

ASU® College of
Health Solutions
Arizona State University

Master of Science (MS) in the Science of Health Care Delivery

Graduate Student Program Handbook

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Science of Health Care Delivery Program: Student Handbook

This handbook is a guide and initial resource for graduate students admitted to the M.S. in the Science of Health Care Delivery in the College of Health Solutions. Students are also encouraged to consult with support staff within the college. The primary reference for graduate students on rules and regulations is the Arizona State University Graduate Education [website](#).

Once admitted to the SHCD graduate program, students have access to the SHCD Graduate Student Blackboard organization, where they will be able to find many of the materials in this handbook. Admitted students can access the site through their [MyASU](#).

Graduate Education requirements define the basic policies for obtaining a degree from ASU; these policies can be found on the ASU Graduate Education [website](#). SHCD has several additional requirements, beyond the standard ASU policies, that are identified in this handbook.

The Science of Health Care Delivery

The science of health care delivery is an interdisciplinary research field that focuses on collaboration among current and future health care workers to systematically address the critical and complex needs of the health care system. Through the interdisciplinary study of population health, patient-centered care, health economics, policy, data analytics and leadership, students gain the skills necessary to achieve value-based health care in pursuit of the Triple Aim. All programs are specifically designed to meet the needs of students from various backgrounds and experience levels including entry-level, gap-year medical students, as well as those with extensive and ongoing careers in the health care field.

Student Responsibilities

Students enrolled in the M.S. in SHCD are expected to observe policies expressed in this handbook as well as academic policies of Arizona State University. Above all, we expect each student to maintain a high level of academic integrity. Each student must act with honesty and integrity, and must respect the rights of others in carrying out all academic assignments. The policies that our program abides by include the student academic integrity policy, the student code of conduct and the misconduct in research policy of ASU. We require students to review and observe these policies described in the [Board of Regents Policy Manual](#).

We expect students to be accountable for the policies defined above. Violations of a Graduate Education, SHCD or Arizona State University policy will result in academic review and may result in disciplinary procedures.

Academic Integrity

Graduate students are expected to be ethical in their multiple roles as students, researchers, teachers or supervisors of undergraduate students, and representatives of the School and University. When in doubt about appropriate conduct, students should consult a faculty mentor to seek clarification. Breaches of academic integrity include, but are not limited to, the following:

- Engaging in any form of academic deceit, e.g., referring to materials, sources, or devices (camera phones, text messages, crib sheets, solution manuals, materials

from previous classes, or commercial research services) not authorized by the instructor for use during an evaluation or assignment;

- Providing inappropriate aid to another student in connection with any evaluation or assignment;
- Engaging in plagiarism by using the ideas, words, or data of another person or persons without full and appropriate attribution;
- Engaging in plagiarism by claiming credit for the ideas, words, or data of another person or persons, or submitting work done by another as one's own;
- Failing to follow ethical procedures for research involving human subjects, such as violating participants' confidentiality, or failing to maintain confidential or sensitive research data in a secure location;
- Knowingly using data that do not meet appropriate standards for reliability and validity;
- Failing to meet responsibilities to undergraduate students, such as failing to provide assistance during designated office hours;
- Engaging in a romantic relationship with an undergraduate student whom you supervise or evaluate in a classroom or research setting;
- Falsifying or misrepresenting hours or activities in relationship to a Capstone or other program-related learning experience;
- Repeatedly failing to meet commitments and responsibilities, such as chronically missing deadlines, or failing to provide work promised to colleagues; and
- Behaving in a way that reflects poorly on the School or University while conducting research or participating in community activities as a representative of the School.

The Science of Health Care Delivery program has a zero-tolerance policy for any form of academic malfeasance. Penalties for unethical behavior range from being placed on academic probation to dismissal from the program. Additional information about academic integrity policies of the University is available on the Student Rights and Responsibilities [web site](#). Graduate Education information regarding academic integrity is available on the Academic Integrity [web site](#).

Sexual Harassment

The university prohibits sexual harassment by employees and students and will not tolerate sexual harassment that interferes with an individual's work or educational performance or creates an intimidating, hostile, or offensive working, learning, or residential environment. Additional information can be found [here](#).

Campus Safety

To report an emergency on campus, students can simply dial 911 or use one of the emergency call boxes found on campus. Non-emergency ASU Police or campus-safety matters should be directed to 480-965-3456. ASU has an opt-in, text-message alert system by which students can choose to receive a text message from ASU in times of an emergency. For safety resources and contacts, such as Counseling Services, Police, and Safety Escort Services, click [here](#).

SHCD Faculty

SHCD faculty can be found [here](#).

Tuition and Fees

Students can find up to date information on tuition and fees [here](#).

Financial Support

Students should visit the Graduate Education site and other links for funding resources:

- [ASU Financial Aid](#)
- [ASU Resources](#)
- [Federal Student Aid](#) (Student Loans)
- [Working at ASU](#)
- [National Science Foundation Graduate Research Fellowship Program](#)
- [National Institutes of Health Grants](#)
- [National Research Service Award \(NRSA\) Research Training Grants and Fellowships](#)

Additional University Resources

Bookstore
Campus Health Services
Career and Professional Development Services
Counseling and Consultation
Disability Resource Center (DRC)
Graduate Admissions Office
Graduate College - Current Student Academic Resources
Graduate College - Format Evaluation
Graduate and Professional Student Association
Graduation Office (Registrar)
International Student Office
MyASU
Parking and Transit Services
Records (Academic)
Residency
Scholarship Office
Student Accounts (Student Business Services)
Student Employment
Student Financial Assistance
Student Recreation Complex
Sun Card Office
Sun Devil Ticket Office
Testing Services, University
University Housing
University Technology Office

ASU Graduate Education Polices on Academic Progress

Students in the M.S. SCHED program are subject to ASU Graduate Education Policies and the ASU College of Health Solutions (CHS) policies. ASU defines the basic requirements for obtaining a graduate degree in the ASU [Graduate Policies and Procedures](#) information. Requirements for graduate degree completion are further defined by CHS and can be found in the CHS Student Handbook.

Please note that the ASU Graduate Education and CHS requirements for satisfactory academic progress may be insufficient to meet the M.S. SHCD program requirements for satisfactory academic progress. Where applicable, M.S. SHCD program policies supersede policies set forth by ASU Graduate Education and the College of Health Solutions. For reference, ASU Graduate Education policies on satisfactory academic progress are provided below.

Satisfactory Academic Progress (ASU Graduate Education)

GPA (Grade Point Average) Graduate students must maintain a minimum 3.00 grade point average (GPA) to maintain satisfactory academic progress and to graduate. The minimum 3.00 GPA must be maintained on all GPA's [Plan of Study (iPOS) GPA, Overall Graduate GPA and Cumulative GPA]

1. The iPOS GPA is calculated on all courses that appear on the student's approved iPOS (with the exception of LAW and Transfer credits)
2. Cumulative ASU GPA represents all courses completed at ASU.
3. The Overall Graduate GPA is based on all courses numbered 500 or higher that appear on the transcript after admission to a graduate program or graduate non-degree seeking. This includes shared coursework if in an approved accelerated bachelor's/master's program.

Courses with grades of "D" (1.00) and "E" (0.00) cannot appear on the iPOS but will be included when calculating the Graduate GPA. Courses with an "I" grade cannot appear on the iPOS.

All graduate students are expected to make systematic progress toward completion of their degree. This progress includes satisfying the conditions listed below, and achieving the benchmarks and requirements set by the individual degree programs as well as Graduate Education. If a student fails to satisfy the requirements of their degree program and/or the benchmarks outlined below, the student may be dismissed from their program based on the academic unit's recommendation to Graduate Education at which time the Vice Provost for Graduate Education makes the final determination.

These as well as all other Graduate Education policies can be found in the ASU Graduate Policies and Procedures [link](#).

1. Maintain a minimum 3.0 for all GPA's.
2. Satisfy all requirements of the graduate degree program.
3. Satisfy the maximum time limit for graduation from the student's graduate degree program (six years for masters).
4. Successfully pass comprehensive exams, qualifying exams, foreign language exams, and the oral defense of the proposal/prospectus for the thesis or dissertation. (*not applicable to this program*)
5. Successfully complete the culminating experience.
6. Graduate students must **remain continuously enrolled in their degree program**. Failing to do so without a Graduate Education approved request to [Maintain Continuous Enrollment](#) is considered lack of satisfactory academic progress.

M.S. SHCD Program Policies on Academic Progress

Standards Committee

The M.S. SHCD Standards Committee will consist of faculty members in the Science of Health Care Delivery program. Duties of the Standards Committee include:

- Review the performance of all graduate students in the Science of Health Care Delivery program that fail to make satisfactory academic progress or violate academic integrity expectations.
- Make recommendations to address students' unsatisfactory academic progress or breach of academic integrity. Recommendations may include but are not limited to:
 - Developing a remediation plan (including a timeline for completion)
 - Placing a student on academic probation
 - Dismissing a student from the program
- Providing the Director of the program written notice of any recommendation to dismiss a student from the program.

Satisfactory Academic Progress in the M.S. SHCD Program

To maintain satisfactory academic progress, students pursuing the M.S. degree in the Science of Health Care Delivery will be expected to meet the following requirements:

1. **Maintain satisfactory academic progress** as defined (above) by ASU Graduate Education.
2. **Earn no unsatisfactory grade** during the entire program. An unsatisfactory grade is defined as a W/E (withdrawal while failing) or a grade below "C" in any course that appears on the Plan of Study (iPOS), *with the exception of the Capstone course (HCD 550)*.
 - The culminating Capstone project course (HCD 550) is held to a higher standard than other courses within the program; HCD 550 requires a grade of "B" or higher. Therefore, any grade below a "B" in HCD 550 is considered unsatisfactory.
3. **Receive a grade below "B-" in no more than two courses** that appear on the iPOS, *with the exception of the Capstone course* (a grade of "B" or higher is required for HCD 550).

Note that although "C's" are allowed within the M.S. SHCD program (*with the exception of the Capstone course which requires a grade of "B" or higher*), obtaining a grade of below "B-" in more than **one** course is considered unsatisfactory academic progress. (Obtaining a grade below "B-" in more than two courses may result in dismissal from the program).

4. **Complete all required core courses as scheduled.** If a student receives an incomplete (grade of "I") in any course that appears on the iPOS, the student and course instructor must submit to the Assistant Director of Graduate Programs or Director of the Science of Health Care Delivery program a mutually agreed written plan to complete the coursework by a specified date, not to exceed one calendar year. The student will be permitted to continue coursework. However, if

the student does not complete the required course by the conclusion of the agreed upon time period, the grade in the course will become an "E."

Graduate students planning to discontinue registration for a semester or more must submit an approved Request to Maintain Continuous Enrollment form, which can be found [here](#). Requirements and policy related to continuous enrollment can be found in the ASU Graduate Policies and Procedures document, previously referenced.

Consequences of Unsatisfactory Academic Progress (Academic Probation and Recommendation for Dismissal)

The Standards Committee will review the academic record of any student who fails to make satisfactory academic progress and make appropriate recommendations. Note that students in the M.S. SHCD program are subject to ASU Graduate Education policies as well as the ASU College of Health Solutions (CHS) policies. Specific recommendations made by the M.S. SHCD Standards Committee and the consequences listed below are above and beyond the consequences set forth by ASU Graduate Education and the College of Health Solutions.

1. A student whose GPA falls below 3.0 will be on academic probation. During academic probation, the student will be permitted to continue coursework. However, if a student's GPA falls below 3.0 for a total of three 7.5-week sessions (whether or not they are consecutive) or the student is unable to earn a cumulative GPA of 3.0 or higher by the time he/she completes the next two sessions in which he/she is enrolled, the student's academic progress will be deemed unsatisfactory, and he/she will be recommended for dismissal from the program.

Note that although a single instance of a grade below "C" in an academic course may be permissible, that grade may not be included in the Plan of Study. Therefore, if a student receives a single grade below a "C," he/she must retake the course and earn a grade of "C" or higher. A student who receives a second grade below "C," regardless of whether or not he/she has retaken a course, will NOT be permitted to continue coursework as scheduled and will be recommended for dismissal from the program. Example:

- A student earns a "D" in a course and retakes it and earns a "B."
 - He/she later earns a "D" in another course.
 - This student will have obtained a second grade below "C." Therefore, the student will NOT be permitted to continue coursework as scheduled and will be recommended for dismissal from the program.
2. Although "C's" are permitted within the M.S. SHCD program, the maximum number of courses allowed to appear on the iPOS with grades below "B-" is two. In addition, a grade of "B" or higher must be earned in the Capstone course (HCD 550).

A student who receives a grade below "B-" in more than one course on the iPOS will be placed on academic probation. During academic probation, the student will be permitted to continue coursework. However, if a student receives a third (or more) grade below a "B-," he/she will be recommended for dismissal from the

program. For the purposes of this calculation, a course that was retaken (because a grade below "C" was obtained) will be counted. Example:

- A student earns a "D" in a course and retakes it and earns a "B."
 - He/she later earns a "C" in another course.
 - This student will have the maximum number of courses with a grade below "B-" that are allowed by the program. Therefore, if the student obtains a third grade below "B-," he/she will NOT be permitted to continue coursework as scheduled and will be recommended for dismissal from the program.
3. Once a student has been placed on academic probation, he/she will remain on academic probation while continuing coursework in the program and will only be removed from academic probation upon successful completion of all degree requirements.

Appeals

The Science of Health Care Delivery program follows the ASU College of Health Solutions (CHS) policy for **grade grievance procedures**. Please contact CHSGrad@asu.edu for assistance with the grade appeal process.

Dismissal from the M.S. SHCD Program

The Standards Committee may recommend that a student be dismissed from the program for any of the reasons listed in the *Consequences of Unsatisfactory Academic Progress* section of this handbook (above). Additional reasons for dismissal from the program include:

1. Two (or more) separate instances of unsatisfactory academic progress, regardless of the session(s) in which the poor performance occurred.
2. A single violation of academic integrity which includes, but is not limited to: cheating, fabrication, tampering, plagiarism, or aiding and/or facilitating such activities. At the graduate level, it is expected that students are familiar with these issues and each student must take personal responsibility for his/her work. In addition, graduate students are expected to follow university guidelines related to the Student Code of Conduct. University policies related to academic integrity and code of conduct are available in the [Office of Student Life](#). Conduct prohibited by the Arizona Board of Regents Student Code of Conduct can be found [online](#).
3. Seriously compromising the relations of the School with the Public.
4. Breaches of ethical judgment or professional responsibility.
5. Serious instances of personality or character traits inappropriate for the professional roles for which the student is attempting to prepare.
6. Periods of absence during a semester without the endorsement of the program.

The student, Academic Program Lead, Standards Committee members, and Vice Provost for Graduate Education will be notified in writing of any recommendation for a student to be dismissed from the program.

Students may appeal a decision for dismissal from the program by the core faculty by submitting a letter to the Academic Program Lead. The letter must be received within 10 business days of the date of the letter of dismissal.

In order to appeal a decision for dismissal from the program based on unsatisfactory academic progress, students must submit a written request to the Academic Program Lead.

The written request must:

- Be received within 10 business days of the date of the letter of dismissal;
- Include a rationale for the student's appeal (i.e. the reasons the student believes a reversal of the original decision is justified);
- Provide substantive evidence in support of the appeal request;
- Not exceed 10 double-spaced pages, excluding attachments.

The Academic Program Lead may solicit documentation from the Standards Committee. The Academic Program Lead will notify the student, and the Vice Provost for Graduate Education of his or her recommendation within 10 days of receipt of the request. Letters received after 10 business days will not be reviewed and the dismissal will be final.

If the Academic Program Lead grants the appeal, the student will:

- Continue to be subject to the program policies and procedures described in this handbook as well as any conditions of the appeal.
- Earn no further unsatisfactory grades or incompletes for the remainder of the program of study. This includes all academic coursework and the capstone courses.

Academics

Plan of Study (iPOS)

The Plan of Study (iPOS) is a formal plan to meet degree requirements. The iPOS is an agreement that work specified on the iPOS will be sufficient for the degree.

Students are encouraged to submit the iPOS upon beginning the SHCD program, but are required to submit the iPOS online by the end of their first semester and are required to submit it when 50% of the minimum credit hours for the degree being pursued have been completed.

A Plan of Study (iPOS) must be filed online via MyASU with Graduate Education. It includes all courses to be taken, as well as the student's Faculty Advisor. An approved Plan of Study must be on file before a student can register for the culminating experience (HCD 550 Capstone).

The Science of Health Care Delivery program adheres to all ASU Graduate Education policies related to academics and the Plan of Study.

Courses Requiring Department Consent

The following courses require department consent for registration:

- HCD 550/ 592

Students must have approval from the Capstone Coordinator and have an approved iPOS before the student will be eligible for registration. The Graduate Coordinator provides the override necessary to register in these courses. Students must be in Good Academic Standing to register in any course that requires department consent.

Grades

The Graduate College assigns a general grading policy for all students attempting a graduate degree. With the exception of the Capstone coursework (i.e. HCD 592/550), for which (+) or (-) grades do *not* apply, grades in the MS SHCD program are assigned as follows:

Grade	Graduate Definition	Value
A	Excellent	4.00
A-		3.67
B+		3.33
B	Good	3.00
B-		2.67
C+		2.33
C	Passing	2.00
D	No Graduate Credit	
E	Failure	0.00*

Grade	Graduate Definition
I	Incomplete
X	Audit
Y	Satisfactory
Z	Course in progress***

*This grade cannot be applied to a graduate degree but is included in the calculation of a grade point average.

**This grade is given whenever a student officially withdraws from a class.

***This grade is usually given pending completion of courses such as research, thesis, dissertation or practicum. All grades of "Z" must be changed to "Y" before graduation.

A grade of "P" (pass) in a 400 or higher level course may not appear on a Plan of Study. Grades of "D" or "E" cannot be used to meet the requirements for a degree although they are used to compute the grade point averages. A student receiving a grade of "D" or "E" must repeat the course in a regularly scheduled (*not* an independent study) class if it is to be included in the Plan of Study. However, both the "D" or "E" and the new grade are used to compute the grade point averages. Grades on transfer work will not be used in computing grade point averages. In addition, please note, as described above in the *Satisfactory Academic Progress in the M.S. SHCD Program* section of this handbook, no more than two grades below "B-" can appear on the Plan of Study for students in the program.

Advising

To ensure that academic programs run as smoothly as possible, students should consult with their Graduate Coordinator prior to registering for classes each semester. Coursework is ultimately reviewed and approved when the iPOS is submitted and approved.

Application for Graduation

Students should apply for graduation during the semester of planned graduation and must apply no later than the date specified at the Graduate Education [website](#). Students can apply for graduation online through MyASU or in-person through the ASU Graduation Office, located in the Student Services Building.

Required Core Courses

The core courses provide students from diverse backgrounds with a solid grounding in the transdisciplinary field of health care delivery. SHCD courses are offered every once per calendar year, in both online and immersion programs. Thus, failure to complete a required graduate course during the appropriate semester of enrollment may delay graduation.

30 credit hours including the required capstone:

Core course credit hours:

BMI 601 Fundamentals of Health Informatics (3)

HCD 501 Biostatistics and Data Management (3)

HCD 502 Health Care Systems and Design (3)

HCD 511 Health Economics, Policy and Payment Models (3)

HCD 520 Population Health (3)

HCD 532 Health Care Management (3)

HCD 570 Process Engineering (3)

HCD 575 Leadership & Professionalism (3)

Elective options: **choose at least one to achieve 30 credit graduation requirement:**

HCD 510 High-Value Patient-Centered Care (3)

HCD 521 Law and Health Promotion (3)

HCD 540 Seminar in Science of Health Care Delivery (3)

Required

HCD 592 Research PART ONE **and** PART TWO (1 credit per, totaling 2 credits)

HCD 550 Capstone (1)

SHCD Capstone

To complete the Master of Science in the Science of Health Care Delivery, all students must complete a final culminating experience (HCD 550). To be eligible for graduation, students must receive a B or better in HCD 592 and HCD 550.

Steps to Achieve the SHCD Master's Degree

In addition to the required coursework, additional steps to achieve a MS in SHCD are below. The program is designed to be completed in 9 months in an immersion (on-ground) program, 12 months as a full-time online student, and 24 months if an online student is participating on a part-time basis.

IMMERSION (at the Downtown Phoenix Campus)

Session A, Fall Semester

Register for coursework prescribed by the academic unit

Attend new student orientation (in person)



Session B, Fall Semester

Register for coursework prescribed by the academic unit

Contact and Discuss Project Interests with Capstone Coordinator

Submit Interactive Plan of Study (iPOS) when 50% done with coursework



Session A, Spring Semester

Register for coursework prescribed by the academic unit

Finalize Research and prepare for Capstone presentation

Update iPOS (if necessary)



Session B, Spring Semester
Register for coursework prescribed by the academic unit

Apply For Graduation in MyASU before the Deadline

Update iPOS (if necessary)

Participate in Capstone Poster Symposium (details provided by Capstone faculty & coordinator)

Complete the Capstone and Receive a "B" or Better



Graduation

Online Students

Online students are encouraged to follow either a 12-month (full-time) plan of study, or a 24-month (part-time) plan of study in order to successfully complete the program in a prescribed length of time. Full-time students take two courses per session, part-time students take one course per session.

Consult the Blackboard organization for a sample plan of study based upon the session and term you started the program. Instructions for completing and submitting the iPOS are available in the Blackboard™ Organization (accessed through MyASU), as well as at the Graduate Education [website](#). Failure to adhere to the plan of study will likely result in delayed graduation; courses are not offered each session, or even each semester. Please consult with the Graduate Coordinator to discuss any deviation from the prescribed plan of study for the term and session the program was started.