grade of “Incomplete” (I) for the course; this grade will appear on the student’s official transcript until a final grade is reported. If an “I” is assigned by an instructor and not subsequently changed to a grade by the instructor before the last day of classes in the following term, it will be converted to an “F” on your transcript.

Academic Performance

As a graduate student, you are required to satisfy the academic standards of the Graduate School as well as the standards of the School of Nursing & Health Studies.

Students in NHS graduate programs are required to achieve a grade point average (GPA) of no less than 3.00 by the end of the summer term of their first year in order to remain in good academic standing. Failure to meet this requirement following the prescribed plan of study will result in termination from the respective students' program. If termination occurs, students are not eligible to reapply. Students may not fail any course. A student who receives a grade of “F” in any course will be terminated from the program; the EMHSA program does not allow repeat of courses for credit.

Course of Study: Maximum Duration

Unless excused by grant of a waiver, a full-time student must satisfy all graduation requirements within three consecutive calendar years from the date of matriculation. Students seeking a waiver of these rules must submit their written petition and supporting documentation to the Registrar as soon as their situation becomes apparent.

Appeals

Appeals Contesting Grades

The following steps must be taken in order to contest a final grade received as part of your core coursework,

1. You should first seek an acceptable resolution through a discussion with the instructor of the course. This must be initiated no later than 30 days after the start of the term following the one in which the disputed grade was assigned. If a satisfactory resolution is not reached, you should then:
2. Discuss the matter with the Director of your graduate program. This discussion must be initiated no later than 60 days after the start of the term following the one in which the disputed grade was assigned.

If a satisfactory resolution is still not reached you might have the right to an appeal. The appeal must be based on factual evidence and based on one of the following criteria: (1) miscalculation of grade, (2) unfair/biased treatment by the instructor, (3) extreme, unanticipated, and sudden external circumstances that affected performance. If you feel your appeal has merit based on the above criteria, please consult with your Academic Advisor Dean. Your Academic Advisor Dean will then go over your merits for appeal, answer any questions, and establish a timeline for the appeals process. If you choose to move forward with an appeals process, you will submit your written appeal to your Academic Advisor.

Your Academic Advisor Dean will then submit your written appeal to the Chair of the Graduate Committee on Students. Upon receipt of an appeal, the Chair will determine if the appeal meets the criteria outlined above. If the Chair finds the appeals meets the criteria it will be sent to the Graduate Committee on Students. The Committee's review must be initiated no later than 60 days after the start of the term following the one in which the disputed grade was assigned or 60 days after the formal appeal was filed. The committee's decision (to raise, lower, or sustain the grade) is final. A student may not progress to the next prescribed set of courses until the appeal has been heard and the outcome decided.

Prior to the Committee meeting at which the vote will be taken, the student will be:

1. Notified of the time, place, and date of the Committee's meeting by the Associate Dean of NHS (or designee). The student may come to campus or attend the appeal via Skype or Adobe Connect (through the learning management platform).
2. Provided with an overview of the order of the procedures of the appeal hearing.
3. Advised that he/she may challenge any member of the Committee upon presenting persuasive evidence that the member would be unable to render a fair, impartial, and objective decision based only upon the information presented at the meeting.
4. Advised that he/she may submit a written statement and any other evidence he/she believes relevant to the appeal. The student must submit any such information a minimum of three days prior to the scheduled meeting.

Conduct of Appeal Meetings

1. The meeting is an educational process, and administrative in nature.
2. The Committee may consider any information it deems relevant to the appeal.
3. The meeting may be recorded at the discretion of the Committee.
4. A support person of the student's choosing may accompany the student to the meeting, but that individual may not participate in the meeting in any way.
5. The Program Director or Assistant Program Director (specific to program) will forward the student's record and pertinent information to the Committee.
6. The Program Director or Assistant Program Director or his/her designee will be present either in person or via teleconference to present information and answer questions about the student's record.
7. The student shall have an opportunity to make a presentation to and answer questions from the Committee.
8. After all information pertinent to the case has been presented, the involved faculty and the student will be excused and the remaining members of the Committee will hold closed deliberations for discussion and voting.

All decisions of the Program Directors Committee on Student Appeals are final. A summary of the outcome of the hearing shall be communicated in writing to the (1) Associate Dean of NHS and (2) Director of Academic Affairs. In the event there is disagreement among members of the Committee, a minority opinion may be prepared and submitted.

ENROLLMENT, ADVISING AND STUDENT SUPPORT SERVICES

Admission Requirements and Application Fees

The admissions requirements and standards for the Master of Science degree in Health Systems Administration are as follows:

1. A successfully completed and submitted online application
2. A successfully completed and non-refundable application fee
3. Resume/CV
4. Statement of Purpose
5. Three letters of recommendation
6. Video Interview: A LikeLive video interview submission is required.
7. Official transcripts
8. Five or more years of professional experience strongly encouraged

Additional information, including admissions deadlines and application fees, can be found online:

<http://nhs.georgetown.edu/healthsystems/executive-master-of-science-EMHSA-admissions-applying>

Students admitted to the program are required to submit a non-refundable deposit to confirm enrollment in the program. These funds are deposited into an individual's student account and are then deducted from their tuition bill.

Specific Visa Reporting Requirements for International Students

By provision of federal law, any school that enrolls foreign nationals is required to comply with strict reporting requirements. Before the start of each semester, all newly enrolled international students (including U.S. permanent residents) are required to provide documentation proving they are legally permitted to be in the country and attend school. Students who fail to provide such documentation will not be permitted to complete registration or attend classes.

Advisement

All students will have an EMHSA Advisor. It is in the student's best interest to be advised each semester. The advisor will sign all forms, student forms, and petitions, which require approval of an advisor.

The coursework required in the EMHSA program addresses many significant areas relevant to the healthcare environment. These areas have been identified as an overview of the health system, the internal and external environments, quantitative tools, and operational management. The material learned in these areas is then further demonstrated in a series of integrative seminars and a final capstone presentation. Students must follow the predefined schedule, as all students matriculate through the course of study as a cohort.

Additionally, the Program Coordinator will provide directions to specific resources that you may need or specialized communications from your program faculty.

Registration

The registration process will begin for all students well in advance of the first day of courses. For online students, course registration will typically open six weeks prior to the first day of classes for any given term. Students must register for courses prior to the first day of classes or face Administrative Withdrawal.

Course Cancellation Policy

Georgetown University reserves the right to cancel any courses without prior notification; however, every effort will be made to provide information on cancellations in a timely manner. In the event of cancellation, Georgetown University will refund tuition charges according to the refund schedule listed below and in the Graduate Bulletin.

Program Tuition and Tuition Calculation

Graduate EMSHA tuition is charged by the credit hour. Tuition charges may be obtained by multiplying the number of credits by the per-credit tuition rate. The current tuition rate is available on the Office of Student Accounts Web site (see below). Additional information related to graduate nursing tuition and available financial aid may be found on the following websites:

Net Price Calculator: <http://finaid.georgetown.edu/net-price-calc>

Georgetown University Office of Student Financial Services (OSFS): <http://finaid.georgetown.edu>

Office of Student Accounts: <http://studentaccounts.georgetown.edu>

Students are also charged a one-time \$50 transcript fee as well as a \$75 Typhon fee. A complete current listing of University tuition, fees, payment due dates, and payment plans is available by visiting: <http://studentaccounts.georgetown.edu>.

Students are not required to purchase books and supplies from the University; however, required textbook information can be found on the University's bookstore Web site (<http://www.georgetown.bkstr.com>) and from the online course schedule available at <http://schedule.georgetown.edu>.

Withdrawal and Reinstatement

If you need to withdraw from a class within the Add/Drop period you must first contact your Academic Advisor Dean, as there will be implications for your program of study and financial aid.

Campus students refund schedule is found on the following link:
<http://registrar.georgetown.edu/registration/refunds-and-tuition/>

Online student tuition refunds are outlined on the following web page and will be calculated, based on the date from which the student makes the request:
<http://registrar.georgetown.edu/registration/tuition/main-campus>

On-Campus Intensives

The Fall term is inclusive of the one-week intensives that begins one or two weeks prior to the traditional Fall calendar start. Refund will begin at the start of the traditional Fall calendar start date. No refund is available for the one-week intensive that begins prior to traditional Fall calendar start date.

The one-week Spring course that begins after the start of traditional Spring calendar will have a refund schedule that is 100% refundable prior to the first day of the course (e.g. April 25, 2016), and a 0% refund for any day after the first day of the start of the course.

Residents of Wisconsin: Please see additional refund policy information in Appendix B.

Change of Address and Relocation Policy

Students, particularly in the online learning environment, may be transient and occasionally relocate for personal reasons unrelated to graduate studies. Relocation may impact your plan of study, progression in the program, and/or the ability to continue in the program depending on the program's authorization status within the state.

Program of Study

The EMHSA curriculum has a specific course progression and courses are only offered once a year. If a student drops a course, he/she must finish out the other two courses in the semester and then take an academic year of leave at the end of that semester. For example, if a student drops a course in the first semester, then he/she must take leave at the end of that semester and pick up with the next class 9 months later. The student may then take the dropped course in the next semester that that course is offered. As EMHSA courses are only offered once a year, the student will pick up with the next incoming cohort. Taking a Leave of Absence will have financial aid ramifications.

EMHSA students are required to take the program's courses when they are offered. Students will not be able to transfer credit for courses taken elsewhere to fulfill the EMHSA program requirements.

Graduate School policy also mandates that you must either be actively enrolled in courses, be in the process of registering for courses, or on an approved Leave of Absence (LOA). If at any time you are not in classes, registering for classes, or on an approved LOA you will be subject to an Administrative Withdrawal. Detailed information about Leaves of Absence will be found in a later section of this document.

Upon matriculation to the School of Nursing & Health Studies you are given three years to complete your degree program. If you require additional time (e.g., life or work issue) you must apply to the Office of Student Academic Affairs for an extension to graduate during your final term of eligibility. Complete the online Student Petition for Extension of Time form found on the NHS Web site <http://nhs.georgetown.edu/students/graduate/forms/> to file for an extension and send the completed form to the Office of Student Academic Affairs at: NHSgradacademicaffairs@georgetown.edu.

Student Services and Resources

As a graduate student at Georgetown University you have access to many support services that will facilitate the successful completion of your graduate nursing education.

Financial Aid and Student Accounts

If you are receiving financial aid, it is extremely important to remain in contact with your financial aid counselor at the Office of Student Financial Services. More information about their office may be found at: <http://finaid.georgetown.edu>

To ensure that your financial and student accounts records are in order, please visit: <http://studentaccounts.georgetown.edu>

Learning Resources

The Academic Resource Center (ARC) can provide you with services to support any academic challenges. If you encounter academic difficulty in your courses, you should first speak with your course faculty and/or Academic Advisor. After these initial conversations, you may be referred to

ARC for additional support. For additional information on the ARC, please visit <http://guarc.georgetown.edu> or contact Jane Holahan, Director of ARC at holahajf@georgetown.edu or 202-687-9530 between 9:00 and 5:00pm EST.

Special Learning Needs

Georgetown University's American Disabilities Act (ADA) statement can be found at the following link: <http://ideaa.georgetown.edu/ADA/>

Students who believe they have a learning difference or learning or physical disability should contact the Academic Resource Center (ARC) for further information. ARC's Web site is: <http://guarc.georgetown.edu/>.

ARC is responsible for determining reasonable accommodations for all students in accordance with the American Disabilities Act (ADA) and University policies.

Library Resources

The Georgetown University Library fully utilizes online and information technologies that facilitate providing information resources and services that support the University's curricular and research activities. The Library website (<http://www.library.georgetown.edu>) serves as a gateway to research tools and resources such as online periodical index databases, electronic journals, and information available on the web from other scholars. In addition, information about the library and its services, ways to contact the library, including online forms, simplify use of library resources. For additional information, please visit: <http://www.library.georgetown.edu>.

University Writing Center

The Georgetown University Writing Center is a free writing resource. The Writing Center offers assistance in topic development, general organization, revision and specific or recurring structural problems with writing. The role of tutors is not to proofread papers, but rather to help individuals improve their critical thinking, revising and editing skills. The goal is to develop the student's skills and awareness so that the student becomes a better writer.

Personal and Cultural Resources

The Office of Mission and Ministry, with the support of colleagues across the University, educates Georgetown's women and men to be reflective, life-long learners, to be responsible and active participants in civic life, and to live generously in service to others. For additional information, please visit: <http://missionandministry.georgetown.edu/>

The Center for Multicultural Equity and Access (CMEA) promotes educational excellence and racial equality at Georgetown University by serving African American, Latino, Asian American and Native American students, who were historically excluded from the university. For additional information please visit: <http://cmea.georgetown.edu/>.

The Counseling and Psychiatric Service (CAPS) provides a multiple array of services to support your emotional wellness. CAPS also provides assistance if you need to apply for a Medical Leave of Absence (see below). For additional information, please visit: <http://studenthealth.georgetown.edu/mental-health/medical-leave/>

GU Wellness is an additional resource support that we believe is key to your overall physical, emotional and spiritual outcomes. For additional information please visit: <http://wellness.georgetown.edu>.

The Lesbian, Gay, Bisexual, Transgender, Queer, and Questioning (LGBTQ) Resource Center provides education, programming, support services, and voice to Georgetown students, faculty, staff, and alumni of all sexual orientations and gender identities. We are committed to understanding sexual orientation and gender identity in the context of and as it intersects with race, religion, ethnicity, nationality, ability, socio-economic status, and culture. For additional information please visit: <http://lgbtq.georgetown.edu>.

Career Advisement and Placement Resources

Georgetown does not place students for employment; however, Georgetown does provide resources to students to assist them in their job search, when needed.

FACULTY

Faculty

Last	First	Credential	Appointment	Course
Carr	Robert	MD, MPH	Adjunct Associate Professor	Organizational Leadership
Fischetti	Linda	MS, RN	Adjunct Associate Professor	Health Information Technology
Hejazi	Sara	PhD, MS	TBD by Department	Quality & Performance
Jesse	Robert	MD, PhD	Adjunct Full Professor	Strategic Management
Krasna	Mark	MD	Adjunct Assistant Professor	Financial Management II
Kumar	Adi	MBA	Adjunct Assistant Professor	Financial Management I
Lewis	Maureen	PhD, MA	Full Professor	Health Economics
Matton	Jeffrey	MHA	Adjunct Assistant Professor	Health Systems & Ops. Mgmt.
Opsahl	Wendy	PhD, MA	Adjunct Assistant Professor	Marketing
Ormsby	Jason	PhD, MBA, MHSA	Adjunct Associate Professor	Health Politics & Policy
Portman	Robin	MS	Adjunct Assistant Professor	Business Innovations
Senker	Thomas	MHA	Adjunct Assistant Professor	Health Systems & Ops. Mgmt.
Stephan	Angela		Adjunct Assistant Professor	Human Capital Management
Stoto	Michael	PhD	Professor	Quantitative Methods
Strisik	Marshall	JD	Adjunct Assistant Professor	Managerial Ethics & Law
Suh	Ryung	MD, MPP, MBA, MPH	Adjunct Associate Professor	U.S. Health Systems
Tanelian	Terri	MA	Adjunct Assistant Professor	Health Services Research
Wallenhorst	John F.	PhD, MS	Adjunct Assistant Professor	Managerial Ethics & Law

Faculty and Advisor Availability

Faculty members will be available by email, and be available to advisees on a regular basis. Individual advisors will maintain office hours. Arrangements may be made with individual students to assure the facilitation of regular meetings. Some meetings may be in groups with other students assigned to the advisor.

Program Communication

All official communications from the program faculty, advisors, or staff will be distributed via your Georgetown email address and/or the US Postal Service. All correspondences from students to faculty, staff, or university departments must be sent from their Georgetown e-mail account. Students are required to check their Georgetown e-mail daily.

Faculty members will check their email inboxes during workdays intermittently to maintain contact with colleagues and students. Individual faculty members will share their preferred contact method(s) with advisees and students, including method for notification when a student will be late or absent from class.

For online students, any outreach to NHS IT Support or the program support team will receive a response within one business day, if not immediately.

STUDENT RESPONSIBILITIES

Policies and Procedures

You are responsible for reading the information contained in all of the pertinent Georgetown University student handbooks and for abiding by the rules, regulations, procedures and policies described therein. If you have questions about any stated policies, please see your Academic Advisor.

Advisement

As noted earlier, you are assigned advisors to promote optimal progress through your educational program. Online students should contact the Program Coordinator and/or their Academic Dean if they have questions about registration or other logistics. Students should contact their Academic Advisors with any curricular issues and how to navigate their plans of study. This may include a deceleration in the program, leave of absence or referral to additional resources.

Coursework

You are responsible for meeting all course module objectives. Additional information is below:

1. Attendance is required at all class meetings. You should notify your Course Faculty member in advance if you must miss a class for any reason.
2. Punctuality is expected for all classes. You should notify your Course Faculty member as soon as possible if you are going to be late for class.

3. You should be prepared for class by reading all assigned materials and completed preparatory activities prior to the class meeting and be able to discuss pertinent issues with faculty, colleagues, and guest lecturers.
4. All announcements, course related materials, and examinations are available on Adobe Connect or Blackboard.

Problem Solving with Faculty or Academic Advisor

NHS strives to provide excellent student-centered professional education that encompasses “cura personalis,” or care of the whole person. If you have a problem, please seek out a faculty or staff member to assist you. We have resources and people who are committed to helping you. Please follow the guidelines below to help you determine who is the appropriate person for you to speak with about a particular issue.

1. If your situation relates to an academic course, please contact your Course Faculty member
2. For online students, if your situation relates to the Adobe Connect platform, course technology, or video/audio issues, contact Georgetown University IT Support.

For any issues you can contact your Academic Advisor Dean for consultation, advice, or information.

Procedures for Students Filing a Complaint

Students wishing to file a complaint should consult the Graduate Bulletin for the proper procedure and the appropriate administrators to contact. Detailed information can be found in the Graduate Bulletin: <http://grad.georgetown.edu/pages/bulletin.cfm>.

Additional state-specific information regarding filing complaints with your state department of higher education may be available in the appendix at the end of this handbook and is available online: <http://online.nursing.georgetown.edu/state-information/>.

Description of Governance Processes

For more information on the University governance processes, including the role of students, please see the following Web sites:

1. Georgetown University’s Governance website:
<http://www.georgetown.edu/about/governance/index.html>
2. Graduate School of Arts & Science Executive Committee:
http://grad.georgetown.edu/pages/executive_committee.cfm
3. Georgetown University Graduate Student Organization (GSO):
<https://commons.georgetown.edu/blogs/georgetowngso/>

Student Grievance Against Faculty

For policies related to student grievances against faculty, please refer to the Graduate Bulletin: <http://grad.georgetown.edu/pages/bulletin.cfm>.

EVALUATION OF STUDENT PERFORMANCE

Each course will have a syllabus that clearly describes the performance expectations for the course including details on each assignment, quiz and examination.

Class Preparation and Active Participation

Being prepared for class and participating with your classmates and faculty are essential to your learning and that of others in the class. Therefore, many courses will dedicate a percentage of the overall grade to student participation in the class. This percentage will depend upon the teaching modality and time required by students to prepare for the work of classroom seminars. Faculty will determine and post the criteria for evaluation.

Written Course Assignments

Each course will describe the percentage of the overall grade that is comprised by student written and multimedia presentations. All assignments and presentations are expected to be professional using appropriate software. Faculty as well as peers may evaluate student presentations.

Written assignments must demonstrate graduate level grammar, composition and documentation. All written work must be submitted in APA format. It is strongly suggested that each student own the most current addition of the Publication Manual of the American Psychological Association, or refer to the APA Web site at <http://www.apastyle.org/faqs.html>.

Examinations

All examinations are given under the Georgetown University honor system. This means that you will neither give nor receive assistance in taking exams. Examination content may not be discussed with other students who have not yet taken the exam or with future students. It also means that you will report to a faculty member any observed violations of the honor code, i.e., other student/s giving or receiving examination assistance.

Examinations may include multiple choice, short-answer, short essay, and/or extensive case management questions. Assistance with test taking strategies is available through the Academic Resource Center (ARC): <http://guarc.georgetown.edu/>.

Exams will be time-limited or proctored at the discretion of the instructor.

Course grades will be calculated according to the grading rubric outlined on the course syllabus.

Academic Standing

Students must maintain an overall grade point average (GPA) of no less than 3.000 to remain in good academic standing and to be eligible to graduate.

Course and Program Evaluations

Throughout each course, you will be asked for your opinions and evaluation of lectures, content, the faculty, and the overall online experience. Please give honest, accurate feedback in order to allow for corrections or amplification of course content.

At the end of each course you are required to evaluate the course in a confidential evaluation. Each evaluation is a series of standard questions with space for written comments at the end. We value your feedback on courses and use it to continually improve the classes and offerings. We need to know what enhanced your learning and what activities and lectures did not work for you. The evaluations are confidential, but the faculty members are able to determine whether a student has completed the course evaluations.

Graduation

The Graduate School of Arts & Sciences awards degrees. You must apply to graduate by completing the online graduation application form on MyAccess.

If you are applying for graduation, you must file an Application for Graduate Degree by the first working day of the month in which you wish to receive the degree. Failure to complete the application can delay graduation. All grades must post inclusive of transfer credit before this clearance may occur.

Students must complete the following requirements in order to graduate from the Executive Master's program in Health Systems Administration:

- Required coursework
- Program of study completed within three years of the date of entry
- Cumulative GPA of 3.0 in all courses

Official copies of a student's final transcript showing award of the Graduate School degree may be ordered via *MyAccess* or directly from the Registrar's Office. University policy does not permit the release of either diplomas or final transcripts to students with unpaid balances greater than \$100. Students with unpaid balances should contact the Office of Student Accounts for information on how to clear their accounts.

For additional information related to the graduation process, please visit this website:

<http://grad.georgetown.edu/academics/how-to-graduate/>

For additional information related to Commencement Weekend, please visit this website:

<http://nhs.georgetown.edu/students/events/commencement/>

Appendices

Appendix A – University Officers and Board Members

The following list includes the names and titles of the officers of Georgetown University:

- John J. DeGioia, Ph.D., President
- Robert M. Groves, Ph.D., Provost
- Edward M. Quinn, Secretary

Additional University administrators are listed in the Graduate Bulletin.

Georgetown University is a private not-for-profit, congressional chartered institution of higher education located in Washington, D.C. As a private corporation, Georgetown University is governed by the President and the Board of Directors. The names of the Board of Directors for Georgetown University are listed on the University's Web site:

<http://www.georgetown.edu/about/board-of-directors/index.html>

Appendix B – State-Specific Information

Information for Residents of Arkansas

The student should be aware that these degree programs may not transfer. The transfer of course/degree credit is determined by the receiving institution.

Information for Residents of Georgia

Procedures for filing a complaint in 18-point font:

Please see Graduate Bulletin Pages 48-62. If you have additional questions or concerns, you may also contact:

Patricia Cloonan, Ph.D., Interim Dean
School of Nursing & Health Studies
3700 Reservoir Road, NW
St. Mary's Hall 101
Washington, DC 20057-1107
nhsdean@georgetown.edu
(877) 503-4676

Students also have the right of appeal of the final institutional decision to:
Georgia Nonpublic Postsecondary Education Commission
2082 East Exchange Place, Suite 220

Information for Residents of Minnesota

“Georgetown University is registered as a private institution with the Minnesota Office of Higher Education pursuant to sections 136A.61 to 136A.71. Registration is not an endorsement of the institution. Credits earned at the institution may not transfer to all other institutions.”

Information for Residents of Washington State

“Georgetown University is authorized by the Washington Student Achievement Council and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree-Granting Institutions Act. This authorization is subject to periodic review and authorizes Georgetown University to offer clinical training within specific degree programs. The Council may be contacted for a list of currently authorized programs. Authorization by the Council does not carry with it an endorsement by the Council of the institution or its programs. Any person desiring information about the requirements of the act or the applicability of those requirements to the institution may contact the Council at P.O. Box 43430, Olympia, WA 98504-3430.”

Information for Residents of Wisconsin

Students are not required to purchase textbooks, materials and supplies from Georgetown.

The refund policy for Residents of Wisconsin will follow under Wis. Adm. Code § EAB 8.05 (partial refund) outlined below for these online graduate programs:

Student withdraws after attending class during the X week of class	Refund due
1 st Week	90%
2 nd Week	80%
3 rd Week	80%
4 th Week	70%
5 th Week	60%
6 th Week	60%
7 th Week	50%
8 th Week	40%
9 th Week	40%
Weeks 10 – 15	0%

Per Wis. Adm. Code § EAB 8.05, Georgetown will send the appropriate refund to the student within 40 days after dismissal or notification of withdrawal.

In addition to the existing withdrawal policies listed in the Graduate Bulletin, Georgetown also complies with Wis. Stats. 38.50(7)(e).

Students shall have the right to cancel enrollment for a program until midnight of the third business day after receipt of notice of acceptance. This notice of cancellation document (exact language from Wis. Adm. Code § EAB 6.03) is provided to students via email immediately after they have submitted their enrollment deposit online. Students who utilize the cancellation privilege will receive a full refund within 10 business days, per Wis. Adm. Code § EAB 6.