Welcome to All Prospective Health Services Administration Students:

The BHSA program is a proud component of the Nicole Wertheim College of Nursing and Health Sciences at Florida International University. We offer a well-rounded, comprehensive, and contemporary learning experience to enrolled students pursuing a BHSA degree. Our fulltime and adjunct faculty are highly committed professionals eager to teach and guide students toward reaching both their academic and professional goals. Our curriculum is designed to meet the evolving challenges health care administrators will face as they enter the health care field. This dynamic curriculum will remain fluid to insure we stay in touch with cutting edge developments in the industry. Our faculty is committed to the individual success of every student and is available to assist students during their academic career at FIU.

Health care is changing, and will continue to, in order to meet the growing needs of our citizens and provide services at an affordable price. These changes should offer more consumer choices at competitive pricing and will require the health care leaders of tomorrow to be prepared to navigate through these changes. Even though hospitals will continue to be the centerpiece of our health care system, care models continue to evolve outside the hospital. Health care leaders must insure accessibility and comprehensive services as the industry becomes much more diverse. This will require leaders of tomorrow to be well educated and prepared for this diversity and whatever else evolves. Our students are not only educated on these issues and trends, they are exposed to change management and the skills needed to be successful in whatever environment they find themselves. A graduate of the Bachelor of Health Services Administration Program will be well prepared to successfully function as a middle manager in a health care setting, or continue their education in a graduate level program.

I am excited to be part of these exciting yet challenging times and will devote my efforts to insuring we prepare our students to be academically ready for whatever challenges they face. Our goal will be to offer professional and well educated BHSA graduates to potential employers seeking mid-level managers, and to prepare our students for graduate level programs in the health related field.

Warm regards,

Salvatore A. Barbera, M.S., FACHE
Health Services Administration Program Chair
Nicole Wertheim College of Nursing and Health Sciences
Florida International University
11200 S.W. 8th Street, MMC, AHC3-322
Miami, Florida 33199
Tel: 305-348-7722, Fax: 305-348-6303
Email: sbarbera@fiu.edu
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DESCRIPTION OF THE NICOLE WERTHEIM COLLEGE OF NURSING AND HEALTH SCIENCES

History
Nursing was present on the FIU campus from 1972 to 1978 when a RN-BSN degree was offered through the School of Health and Social Work. In 1982 the School of Nursing was established at BBC as an autonomous upper division unit through start-up funds provided by nine Miami hospitals. These health care organizations were concerned about the acute nursing shortage and were interested in contributing to baccalaureate education for qualified men and women who could assume beginning leadership positions in health care in the rapidly growing south Florida region.

During 1997, the School of Nursing merged with the College of Health to create a new academic unit, the College of Health Sciences. The College of Health Sciences included the School of Nursing and the Departments of Physical Therapy, Occupational Therapy, Dietetics and Nutrition, Medical Laboratory Sciences, Public Health, Health Information Management, and Speech-Language Pathology. The rationale for the merger was to enhance one of the University’s strategic themes, Health, through the consolidation of the health professions programs and development of interdisciplinary education and research.

During 1999, the College of Health Sciences merged with another academic unit, the College of Urban and Public Affairs, which gave rise to a new college, the College of Health and Urban Affairs (CHUA). CHUA included four schools: School of Nursing; School of Health; School of Social Work; and the School of Policy and Management. The purpose of the restructuring was to consolidate the health related fields in one college and to enhance interdisciplinary education and research in these areas. Dr. Ronald Berkman was appointed Executive Dean of the College and Dr. Divina Grossman was appointed Dean of the School of Nursing.

In December 2004, the School of Nursing joined its sister schools in CHUA by relocating from the BBC to a newly constructed Health and Life Sciences 2 building at the MMC, a distance of approximately 20 miles. The move to the MMC was part of an overall strategy to locate nursing with other health related units in the context of the proposed medical school and the development of the academic health sciences
complex. The new building provided nursing classrooms, teaching laboratories, offices, and research space. To provide for expansion, the School retained offices, classrooms, and laboratories at the BBC.

On October 1, 2006 the School of Nursing was transformed to the College of Nursing and Health Sciences (CNHS) when CHUA was disaggregated into three (3) autonomous units: the CNHS, the College of Social Work, Justice, and Public Affairs, and the Stempel School of Public Health. The CNHS included Nursing and the Departments of Physical Therapy, Occupational Therapy, Health Information Management, Health Sciences, Communication Sciences and Disorders, and Athletic Training. The disaggregation provided autonomy for the educational units as they sought accreditation or reaccreditation from their professional agencies and laid the foundation for the future health sciences complex. Dr. Divina Grossman was appointed Dean of the CNHS and reported to the Provost.

In August 2006, as part of FIU’s Strategic Initiatives, a baccalaureate of science in nursing (BSN) program (the foreign-educated physician to BSN track) was re-established at the BBC. In December 2006, University administrators announced that a new CNHS building would be erected on the MMC. The $47 million 113,000 sq. ft. building would house the College’s combined disciplines that were scattered throughout two buildings and rapidly outgrowing them. The CNHS building (AHC 3), completed in December 2009, became part of the academic health sciences complex envisioned at the MMC.

In 2009, the University-wide budget cutting process required a feasibility review of all CNHS programs and tracks. Two College departments (Health Information Management and Health Sciences) were phased out as a result of the review. CNHS expansion re-occurred in 2011 with the assimilation of Health Services Administration, a baccalaureate level program previously housed in the Stempel College of Public Health and Social Work. In February 2010, CNHS Dean Divina Grossman was promoted to Vice President of Engagement at FIU; Dr. Sharon Pontious was appointed Interim Dean until July 1, 2011 when Dr. Ora Strickland was appointed CNHS Dean.

The current CNHS consists of the Nursing Unit as well as Departments of Physical Therapy, Occupational Therapy, Communication Sciences and Disorders, Athletic Training, and Health Services Administration. The nursing undergraduate and graduate academic programs are administered by Program Directors; other CNHS academic departments are administered by Chairs. Thanks to a generous donation in the Fall of 2013, the college celebrated 30 years at FIU with a new name, The Nicole Wertheim College of Nursing and Health Sciences (NWCNHS).
PROGRAM OVERVIEW

Bachelor of Health Services Administration

The Bachelor of Health Services Administration (BHSA) qualifies students for entry-level management positions in health services delivery organizations. The program provides professional education for administrative occupations in various health care settings. The degree also prepares individuals for further study in health services administration or public health. It is an excellent career development pathway for persons licensed in clinical health and medical care professions but lacking an undergraduate degree.

Goal of the Undergraduate Program

The goal of the Bachelor of Health Services Administration degree is to equip students with the administrative knowledge and skills required to improve the quality of care to multilingual, multigenerational, multicultural populations within diverse healthcare settings.

Mission: The Bachelor of Health Services Administration’s mission at Florida International University is to prepare diverse students to become health services managers and leaders in the delivery of high quality, accessible, culturally competent, evidence-based management of healthcare organizations within an ever changing, highly technological and global environment. This program focuses on a balance of evidence- and value-based approaches to healthcare management and policies that promote globally ethical community health and healthcare services with a special emphasis on inter-professional collaboration within our local and global multicultural populations.

Vision: The Bachelor of Health Services Administration’s vision is to become the leading healthcare management program known locally and globally for developing exceptional managers and global leaders within multicultural, multigenerational and multilingual healthcare organizations.

BHSA Program Objectives

The BHSA program prepares graduates for employment in community agencies, long-term care facilities and acute care healthcare systems by preparing students to:

2. Evaluate evidence-based standards and healthcare outcomes of the U.S. Healthcare system with those of different global healthcare systems.

3. Utilize the best practices to deliver innovative care within diverse quality learning healthcare organizations.

4. Demonstrate the administrative, technological, problem-solving, conceptual, communication, human relations, financial, strategic planning/evaluation, legal, legislative, and regulatory knowledge/skills/behaviors foundational to healthcare management and leadership.

5. Demonstrate the knowledge/skills/behaviors to collaborate with interprofessional members of the healthcare team in the delivery of individualized, economic and ethical healthcare services with accountability, cultural competency and responsibility of own practice.

6. Utilize ethical change management and creative leadership knowledge/skills/behaviors to promote quality healthcare in rapidly changing multicultural, multigenerational, multilingual, and global environments.

7. Practices critical thinking and lifelong learning to independently pursue personal and professional growth.

Admission Requirements

1. Completed 60 hours of course work or have completed the Associate in Arts degree, or its equivalent, at an accredited college or university.

2. Satisfied the general University Requirements for admission, including the University’s Core Curriculum requirements.

3. Meet the University’s lower division requirements.

4. The GPA in the first 60 credit-hours must be a 2.5 or higher.

5. In addition, students must complete the following courses as part of their 60 credit-hours of lower-division course work and achieve the minimum “C” required grade:
**Application Procedures**

All applicants must apply via FIU’s undergraduate admissions. For complete information on the application process please visit: [http://admissions.fiu.edu/how/apply.php](http://admissions.fiu.edu/how/apply.php) or contact:

Florida International University  
Office of Undergraduate Admissions  
PO Box 659003  
Miami, FL 33265-9003  

Email: [admiss@fiu.edu](mailto:admiss@fiu.edu) | Phone: 305-348-2363

**Curriculum**

Courses are sequenced to enhance the development of competencies as student’s progress through the curriculum. Students need to pay particular attention to proper sequencing and course prerequisites. *Prerequisites are in place to assure you have the appropriate foundation for the capstone coursework. Students who register without completing the appropriate prerequisites may be Administratively Dropped from courses.*

<table>
<thead>
<tr>
<th>Foundation Courses (18 Credits)</th>
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<tbody>
<tr>
<td>Course Number</td>
</tr>
<tr>
<td>HSA 3111</td>
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<tr>
<td>HSA 3180</td>
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<tr>
<td>HSA 4431</td>
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<tr>
<td>HSA 3412C</td>
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<tr>
<td>ENC 3213</td>
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<tr>
<td>COM 3110</td>
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<td>PAD 3438</td>
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<td>HSC 3661</td>
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<tr>
<td>Course Number</td>
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<tr>
<td>HSA 4700</td>
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<tr>
<td>HSA 4190</td>
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<tr>
<td>HSA 4170</td>
</tr>
<tr>
<td>HSA 4110</td>
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<tr>
<td>HSA 4421</td>
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**Integrative Courses (15 Credits)**

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<thead>
<tr>
<th>Course Number</th>
<th>Course Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSA 4140</td>
<td>Program Planning and Evaluation</td>
<td>3</td>
</tr>
<tr>
<td>HSA 4150</td>
<td>Global Healthcare Systems and Policy</td>
<td>3</td>
</tr>
<tr>
<td>HSA 4192</td>
<td>Healthcare Quality Management</td>
<td>3</td>
</tr>
<tr>
<td>HSA 4113</td>
<td>Global Issues and Trends in Healthcare</td>
<td>3</td>
</tr>
<tr>
<td>HSA 4850</td>
<td>Administrative Internship <em>Or</em> HSA approved elective</td>
<td>3</td>
</tr>
</tbody>
</table>

**Elective Courses (12 Credits)**

**Grading Scale**

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<thead>
<tr>
<th>Letter Grade</th>
<th>Total Points</th>
<th>Letter Grade</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93-100</td>
<td>C+</td>
<td>76-79</td>
</tr>
<tr>
<td>A-</td>
<td>90-92</td>
<td>C</td>
<td>70-75 Passing</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
<td>D</td>
<td>60-69</td>
</tr>
<tr>
<td>B</td>
<td>84-86</td>
<td>F</td>
<td>00-59</td>
</tr>
<tr>
<td>B-</td>
<td>80-83</td>
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**Internship Application and Requirements**

The Bachelor of Health Services Administration Program offers an optional Administrative Internship (HSA 4850). This internship will be available every semester and will offer 3 credits for those who successfully complete the program. If a student opts out of the internship they must meet with their adviser to select an approved elective.

**Information about the Administrative Internship**

- A total of 210 hours will need to be completed during a semester at the placement facility. In a 15 week semester this amounts to approximately 14 hours per week.
- You will be assigned to a preceptor at the placement facility and will also have a BHSA Faculty contact that you will have regular communications with.
• The student will be required to develop Goals and Objectives to achieve during the internship and will provide weekly reports summarizing progress.
• Enrolled students will also develop a portfolio pertaining to the internship that will summarize all completed activities.
• HSA 4850 is a pass/fail course.

A permit is required for enrollment in HSA 4850. Permits will be issued upon completion of all application and eligibility procedures and verification of completion of Foundation/Core classes.

Eligibility requirements
• Admission to HSA program. Internship is open to students in both the old and new curriculums. Internship will satisfy an elective requirement for students completing the old curriculum.
• Completion of all HSA Foundation and Core classes.
• Earn a 3.25 GPA, at the time of application, in all foundation, core, and integrative classes.
• Ability to allocate three (3) days per week (Monday-Friday) to the internship.
• Ability to provide transportation to internship site.

Application Procedures
Submit the following three documents by the application deadline to Professor Salvatore Barbera in AHC3-322:
• Internship application (see last page)
• Cover letter with goals for internship
• Resume (For assistance with resume or cover letter contact Career Services, 305-348-2423)

Eligibility Procedures
Students will be notified by the Clinical Education Coordinator within one week of the application submission if they have met the eligibility and application requirements. Following notification from the coordinator, students must complete the following additional requirement by the eligibility deadline.
• Satisfy all background and immunization requirements dictated by the contractual agreements between FIU and community affiliates. These requirements can be found at www.fiuexpress.com. Total cost for all packages: $156.00. If you have any questions you can contact American DataBank (1-800-200-0853).
INTERNSHIP SEMESTER | APPLICATION DEADLINE | ELIGIBILITY DEADLINE
--- | --- | ---
FALL | May 1 | July 1
SPRING | September 1 | November 1
SUMMER | January 1 | March 1

FAILURE TO ADHERE TO THE ABOVE DEADLINES WILL RESULT IN INTERNSHIP INELIGIBILITY

Any questions should be directed to Professor Salvatore A. Barbera, M.S., FACHE who can be reached at 305-348-7722, or sbarbera@fiu.edu

**Advising**

Current and prospective students of the Bachelor of Health Services Administration (BHSA) program receive advising support from the Nicole Wertheim College of Nursing and Health Sciences’ **Office of Student Services:**

- **Location:** Modesto A. Maidique Campus | AHC3 – Rm. 121 | 11200 SW 8th Street, Miami, FL 33199
- **Phone:** (305) 348-7709 – call to schedule an appointment

A student must meet with their advisor when they enter the program as a freshman or transfer student.

**Program Graduation Requirements**

To be eligible for an Undergraduate Degree, a student must:

1. Satisfy all requirements for Bachelors of Health Services Administration program including undergraduate student regulations and degree requirements governed by the policies of Florida International University System.
2. Complete a minimum of 60 credit hours of Health Services Administration program required courses.
3. Complete a minimum of 120 credit hours for graduation.
4. Earn a minimum cumulative grade point average of 2.0 with a minimum grade of “C” or better in Health Services Administration program required courses. Grade of “C-” or lower will not count towards HSA degree.
5. Meet with Academic Advisor to ensure degree requirements are completed prior to applying for graduation.

6. Apply for graduation online on or before the deadline posted in the Academic Calendar.
Masters of Health Services Administration

The Department of Health Services Administration in the Nicole Wertheim College of Nursing and Health Sciences offers undergraduate and graduate studies leading to Bachelor’s and Master’s degrees in Health Services Administration.

The management of health services occurs in an environment of organizational and technological change. Administrators charged with executive responsibilities must be grounded in a high degree of formal professional training followed by lifelong learning which fosters their continuous professional growth. Many of the same skills needed for executive management are now also required to provide leadership in staffing, directing, coordinating, and controlling the operational resources of administrative and clinical units in such organizations.

The Master of Health Services Administration (MHSA) provides professional education for management careers in health services organizations. The degree addresses the theories and issues of managing complex organizations in both public and private settings. The program is organized to meet the needs of the working student. Many individuals enrolled are already employed in administrative roles in the field. While enhancing their career, they bring the wealth of their experience to the classroom.

The Master’s program is designed so that full-time students may complete all course work in six semesters. Formal studies stress a basic foundation of professional knowledge, skills and competencies in management, planning, analytic and policy functions of health services administration.

Goal of the Graduate Program

The goal of the program in Health Services Administration is to create an academic center in which the University can respond to the educational needs of the field of health services administration.

**Mission:** The mission of the FIU Masters in Health Services Administration program is to attract, retain, and develop a diverse population of intellectually and emotionally-competent health services managers with a comprehensive, practical and interdisciplinary set of core competencies, knowledge, skills, and values for a role in a variety of healthcare settings that will improve the quality and value of healthcare.
Vision: The vision of the Masters in Health Services Administration program is to be known locally and globally for being on the cutting edge of health systems education, scholarship and service.

Program Purpose: The Masters in Health Services Administration (MHSA) provide professional education for management careers in health services organizations. The degree addresses the theories and issues of managing complex organizations in both public and private settings. The program is organized to meet the needs of the working student. Many individuals enrolled are already employed in administrative roles in the field. While enhancing their career, they bring the wealth of their experience to the classroom.

The Master’s program is designed so that full-time students may complete all course work in six semesters. Formal studies stress a basic foundation of professional knowledge, skills and competencies in management, planning, analytic and policy functions of health services administration.

MHSA Program Goals
The MHSA program prepares graduates to partake in the complex and fast moving healthcare system. The purpose of the MHSA program:

1. To provide professional studies in the theories, methods and practices of healthcare leadership, planning, analysis, continuous quality improvement, applied research, and policy development in health services organizations.
2. To offer an educational program that is available to working adult students with the aid of web-assisted courses.
3. To extend consultation and technical assistance to appropriate organizational settings and practitioners in health services and administrative practice.
4. To conduct scholarly and applied research and quality improvement strategies on various management problems and issues of significance to improve the delivery of health services.
5. To review and revise program curricula and objectives from time to time in order to keep current with the changing educational and professional needs of the field.

Admissions Requirements
Students seeking admission to the graduate program must meet the following minimum requirements:

1. Satisfactorily meet the general University requirements for admission to graduate programs.
2. Hold a Bachelor’s degree from a regionally accredited university or college.
3. Show promise of success in graduate studies as determined by the faculty.
   a. Show promise of success in graduate studies as determined by the Faculty Admissions Committee. Admission to the program will be based upon a combination of the upper-division (last 60 hours) grade point average and a professional writing sample. Each applicant must have a GPA for the last 60 hours of a 3.0 on a 4.0 scale.
4. International graduate student applicant whose native language is not English are required to submit a score for the Test of English as a Foreign Language (TOEFL) or for the International English Language Testing System (IELTS). A total score of 550 paper based and 80 internet based for the TOEFL and a score of 6.5 for the IELTS is required.
5. Entering students must demonstrate knowledge and ability in areas of accounting, microeconomics, quantitative analysis and basic computer skills as approved by the department.

Meeting the minimum requirements does not guarantee admission to the program. Admission will be based on additional factors including compatibility of the applicant’s career goals with the programs objectives, relevance of work experience, etc. The Program Admissions Committee may require a personal interview as part of the application process.

Students who do not meet the above criteria may submit an appeal to the HSA faculty for review. Managerial experience in a healthcare setting will be given consideration.

**Application Procedures**

A student wishing to enroll in the graduate program must complete the following:

1. Complete the online graduate admissions application available at [http://gradschool.fiu.edu](http://gradschool.fiu.edu)
2. Have official transcripts of all previously earned college or university credits sent to the University Admissions Office.
3. Submit score on the GRE or GMAT.
4. All applications for admission should be reviewed by the Department no later than two months preceding the semester in which the student wishes to commence the program. Admissions are accepted for Fall and Spring Semesters only. A maximum of 12 semester hours taken as an affiliated student can be used toward the degree. Affiliated status does not guarantee admission to the degree program.
**Curriculum**

Courses are sequenced to enhance the development of competencies as students’ progress through the curriculum. Students need to pay attention to course prerequisites and adhere to course sequencing.

| Foundation Courses: 15 Credits |
|-------------------------------|-----------------|----------------|-------------|
| **Course Number** | **Semester Taken** | **Class Name** | **Credits** |
| HSA 5125         | First Semester   | Introduction to Health Policy and Management | 3          |
| HSA 6185         | First Semester   | Management and Organization in Health Care | 3          |
| HSA 6186         | Second Semester  | Leadership and Organizational Behavior in Health Care Systems | 3          |
| HSA 6175         | Second Semester  | Financial Management of Health Systems | 3          |
| HSA 6415         | First Semester   | Marketing and Demographic Analysis in Health Care | 3          |

| Health Services Administration Core Courses: 28 Credits |
|--------------------------------------------------------|-----------------|----------------|-------------|
| **Course Number** | **Semester Offered** | **Class Name** | **Credits** |
| HSA 6426 | Fourth Semester | Health Law and Legal Aspects of Management | 3          |
| HSA 6215 | Third Semester | HMO and Ambulatory Care Administration | 3          |
| HSA 6759 | Fourth Semester | Quality Assessment and Outcome in Health Care | 3          |
| HSA 6197 | Fourth Semester | Design and Management of Health Information Systems | 3          |
| HSA 6149 | Fifth Semester | Strategic Planning and Marketing of Health Care Services | 3          |
| HSA 6205 | Second Semester | Hospital and Health Facilities Organization | 3          |
| HSA 5455 | Third Semester | Ethical Decisions in Health Services Administration | 3          |
| HSA 6187 | Fifth Semester | Managing Human Resources and Health Professions | 3          |
| HSA 5226 | Third Semester | Management of Long Term Care Systems | 3          |
| HSA 6930 | Fifth Semester | Professional Seminar | 3          |

| Integrative Coursework: 5 credits |
|-------------------------------|-----------------|----------------|-------------|
| **Course Number** | **Semester Offered** | **Class Name** | **Credits** |
| HSA 6717 | Fifth Semester | Advanced Health Services Management and Research Seminar | 2          |
| HSA 6875 OR HSA 6977 | Sixth Semester | Administrative Residency | 3          |
|                     |                 | Master’s Research Project | 3          |
Additional Program Requirements

Repeating Health Services Administration Courses and Dismissal:

Students who receive less than a “C” in any graduate Health Services Administration courses must retake the course the next semester that course is offered. Only two courses in the program can be repeated, and a single course can be repeated only once. If a student receives a C in the same course twice or fails a third course, he/she will be dismissed from the program. Matriculation in the program is suspended until the students earns a passing grad of “C” or higher. The initial grade and the repeat grade(s) are included in the computation of the cumulative grade point average. The number of credits required for graduation will be increased by the number of credits repeated.

After successfully completing the repeated course, the student must meet with their advisor to review and sign a new plan of study.

Good Academic Standing

Graduate students are required by the University to maintain a cumulative grade point average (GPA) of 3.0 or higher. In addition, programs may have additional requirements that limit the number of lower grades, which may be earned either in the required courses generally or in specified courses.

Students whose cumulative GPA falls below 3.0 will be placed on academic warning. If the student’s cumulative GPA remains below a 3.0 in the following semester, he/she will be placed on academic probation. Students on academic probation who do not get a term GPA of at least 3.0 by the following semester will be dismissed from their programs.

Grading Scale

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<th>Letter Grade</th>
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<td>90-92</td>
<td>C</td>
<td>73-76 Passing</td>
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<tr>
<td>B+</td>
<td>87-89</td>
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<tr>
<td>B</td>
<td>83-86</td>
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<tr>
<td>B-</td>
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- **Location:** Modesto A. Maidique Campus | AHC3 – Rm. 121 | 11200 SW 8th Street, Miami, FL 33199
- **Phone:** (305) 348-7709 – call to schedule an appointment

**Program Graduation Requirements**

To be eligible for a Master’s degree, a student must:

1. Satisfy all University requirements for the Master of Health Services Administration Program.
2. Complete a minimum of 48 semester hours of graduate level course work in the approved program.
3. Earn a minimum overall GPA of 3.0 in all work completed at the University as a graduate student.
4. No courses in which a grade below ‘C’ is earned may be counted toward the Master of Health Services Administration degree.
5. All students completing the Master’s program are subject to graduate student regulations and degree requirements governed by the policies of the Nicole Wertheim College of Nursing and Health Sciences.
6. A maximum of twelve semester hour-credits of graduate course work not included in another degree that meet university requirements, may be transferred from an accredited university by petition at the time of admission.
Policies and Procedures

General Student Information

Current Address, Phone Number and E-Mail Address
Florida International University (FIU) and the Nicole Wertheim College of Nursing and Health Sciences (NWCNHS) require that students keep current addresses and telephone numbers on file. E-mail addresses are also valuable for communications. A current address and phone number allows College personnel to contact students for emergencies, class changes, awards, academic questions/information, etc. The Office of the Registrar must be notified immediately of any change in address and/or phone number. The College and University must also be notified if a student changes his/her name.

Statement of Belief Regarding Teaching and Learning
Courses will be interactive for motivated students to demonstrate knowledge gained through readings, to prepare them for placement in the health care workforce. Contact will be maintained through the use of email, assignment submission through Blackboard, group conference calls, phone calls, and in person appointments. The instructor is responsible for creating a learning environment and the student is responsible for completing reading assignments, informing the professor of challenges with concepts, the text, and the overall learning environment—this is a collaborative environment with shared responsibility.

Student Governance
All Health Services Administration Students are encouraged to participate in the various campus activities and University governance.

Health Executive Students Organization (HESO)
HESO is a student run organization primarily comprised of Health Service Administration students. The Healthcare Executive Student Organization strives to aid their members to reach their professional goals as well as prepare them for a successful career in healthcare management. HESO aids members by providing its elements of relationships, knowledge, and leadership. These elements are acquired through HESO’s various events and opportunities which will be presented throughout the year. The mission of HESO is to seek to advance the professional goals of our members and expand their knowledge of
healthcare management excellence, through high ethical standards, pertinent training, and interactions with senior health executives.

**Students with Disabilities**

If you have a disability and need assistance, please contact the Disability Resource Center (University Park: GC190; 305-348-3532) (North Campus: WUC149, 305-919-5345). Upon contact, the Disability Resource Center will review your request and contact your professors or other personnel to make arrangements for appropriate modification and/or assistance.

**Sexual Harassment**

For information on sexual harassment, please visit: [http://regulations.fiu.edu/regulation](http://regulations.fiu.edu/regulation)

**Religious Holy Days**

The University's policy on religious holy days as stated in the University Catalog and Student Handbook will be followed in this class.

- Each student shall notify his/her instructor (via blackboard email) at the **beginning (first week)** of the semester about observant a religious holy day of his/her faith.
- The student will be held responsible for the material covered in his/her absence.
- No major test, major class event, or major University activity are scheduled on a major religious holy day.
- Professors and University administrators shall not arbitrarily penalize students who are absent from academic or social activities because of religious observance.

**Letters of Recommendation**

A student or graduate may request a letter of recommendation from a faculty member. Faculty members have the right to grant or deny the request. The student or graduate must complete the Request for Letter of Recommendation form available on the [NWCNHS website](http://regulations.fiu.edu/regulation). The student or graduate must complete the entire form. A Letter of Recommendation should be addressed to an individual or a departmental agency.
**General Academic Information**

*Student Advisement from Faculty*

Students should see their professor if they have personal or academic difficulties that could impede their progress toward graduation. Office hours are posted outside each faculty member’s office. Appointments can be made directly with the faculty member.

*Panther Degree Audit*

The Panther Degree Audit is an automated degree audit that monitors a student’s progress through the University, keeping track of fulfilled requirements and requirements needed to complete. A student cannot graduate until all sections on the PDA are satisfied. A PDA can be obtained online at [my.fiu.edu](http://my.fiu.edu) by clicking on the link under Academic Advisement for Panther Degree Audit. Once opened, click on “Expand All” to view the PDA.

*FIU Core Requirements*

All students receiving a baccalaureate degree from a FIU must comply with FIU core curriculum requirements (unless entering with an Associate of Arts (AA) degree). These courses include English Composition/Writing, Mathematics, Natural Sciences, Social Sciences, Humanities, Arts, and Foreign Language. Students must meet the “Gordon Rule” English Writing and Mathematics requirements mandated by the Florida legislature. The Offices of Admissions and/or Undergraduate Studies determine that a student has satisfactorily met these requirements. Students are encouraged to print out the PDA each semester to determine their course completion status and contact their faculty advisor or the Program Director if questions.

*Dropping and Adding Courses*

To drop and/or add a course, the student must follow the instructions found in the FIU Registration website. See the Academic Calendar for drop/add deadlines. If the student is in the MHSA program they must email the program coordinator by the drop deadline if they need to drop a class. The student will need to meet with their advisor following the drop to develop a new plan of study.
Withdrawal from the University
If a student withdraws from the University for personal reasons, a Withdrawal form must be obtained and submitted to the Office of the Registrar. No signatures are required from the NWCNHS. However, it is a courtesy to notify the College of the student's intention to withdraw. If a student must withdraw from the University after the final withdrawal date because of major illness, the student can complete the appropriate forms to petition for an excused withdrawal. The student must provide documentation of the illness and attach it to the withdrawal form. The Withdrawal Form can be obtained from the Office of the Registrar.

Program Major Change
A student who has decided to change his/her major should obtain and submit the form to the Office of the Registrar. If the student is transferring to the NWCNHS, the student must fill out the form and obtain signatures from the College. Students who change majors will be evaluated in accordance with the undergraduate Health Services Administration program's admission criteria. The student must also contact the previous school to forward his/her academic files to the NWCNHS.

Degree Verification
Degree verifications are done through the University Registrar's Office. The employing agency must send a written request for a degree verification, and it must be accompanied by a written release of information signed by the graduate. The NWCNHS cannot do degree verifications.

Policy on Changes to Course Syllabus
The course syllabus is a mutual agreement between the instructor and the student. In most cases, the instructor will propose changes to be approved by a majority vote. However, the instructor retains the right to make changes to the syllabus and to notify students without holding a voting session.
**Policy on Mobile Phones and Other Electronic Devices**
Repeated ringing of mobile phones and other electronic devices is disruptive during lecture or discussion and is disturbing to peers and the professor. Please set all electronic devices to either flash, vibrate or silent.

**Policy on Email Correspondence**
Students shall exclusively use Blackboard email to communicate with faculty for all course correspondences. Only in the case of an emergency shall students contact faculty via the FIU (faculty email) account. Failure to do so may result in missed or unrecognizable correspondences. Students should be sure to state their full names, group numbers, if applicable, and class numbers when sending emails.

Please note: (1) students shall not reply to announcements on Blackboard – rather students shall send a separate and new email via Blackboard and (2) students shall not email faculty from Blackboard email to faculty’s FIU email address in case of an emergency – rather students shall send emails from their FIU email addresses to faculty’s FIU email accounts.

Faculty do not review or respond to student Blackboard emails on the weekends or Holidays. Students shall not email faculty after 5:00 p.m. E.S.T. on Fridays, during the weekend, or on Holidays. Faculty will make every effort to reply to student blackboard emails Monday- Friday within 48 hours of receipt.

**FIU Library Support**
The FIU library provides a number of services to distance learning students. For example:

- Students can request a chat session in Blackboard for an explanation on how to access library resources.
- Students can request detailed instructions on how to access library resources.
- One-on-One assistance from the Distance Learning Librarian

Don't struggle through your library search alone! Help is available. For further information, contact Barbara M. Sorondo email her at bsorando@fiu.edu or call 305-348-2415 or visit libguides.fiu.edu/bmsorondo. Alternately, you can contact Sarah Hammill, Business and Online Learning Librarian, via email at hammills@fiu.edu or call 305-919-5604. You can also visit the FIU Library at: http://library.fiu.edu.
Grades and Grading

Communicating Grades
Grades can be obtained through my.fiu.edu web site. Students will need their Panther ID and password to obtain grades. Otherwise, grades are communicated through a procedure designated by the faculty member. Only faculty members are authorized to report grades over the phone.

Fzero Grade
Beginning fall, 2004, the Faculty Senate approved the addition of a course grade of F0 (Fzero). An F0 will be given to students who both earn a failing grade based on course standards and who fail to complete at least 60% of the course requirements or fail to attend at least 60% of class sessions. An F0 equals zero grade points per credit hour and is a permanent grade.

Incomplete Grades
An incomplete grade is a temporary symbol given at the discretion of the instructor for work not completed because of serious interruption not caused by the student’s own negligence. An incomplete must be made up as quickly as possible; however, no later than two semesters, as it automatically defaults to an “F” grade in the course. See the FIU Undergraduate Catalog for additional policies/procedures related to an incomplete grade.

An incomplete grade should only be given to a student who has successfully completed at least half of the course work. Students retain the option to drop a class through the end of the eleventh week of the semester. Students who do not exercise their right to drop by that point should be prepared to receive the grade they earned. It is possible for a student to drop or withdraw after the eleventh week, if circumstances beyond his/her control make it impossible to continue. Under such circumstances, the student must submit an Appeal for Late Drop or an Appeal for Late Withdrawal to the Office of the Registrar. If the student’s appeal is approved, the Office of the Registrar will request that you indicate on a special form
In such cases where the course instructor determine it appropriate to award a student a grade of “I” the below steps must be followed. Using an official University form the course instructor will report the following:

1. The grade earned by the student to date.
2. The missing work and the percentage of the final grade it represents (this requires the details of the specific missing assignment).
3. The date the instructor expects the missing work to be submitted or in the case of an examination made up.
4. The justification for awarding the grade of “I”.
5. The student’s agreement in form of his/her signature.

It is the student's responsibility to ensure that the faculty member has received the missing materials in a timely fashion according to the signed contract for a grade change to be implemented. It is the student’s responsibility to ensure the change of grade was entered. The student should print out his/her unofficial transcript three to four weeks after the form was initiated to ensure that the changes was entered on the student’s transcript. If it has not been entered, the faculty member should be notified immediately. If the faculty member is not available, the Program Director must be notified.

**Policy on Late Submission of Assignments & Questions on Scores**

Due dates are established for reasons of equity. It is not fair to peers who complete assignments on time if other classmates have extra time to work on their assignments. It is also not fair to the professor who must grade assignments in a timely fashion. Therefore, plan on completing and submitting all assignments, exams and/or quizzes by the assigned due date.

The professor will at his/her discretion accept submissions of assignments past the deadline. Refer to the specific class syllabus to review the professor’s policy on late submissions of assignments.

**Policy on Examinations**

Students are expected to arrive on time for all classes, including those class periods with examinations. Quizzes and Exams may be taken online or in a live setting; it is at the discretion of the instructor whether or not make-ups are allowed. If taking an exam face to face, students must refrain from suspicious behaviors such as talking, looking around the room, tapping on their desk, etc. It is the responsibility of the student not only to abstain from cheating, but, in addition, to guard against making it possible for
others to see their answers. Any student who helps another student obtain answers to the exams or quiz is as guilty of cheating as the student he/she assists. Faculty reserves the right to take the exam/quiz of any offender and give that person a 0 (zero) for the exam. If such behavior is observed, the responsible parties will be reported for Academic Misconduct.

**NWCNHS Student Academic Grievance/Appeal Procedure**

Students have the right to appeal academic and/or course requirement decisions, and program progression/dismissal decisions. Students who wish to appeal must follow the NWCNHS Student Academic Grievance/Appeals Procedures found on the NWCNHS website. Contact your advisor or administrator for the location.

**Academic Conduct and Performance**

Students are expected to watch the Dean’s video on student misconduct located at http://cnhs.fiu.edu/misconduct/ and review the FIU Student Handbook for details on Standards of Student Conduct and Policies. The FIU Standards of Student Conduct addresses three major areas of moral integrity: Academic Honesty, Respect for the Law, and Respect for People. Students who plagiarize, cheat and/or harass an instructor or peer may be charged with academic misconduct. Penalties for academic misconduct may include up to dismissal from the University. Below are the definitions of plagiarism, cheating, and harassment:

**Academic Conduct and Performance:**

As a student at Florida International University Health Services Administration (HSA) program, you work hard to accomplish your educational goal/degree. Therefore, it is critical that you protect the integrity of your work. The HSA department strongly discourages the posting and sharing of your work including but not limited to, assignments, discussions, papers, quizzes and test answers. This includes indirectly sharing your work by posting it to a third party website, learning platform database such as Course Hero, StudyMode, or any other external database outside of the blackboard course. If you share your original work to any of these third party sites it is an automatic disqualification from any publication opportunities to medical or educational journals. The HSA department prohibits use of material from any
of the forgoing sites in student submissions. Turnitin will identify such use as plagiarism and will result in a zero grade.

In addition, unless explicitly stated otherwise, all course materials are the property of FIU, faculty and their respective copyright holders. The sharing or redistribution of any course materials to third parties is strictly prohibited.

The above actions violate Florida International University’s Academic Integrity, the Student Conduct policies and the Nicole Wertheim College of Nursing and Health Sciences policies of Academic Misconduct. Students who are found in violation of these policies will be dismissed from the degree program and or University.

**Attendance Policy and Class Participation**

Students are expected to attend all classes and are held responsible for content presented. Respect for diverse viewpoints is of utmost importance. Students are also expected to go to class prepared to participate. It is the student’s responsibility to obtain any information presented during a particular class. PowerPoint presentations may or may not be posted in Blackboard. Students are expected to read the material and make an outline before attending each of their classes. Faculty may present new materials during class that may be included in texts, in which case class lecture notes will supersede textbooks. Bringing laptops to class is permissible. However, if there is any indication that the laptop is being used for work that is not related to the course, the students may be requested by faculty to step out or disconnect their laptop.

**Online Courses:** Most (if not all) coursework for online courses will be conducted online. Expectations for performance in online courses are the same as for traditional courses. In fact, online courses require a degree of self-motivation, self-discipline, and technological skills which can make these courses more demanding for some students.

**Academic Misconduct**

Florida International University is a community dedicated to generating and imparting knowledge through excellent teaching and research, the rigorous and respectful exchange of ideas, and community service. All students should respect the right of others to have an equitable opportunity to learn and honestly to
demonstrate the quality of their learning. Therefore, all students are expected to adhere to a standard of academic conduct, which demonstrates respect for themselves, their fellow students, and the educational mission of Florida International University. All students are deemed by the University to understand that if they are found responsible for academic misconduct, they will be subject to the Academic Misconduct procedures and sanctions, as outlined in the Student Handbook. Students who plagiarize or cheat can be charged with academic misconduct. Penalties for academic misconduct can include up to dismissal from the University.

Misconduct includes:

*Cheating:* The unauthorized use of books, notes, aids, electronic sources; or assistance from another person with respect to examinations, course assignments, field service reports, class recitations; or the unauthorized possession of examination papers or course materials, whether originally authorized or not.

*Plagiarism:* The use and appropriation of another's work without any indication of the source and the representation of such work as the student's own. Any student, who fails to give credit for ideas, expressions or materials taken from another source, including internet sources, is guilty of plagiarism.

All students are expected to adhere to a standard of academic conduct, which demonstrates respect for themselves, their fellow students, and the educational mission of the University. As a student taking this class:

- I will not represent someone else’s work as my own.
- I will not cheat, nor will I aid in another’s cheating.
- I will be honest in my academic endeavors.
- I understand that if I am found responsible for academic misconduct, I will be subject to the academic misconduct procedures and sanctions as outlined in the Student Handbook.
- I promise to adhere to FIU’s Student Code of Academic Integrity.

Failure to adhere to the guidelines stated above may result in one of the following:

- **Expulsion:** Permanent separation of the student from the University, preventing readmission to the institution. This sanction shall be recorded on the student's transcript.
- **Suspension:** Temporary separation of the student from the University for a specific period of time.
Consequences of Academic Misconduct: Evidence of misconduct the first time results in a zero (0) for the assignment and a referral to the Office of Student Conduct and Conflict Resolution. Evidence of misconduct the second time results in a Failure (F) for the course and a referral to the Office of Student Conduct and Conflict Resolution. Evidence of misconduct the third time results in dismissal from the program and a referral to the Office of Student Conduct and Conflict Resolution.

Academic Integrity
To view our Code of Academic Integrity, please visit:
http://academic.fiu.edu/AcademicBudget/misconductweb/Code_of_Academic_Integrity.pdf

Use of Internet Sources: With the ability to cut and paste from the Internet, it has become easier to derive information by this method without citing the source. While much of what is found on the Internet does not seem to have an author or publication date, it is still considered plagiarism if one does not give credit. It may also mean that the information has little intellectual value since it is an unsigned source. The Publication Manual of the American Psychological Association (2010) has established very clear guidelines for the format of Internet citations (pp. 187-192). Please be advised that Turnitin.com, an Internet-based service for screening student papers for verbatim text and identifying the sources, may at the discretion of the instructor.

Course Requirements
Students are expected to adhere to the stated course requirements outlined in the course syllabus by faculty (provided at the beginning of the course), including due dates for assignments and the specified grading system. Unless prior arrangements have been made with the faculty member, work that is submitted late is downgraded one FULL letter grade for each day the paper/project is late until the grade of "F" is reached. Students are expected to be prepared for all classes and to participate in them. Students should not ask a faculty member to change the course requirements by requesting special treatment such as "extra credit" work to raise a grade, or ask for extensions of due times for papers. These requests are unfair to other students and the faculty member.
Graduation Procedures and Guidelines

Eligibility
To be eligible for the Bachelor of Health Services Administration the student must satisfactorily complete all courses required by the College, University, and the State University System.

FIU Honors
See the FIU Catalog for required number of semester hours and GPA for Summa Cum Laude, Magna Cum Laude, and Cum Laude.

Application for Graduation
The student must submit an Application for Graduation form to the Office of the Registrar. The application for graduation is submitted by the deadline during the beginning of the final semester of studies. Students who do not graduate during that semester must re-submit an Application for Graduation for the semester in which they plan to graduate. Veterans should identify themselves during cap and gown purchase in order to obtain the veterans cap cord. See the Academic Year Calendar for deadline.

Graduation Activities
Students who will graduate at the end of a semester are invited to participate in University and College graduation activities.
THE FACULTY

**Salvatore Barbera, M.S., FACHE**  
Professor and Interim Chair  
Phone: 305-348-7722  
Email: sbarbera@fiu.edu

**Dr. Kellen Hassell, Ed.D**  
Clinical Assistant Professor  
Phone: 305-348-4513  
Email: khassell@fiu.edu

**Dr. Michelle Kameka Ed.D, MPH**  
Clinical Assistant Professor  
Phone: 305-348-4511  
Email: mkameka@fiu.edu

**Dr. Yamile Marrero, J.D., MPH, CSCS**  
Clinical Assistant Professor  
Phone: 305-348-7248  
Email: ymarrero@fiu.edu
Dr. Chanadra Young-Whiting, Ed.D, MPH/HSA
Clinical Assistant Professor
Phone: 305-348-4506
Email: youngcd@fiu.edu