



# MASTER & EXECUTIVE MASTERS OF HEALTH ADMINISTRATION

Handbook &  
Policy Manual

2023-2024

## — DEPARTMENT OF — HEALTH ADMINISTRATIVE S E R V I C E S





# Welcome



**WEBER STATE UNIVERSITY**  
Dumke College of Health Professions

— DEPARTMENT OF —  
**HEALTH ADMINISTRATIVE  
SERVICES**

We want to welcome you to Weber's MHA and eMHA programs.

The need for qualified healthcare management professionals has never been greater. Weber State University's MHA and eMHA programs are designed for working professionals and are taught by professional academic faculty and by active healthcare professionals.

This handbook describes the policies of our programs and the many opportunities available to you while you are one of our students.

The MHA and the eMHA are essentially the same academic program and are under the same CAHME (Commission on Accreditation of Healthcare Management Education) accreditation. CAHME accreditation is the gold standard in our discipline and we are proud to be fully CAHME accredited.

All students are responsible for knowing the rules and policies that govern their program. To this end, we are providing you with this guidebook which covers your specific academic requirements. Unless specifically indicated, all policies and procedures are the same for both programs. Please refer to this often.

In addition to the information in this handbook, all rules and policies of Weber State University and the Dumke College of Health Professions are effective and enforced.



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Dumke College of Health Professions

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## Admissions

### *Minimum Admission Requirements*

- A Bachelor's Degree\*
- GPA of 3.0 on a 4.0 scale\*\*
- GMAT or GRE scores not required\*\*\*
- Healthcare or supervisory experience preferred.

\*Degree must be from a regionally accredited institution.

\*\*GPAs below the minimum required may be considered based upon individual circumstances. All Pass and/or Complete grades will be considered a B (3.0) for the purpose of transcript evaluation.

\*\*\*If applicant submits a test score, significant weight is given to GRE with scores of at least 153 verbal and 144 quantitative. The GMAT aptitude score should be at least 500. However, indications of academic ability as expressed by

undergraduate grade point average and professional experience will be considered in tandem with GRE or GMAT scores. Students considering the joint MBA program should take the GMAT. Practicing physicians and others holding a master's, law, or doctorate degree may be admitted without the GMAT/GRE or supervisory requirement.

### *Applications*

#### **APPLICATION DEADLINES**

While applications may be submitted at any time, applicants should be aware of the following application review deadlines for the annual fall semester entry point:

#### **U.S. Citizens and U.S. Permanent Residents**

- eMHA Application Deadline April 1st
- MHA Application Deadline is April 1st
- International applications, please check our website for specific dates



## APPLICATION STATUS & NOTIFICATION OF ADMISSION

You will be notified of application status, whether accepted, declined, probationary admit, or on hold, shortly after the Admissions Committees meet.

- Accepted and Probationary Admit — you will be contacted by the Enrollment Director to schedule an admissions consult.
- Declined — file will remain active for the next 12 months and may be resubmitted without paying an additional application fee.
- Hold — opportunity to respond to deficiencies or clarification of information. The Admissions Committee will review this information in a subsequent meeting until final status is determined

Please contact our Enrollment Director, Brittney Hicken at [brittneyhicken@weber.edu](mailto:brittneyhicken@weber.edu) to have your file reconsidered at the next meeting of the Admissions Committee.

You may provide evidence of changes that have occurred since the application was first submitted. This may include new GMAT or GRE score reports, academic transcripts from subsequent coursework, updated work history, or other items. This information will be added to the application file and forwarded to the MHA/eMHA Admissions Committees for consideration.

## INTERNATIONAL STUDENTS

All international students must meet additional university and INS application requirements and international student application deadlines. For more information, including current Fall Semester application deadlines, please go to: [weber.edu/issc/Internationaladmissions](http://weber.edu/issc/Internationaladmissions)





## *Program Acceptance*

Your acceptance into the MHA/eMHA programs and the outlined program of study are conditional upon successful completion of any degrees, additional items required for completion of your application to the program, and the \$200 enrollment deposit to hold your place in the incoming cohort. Please note that Weber State University requires a final transcript indicating that you have been awarded an undergraduate degree in order for you to be matriculated as a graduate student.

### **DUAL DEGREE**

MHA only (not eMHA)

If you decide to pursue both an MHA and an MBA, you must decide if you are going to be MHA Primary or MBA Primary, as program requirements differ depending upon your primary program.

### **MHA Primary**

If your primary degree is the MHA, your secondary degree is the MBA. You must complete all of MHA program requirements and the specific MBA program courses as required for the MHA/MBA degree. In addition, some of your MHA or MBA courses might fulfill the requirements for both programs. Please speak with both the MHA and the MBA Enrollment Directors for specific information and course requirements.

### **MBA Primary**

If your primary degree is the MBA, your secondary degree is the MHA. You must complete all of the MBA program requirements, and the specific MHA program courses as required for the MBA/MHA degree. In addition, some of your MHA or MBA courses may fulfill the requirements for both programs. Please speak with both the MBA and the MHA Enrollment Directors for specific information and course requirements.



## Frequently Asked Questions (FAQ)

1. The Executive MHA program at Weber State University accredited?

Yes, both of our formats, including the online Executive MHA are fully accredited through The [Commission on Accreditation of Healthcare Management Education \(CAHME\)](#). Accreditation through CAHME is the benchmark for students and employers that ensures the integrity of graduate healthcare management education.

2. Do you offer an online option?

Yes, the Executive MHA is offered in an online format. Students will attend a one-day virtual orientation at the beginning of the program, which is usually near the end of August. After the orientation, all the coursework is online.

3. When and where is the orientation for the Executive MHA format?

The orientation is held at Weber's virtually. Detailed information regarding date, time, and virtual meeting links will be provided by the Enrollment Director. Students are expected to be present for the entirety of the orientation.

4. How much does Executive MHA program cost?

The entire program cost is \$35,000. Tuition includes all books needed for each class. All books will be mailed to students each semester. Click [here](#) to see a cost comparison with top CAHME accredited schools throughout the nation. Weber State's MHA program is the most affordable CAHME accredited program in the nation.



5. How long is the program?

The program can be completed in 4 semesters. Students attend during the fall, spring, and summer semester. A study abroad is offered every other year in May as an option to fulfill an elective.

6. How many classes would I take each semester?

Students take 4 classes per semester, 2 classes at a time in 8-week blocks. Each class is 3 credit hours. The entire program consists of 15 required classes, with a total of 45 credit hours. Click [here](#) to see the course schedule.

7. What entrance exam do I need to take?

The GRE and GMAT is not required.

8. What is the difference between the Executive MHA and the regular MHA at Weber State?

The main difference is the format of the program. The Executive MHA is delivered as an online program and the regular on-campus MHA is delivered as a hybrid format where students meet two times a week at Weber State's Farmington Station Campus in Farmington, Utah. The Executive MHA online format is designed for those students who may not live near our campus and need the flexibility of online coursework.

9. Can you tell me about the professors who teach in the program?

All of the professors who teach in our program either hold a doctorate degree and/or are seasoned executives in the healthcare industry. They bring a great wealth of knowledge and experience to the classroom.

For additional information, please visit [weber.edu/mha](http://weber.edu/mha), or contact Brittney Hicken at [brittneyhicken@weber.edu](mailto:brittneyhicken@weber.edu).





## Registration

All MHA and eMHA students need to register for at least 9 credits each semester to be considered full-time

### MHA

MHA students register for their courses in the Weber State eWeber portal. MHA courses for each semester are listed in the online course schedule. Please consult with our MHA Enrollment Director for information about course scheduling and courses you are eligible for each semester.

### eMHA

eMHA students register for their courses in the Weber State eWeber portal. eMHA courses ARE NOT listed in the online course schedule. Each semester the MHA Enrollment Director will send you specific registration instructions, including the eMHA courses offered and available to you, and the specific course identifier (CRN) needed to register.

## Tuition

Weber State University is one of the most affordable universities in the state; eMHA and MHA tuition is the same for in-state and out-of-state students.

### MHA

Tuition costs for all Weber State students are determined yearly by the Utah State Legislature. For specific tuition and fees for the year, please get in touch with our MHA Enrollment Director, Brittney Hicken ([brittneyhicken@weber.edu](mailto:brittneyhicken@weber.edu)) for the most up-to-date information. Out-of-state students pay the same rate as in-state students.

### eMHA

Tuition for the eMHA is an all-inclusive flat rate, which is the same for in-state and out-of-state students and includes tuition, fees, and books. Tuition for the program can be paid on a semester basis with a total cost of \$35,000 for four semesters of instruction.



## Enrollment Deposit

MHA and eMHA students must pay a \$200 Enrollment Deposit within two weeks of receiving their "Acceptance to the Program" letter to hold their place in the MHA or eMHA Program. Once the student is fully matriculated into the MHA or eMHA program the entire deposit will be applied towards their first semester tuition. If a student does not fully matriculate into the MHA or eMHA program, for any reason, this deposit will not be refunded.

## Weber Tuition Benefits & Discounts

### MHA

All Weber State employees and their dependents are eligible for Weber State's Tuition benefit. The WSU tuition benefit is available ONLY to MHA students (not eMHA). Please contact our MHA Enrollment Director and Weber State University's Human Resources Office for benefit information. Please note that the MHA tuition differential is not included in the WSU tuition benefit.

### eMHA

eMHA students are not eligible for the Weber State tuition benefit, regardless of employment status at WSU. However, Weber State employees and their dependents are eligible for a 5% discount on eMHA tuition.

Visit WSU's [Financial Aid & Scholarships Office](#) for information on financial aid.





## Program Information

### Mission

The Master of Health Administration (MHA and eMHA) at Weber State University mission is to equip working healthcare professionals with the competencies required to advance their healthcare careers.

Our program emphasizes its strong competency based and utilizes a hybrid delivery model to provide a comprehensive learning experience for students. Based on a model that promotes life-long learning, our program empowers students by providing the knowledge and skills necessary for continued career progression.

### Vision

Our vision is to be recognized as the program of choice by our students, alumni, and healthcare industry stakeholders.

## Values

The Values of the MHA and eMHA programs at Weber State University are:

- Learning through personalized experiences
- Education exclusively focused on healthcare
- Access to learning
- Respect for people and ideas
- Nurturing the potential within each student





## Program Competencies

There are twelve overarching competencies arrayed within three domains: Personal Development, Professional Development and Applied Skills.

### *Personal Development Domain*

- I. **COMMUNICATION:** The competency includes things such as executive proficiency in written and oral communication, the ability to communicate across disciplines, and to project a professional business presence both individually and as a representative of one's organization.



2. **RELATIONSHIP MANAGEMENT:** This competency includes things such as the ability to develop positive collaborative relationships with peers, subordinates, and superiors within and across organizations, and to lead and work with teams effectively. In addition, it includes the demonstration of emotional intelligence.
3. **CRITICAL & CREATIVE THINKING:** This competency includes things such as the ability to seek and use qualitative and quantitative information, developing insight, and using these to achieve the mission, vision, and goals of one's organization. In addition, it includes the ability to understand and lead transformational innovation.
4. **PROFESSIONALISM & Ethics:** This competency includes things such as a sense of personal accountability and the ability to assume risk and responsibility. It also includes an orientation to the development of a life-long learning agenda and a commitment to ethical conduct and personal growth.



### *Professional Development Domain*

5. **HEALTHCARE LEADERSHIP:** This competency requires a deep and broad understanding of the industry; both its clinical and administrative aspects. It includes the masterful application of skills such as transparency, decision making, leading and managing change, being a role model, mentoring, and developing the talent of subordinates.
6. **LAW, POLICY & GOVERNANCE:** This competency includes things such as the ability to accurately assess and work within the external political, legal, and regulatory environment. It requires an understanding of healthcare policy and its impact on the health of individuals and of populations. In addition, it includes the ability to navigate internal organizational dynamics, and to participate in governance of the organization.
7. **COMMUNITY AWARENESS & POPULATION HEALTH:** This competency requires the management of populations of peoples' health and includes things such as the ability to investigate population health characteristics and to

participate in improving population health in the local community. It also includes attentiveness to the ecological and social factors that influence health behaviors.

### *Applied Skills Domain*

8. **HUMAN RESOURCES MANAGEMENT:** This competency includes things such as the ability to ethically lead and manage the human resources processes needed for effective staffing in the operation of a healthcare organization.
9. **FINANCIAL MANAGEMENT:** This competency includes things such as the ability interpret financial and accounting documents, plan and execute budgets, make capital investment decisions, and to articulate and implement executive fiduciary responsibilities.



- 10. INFORMATION TECHNOLOGY:** This competency includes things such as the ability to recognize critical elements of information technology, to participate in the management of the acquisition and implementation of information systems and personnel, and to use information technology for decision support.
- 11. PERFORMANCE IMPROVEMENT & QUALITY MANAGEMENT:** This competency requires a rudimentary understanding of the clinical environment and the use of an evidence based approach to care, management, and risk management. It includes things such as the ability to use quality and systems tools to measure, promote, and to implement quality improvement initiatives in clinical and administrative partnerships within healthcare organizations.
- 12. STRATEGIC MANAGEMENT:** This competency includes things such as the ability to conduct external and internal environmental analysis, to apply the principles of strategy formulation, implementation, and control, and to develop corporate strategy, market research, and planning.

## Academic Policies & Procedures

### *Grades, Grading Policies & GPA*

All MHA and eMHA students must maintain a graduate grade point average (GPA) of 3.0 or higher to remain in good standing and to graduate. If a student's GPA falls below the required 3.0, the Program Director may place that student on probation for one semester. If the student's GPA remains below 3.0 for more than one semester, the student's grades will be reviewed by the appropriate Admissions Committee and the student may be dismissed from the program.

You must earn a grade of C or higher in all required courses.

All MHA and eMHA courses must be taken for a grade; they cannot be audited or graded pass/fail.

All coursework must be completed by the last day of class unless otherwise arranged by the course professor.



## STANDARD GRADING SCALE

- 94–100% = A
- 90–93% = A-
- 88–89% = B+
- 83–87% = B
- 80–82% = B-
- 78–79% = C+
- 73–77% = C
- 70–72% = C-
- 68–69% = D+
- 63–67% = D
- 69–62% = D-
- Below 60% = E

## Plagiarism

Plagiarism is the attempt to perpetrate an academic fraud by claiming another's work as your own. It will not be tolerated. The WSU Student Code defines plagiarism as "the unacknowledged (uncited) use of any other person or group's ideas or work" (PPM 6-22, part IV, subsection D). Any attempt to claim credit for

another's work, in whole or in part, is a violation of this policy and is regarded as a serious offense.

## Attendance Policy

MHA students are expected to attend all scheduled class sessions and orientation.

eMHA students are expected to attend the one-day mandatory on-campus orientation. Failure to do so will result in a grade reduction for MHA 6000.

## Program Status

While it is not encouraged, students can change from part-time or full-time status after notifying the MHA Enrollment Director. Any changes to the program of study, as outlined, will need to be approved in writing by the MHA Program Director. Particularly, changing from full-time to part-time may severely delay your graduation.





### *Leave of Absence*

A student needing to take a leave of absence from the program may enroll in the next semester and take the missed courses when they are offered during the next academic year. Taking a leave of absence will delay the original estimated graduation date. If you wish to request a leave of absence, please email to the MHA Enrollment Director.

### *Graduation*

Upon having successfully completed the MHA course requirements, the MHA Enrollment Director will clear you for graduation with the MHA degree. You will still be required to apply for graduation and follow University procedures to have your degree awarded. Contact the MHA Enrollment Director at the beginning of your final semester to correctly apply for graduation.

### **DUAL DEGREE STUDENTS** (MHA only)

Dual degree students in either the MHA primary or MBA primary degree programs must complete all required MHA courses, including all MHA/MBA equivalent courses, to graduate with the MHA degree, regardless of MHA primary or secondary.







## Field Work

In this capstone experience the student synthesizes theory learned in the classroom and applies it to real world problem solving in a health care organization. It is designed to integrate the knowledge gained in other graduate courses into an applied management project. The project will have enterprise-wide applicability to a health services organization. The student will develop and present a deliverable product that can be implemented by management to improve organizational performance, specifically with analysis and recommendations for policy and strategic improvements.

### *Background Checks*

Field Work students may be required to complete a background check and/or drug screening prior to undertaking projects for MHA 6500. Most employers also require a background check and drug screening as part of the employment process. If you have a record of convicted criminal actions, it may affect your ability to complete the Master of Health Administration program and your future employment

opportunities. If a background check reveals a history of convicted criminal actions or the drug screen reveals the presence of a non-prescribed controlled substance, you may be unable to complete the program and will not be entitled to any refunds of tuition or other fees.

The cost of background checks and screenings are not included in tuition of either the MHA or eMHA program.

## Advising & Career Support

It is the policy of Weber State University's MHA programs to advise and support all students' careers through a wide variety of programs and opportunities.

Acknowledging that both our MHA and eMHA programs have been created for working healthcare professionals, we understand that our students' current jobs and experiences do not preclude their want or need for ongoing career advice, support, and/or services.



We therefore offer the following advising and career support programs, processes, and procedures.

### *Academic Advising*

From their first inquiry to graduation, MHA and eMHA students are offered specific and detailed information and support by our MHA Enrollment Director. The Enrollment Director responds to inquiries, assists in the program application process, and creates an individualized program of study for each student. Each semester our Enrollment Director assists and advises students as they register for classes,

personally answering all questions regarding courses, course materials, and professors. In addition, the Enrollment Director assists students through the process of graduation.

The MHA Program Director and all MHA/eMHA faculty also stand available to assist and advise students throughout the academic process.

### *Administrative Internships & Fellowships*

Extensive information about the availability of, and application materials for, Administrative Internships and Fellowships is made available to all MHA and eMHA students throughout their graduate program experience. This information is sent to all students as materials and information become available. This information includes both local/regional health organization in-house opportunities as well as national fellowship opportunities. In addition, students wishing to apply for internships or fellowships can be referred to our Executive in Residence, or to prior successful alumni for help and consultation regarding their applications and distance or face-to-face interviews.





### *Executive in Residence*

Our in-house Executive in Residence is a seasoned and experienced C-Suite executive who is available to all MHA students, via both online/electronic methods and face-to-face, for career enhancing activities, such as, but not limited to:

- One-on-one career discussions
- Resume, interview and job search consultation
- Networking contacts
- Internship/Fellowship application consultation
- Case Study competition coaching

### *Career Mailings*

MHA and eMHA students are sent a list of fellowship, scholarship and career opportunity listings, as made available to the program.

### *MHA Alumni Association*

Our MHA Alumni Association hosts educational and networking events that include both current students and past graduates. In addition, the Alumni Association has its own very active LinkedIn site where current and past students are encouraged to network and mentor each other.

### *MHA Alumni Association Speaker Series*

In conjunction with our Dumke College of Health Professions Annual Speaker Series, each year the MHA Alumni Association sponsors a professional to speak on topics of importance to current MHA and eMHA students, MHA and eMHA program alumni, and local healthcare professionals. This event is always held in conjunction with a networking session and is coordinated with the Utah Healthcare Executives, our State's chapter of ACHE, for continuing education credits. Through this event, students are recipients of the most current healthcare information, and also have the opportunity to network with other students and healthcare professionals.



## *Scholarship Opportunities*

Within Weber State University, and through our relationships with local, regional, and national health organizations, systems, and associations, scholarship opportunities are presented for our MHA and eMHA students. These scholarships not only support students in their current educational endeavors, but can also offer students the chance to attend and participate in local, regional, and national conferences. These experiences certainly enhance students' knowledge of the foci of these conferences, but also provide students with the vital opportunity to expand their professional network which is key to career progress and advancement. Students are made aware of these scholarships via special emails as the opportunities arise.

## *Utah Healthcare Executives (UHE)*

Our state ACHE organization, the Utah Healthcare Executives (UHE), provides a formal mentoring program for any and all MHA and eMHA students who wish to participate. In addition, UHE holds well

publicized monthly meetings that are free to our MHA students, regardless of membership. These meetings are not only educational, but excellent networking and mentoring events. All MHA and eMHA students are strongly encouraged to join ACHE and to become active in their state ACHE organizations.

*WSU Career Services*  
[weber.edu/careerservices](http://weber.edu/careerservices)

Weber State University also has a robust Career Services department that is available to all students. The Dumke College of Health Professions, in which the MHA/eMHA Program is housed, has a career counselor specifically assigned to it.

The mission of Career Services is to help students develop their self-awareness and skills to explore, clarify and implement good career choices and promote strategies to locate meaningful employment upon graduation.

Career Services offers a wide range of programs and services to all WSU students, including but



not limited to: Employment and Training Resources; Partnering for Student Success; Career Resource Library; Job Search Assistance; and Career Exploration, Selection and Development.

## Professional Associations

Membership and active participation in Professional Organizations and Associations greatly enhances the careers of healthcare professionals. Below is a short list of organizations and associations in our discipline; there are far more associations and organizations than we wish to list here. Most national level professional organizations have a local or state chapter.

*Weber State MHA Alumni Association*  
[linkedin.com/groups/4685336](https://www.linkedin.com/groups/4685336)

The Weber State University MHA Alumni Association is comprised of students, graduates and honorary members of the MHA program. The Association is organized exclusively to support the MHA program,

provide networking opportunities, and to further develop members as healthcare professionals. Stay updated and get involved by joining the [Weber State MHA Alumni Association](#).

*Weber State Alumni Association*  
[alumni.weber.edu](http://alumni.weber.edu)

As a member of the Weber State University Alumni Association (WSUAA) you provide assistance to former, current and future students through programs, events and scholarships. WSUAA members also receive valuable benefits.

*American College of Healthcare Executives (ACHE)*  
[ache.org](http://ache.org)

ACHE membership helps you excel professionally and advance excellence in healthcare management. Maximize your professional potential by earning your FACHE, the premier credential in healthcare management as an ACHE Fellow (FACHE), you'll have the knowledge, skills, and confidence to succeed.



*Utah Healthcare Executives (UHE): A chapter of ACHE*  
[utahache.org](http://utahache.org)

The mission of UHE is to meet the professional needs of its members. WE promote excellence in healthcare leadership by providing forefront education and learning, aiding in career advancement, and enhancing communication and networking relationships among colleagues.

*Medical Group Management Association (MGMA)*  
[mgma.com](http://mgma.com)

MGMA is the premier association for professionals who lead medical practice. MGMA empowers medical group practices to innovate and create meaningful change in healthcare. With a membership of more than 40,000 medical practice administrators, executives, and leaders, MGMA represents more than 12,500 organizations of all sizes, types, structures and specialties that deliver almost half of the healthcare in the United States.

*Healthcare Financial Management Association (HFMA)*  
[hfma.org](http://hfma.org)

HFMA is the nation's premier membership organization for healthcare finance leaders. HFMA builds and supports coalitions with other healthcare associations and industry groups to achieve consensus on solutions for the challenges the U.S. healthcare system faces today. We help healthcare stakeholders achieve optimal results by creating and providing education, analysis, and practical tools and solutions. Our mission is to lead the financial management of healthcare.

*American Healthcare Association (AHCA)*  
[ahcancal.org](http://ahcancal.org)

The American Health Care Association is a non-profit federation of affiliate state health organizations, together representing more than 13,500 non-profit and for-profit nursing facility, assisted living, developmentally-disabled, and subacute care providers that care for approximately one million elderly and disabled individuals each day.





# Contact Us

**(801) 626-7259**

***[www.weber.edu/mha](http://www.weber.edu/mha)***

**Weber State University  
3959 Stadium Way  
Ogden, UT 84408-3911**

Ezekiel R. Dumke Jr. & Katherine W. Dumke  
CENTER FOR INTERPROFESSIONAL  
EDUCATION IN HEALTH CARE