Health Care Administration and Policy, MS

Student Handbook

2024-2025 Catalog

ASU Charter

ASU is a comprehensive public research university, measured not by whom we exclude, but rather by whom we include and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves.

Inclusive Excellence at the College of Health Solutions

The College of Health Solutions has a mission to improve the mental and physical health of our larger and immediate communities by better understanding the challenges that individuals and populations face, while striving to be part of the solution. The college is committed to the idea that every member of our society should have the opportunity for good health and wellness throughout their lifespans. In an effort to actualize this ideal, we embrace and support inclusive excellence in everything we do, including teaching, research, service, and clinical practice.

For more information on our commitments to inclusive excellence, visit: https://chs.asu.edu/why-chs/inclusive-excellence.

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Introduction

Welcome

Welcome from the Health Care Administration and Policy faculty at the College of Health Solutions! This handbook is a guide and initial resource for graduate students admitted to the Master of Science in the health care administration and policy. Students are encouraged to also consult with support staff within the college. The primary reference for graduate students on rules and regulations is the Arizona State University Graduate College website.

Once admitted to the HCAP graduate program, students have access to the HCAP Graduate Student Canvas 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 College requirements define the basic policies for obtaining a degree from ASU; these policies can be found on the ASU Graduate College website. HCAP has several additional requirements, beyond the standard ASU policies, that are identified in this handbook.

Vision and mission

The mission of the MS Health Care Administration and Policy program is to provide an interdisciplinary approach that enables students to systematically identify, describe and outline solutions for the critical and complex needs of the health care delivery system. We do this by making the degree accessible to current and future members of the health care workforce through a set of core classes emphasizing the study of population health, team and patient-centered care, health economics, performance improvement, health policy, biomedical informatics, equity and leadership. The program's culminating capstone challenges students to apply their skills in developing innovative solutions to health care system problems inspired by existing industry standards, research, and/or patient needs.

Program overview

The goals of the MS in Health Care Administration and Policy are to prepare graduates from varying backgrounds and experience levels to enter or advance careers in the health care sector. Graduates will be systems thinkers, well equipped to critically analyze and develop effective, community embedded solutions to multifaceted challenges along the health care continuum. Graduates will be prepared to work effectively in interdisciplinary teams to solve real-world problems, and to communicate and implement those solutions to audiences in health administration, clinical care, policy, health services research, quality improvement and health informatics. 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.

Program contacts

Program director: Amber Brooks-Gumbert, amber.brooks-gumbert@asu.edu

Graduate support coordinator: Erica Hallum, chsgrad@asu.edu

Program faculty: see Appendix A

Admission

Admission to the Health Care Administration and Policy, MS is available for Fall for immersion, and for Fall, Spring, and Summer terms for online. Deadlines to apply can be found here. Applications will be reviewed by the admissions committee only once all materials have been received. Application status can be monitored in MyASU. Official admission decisions will be emailed to the student.

Quick Facts:

- Location: Downtown Phoenix campus, Online
- Start terms: Fall, Spring (online only), Summer (online only)
- Time to completion: 9 months for immersion, 12 months for full-time online, 24 months for part-time online

Graduate admission requirements

ASU maintains minimum standards for consideration for admission to graduate programs. The program may establish requirements in excess of those established by the university.

- An earned bachelor's degree or higher from a regionally accredited institution in the U.S., or the equivalent of a U.S. bachelor's degree from an international institution officially recognized by that country.
- A minimum grade point average of 3.00 (scale is 4.00 = "A") in the last 60 semester hours or 90 quarter hours of undergraduate coursework is required to be considered for admission to an ASU graduate degree program.
- International applicants must provide proof of English proficiency. For more information, visit the admissions website.

Academic program requirements

In addition to the graduate admission requirements, the program requires the following as part of the application:

Undergraduate or graduate degrees – bachelor's or master's degree from a regionally accredited college or university of recognized standing in a related field such as biology, chemistry, biochemistry, nursing, public health, pharmacy, biomedical informatics, social work, premed, pre-health, nutrition, health promotion or others.

Personal statement – include how the applicant plans to contribute to the health care system after the degree is obtained, how the program will help the applicant achieve the applicant's goals, what the applicant's career aspirations are, and what interested the applicant in this degree program.

References – Contact information of three references is required. References will be contacted via email to submit a letter of recommendation. References must be from academic or professional sources; friends or relatives are not accepted.

Resume or curriculum vitae – that includes relevant personal, professional, educational and community activities (one to two pages).

Provisional acceptance guidelines

ASU College of Health Solutions
Arizona State University

chsgrad@asu.edu | 602-496-3300

In some instances, a student may be admitted provisionally and/or with a deficiency. Students should refer to the official admission letter sent by the Graduate College via MyASU to determine if they have been admitted with a provision and/or deficiency.

A provisional admission requires a student to maintain a 3.0 or higher GPA within a specified timeframe. If the 3.0 is not achieved by the end of the timeframe specified on the official admission letter, the student will be automatically dismissed from the degree program.

A deficiency requires a student to fulfill a competency area within a given timeframe. The academic program will monitor students with deficiencies. If a deficiency is not completed within the timeframe indicated on the official admission letter, the student may be recommended for dismissal from the academic program.

Pre-admission credit policy

Credit hours completed at ASU or at another regionally accredited U.S. institution or international institution officially recognized by that country, before the semester and year of admission to an ASU graduate degree program, are considered pre-admission credits. With the approval of the academic unit and the Graduate College, students may include a maximum of 12 graduate-level credit hours with grades of "B" or better that were not used toward a previous degree. Preadmission credits must have been taken within three years of admission to the ASU degree or certificate program to be accepted. Certain types of graduate credits cannot be transferred to ASU (see the Graduate College Policy Manual). Official transcripts must be sent to Graduate Admission Services from the records office of the institution where the credits were earned.

Tuition and assistance

Tuition and fees

Tuition is set by ASU and the Arizona Board of Regents each year. View the general Tuition and Fees Schedule, or calculate a more specific estimate of charges using the ASU Tuition Estimator. Information on residency requirements can be found at Residency for Tuition Purposes.

The Health Care Administration and Policy, MS has a program fee of $2,500 per semester for immersion and $278 per credit (max $2,500 per semester) for online.

Financial assistance

Financial assistance is available through a variety of sources, including:

- College of Health Solutions scholarships
- Graduate College fellowships
- National Science Foundation Graduate Research Fellowship Program
- National Institutes of Health Grants
- National Research Service Award (NRSA) Research Training Grants and Fellowships
- Traditional financial aid (loans and grants).

For more information and assistance, visit the Financial Aid website.

Travel assistance

Financial assistance for travel related to conferences, workshops, or training related to a student's graduate program is available through several resources.

- Graduate College travel awards
- Graduate and Professional Student Association travel grants
- College of Health Solutions student conference support

Curriculum and graduation requirements

Program requirements

The Health Care Administration and Policy, MS is comprised of 30 credits, including a capstone.

Required Core (18 credits)

- HCD 501 Population Health Data Management and Analysis (3)
- HCD 502 Foundations of U.S. Health Systems and Design (3)
- HCD 510 Patient-Centered Care and Analysis (3)
- HCD 511 Health Economics and Policy (3)
- HCD 521 Health Policy and Equity (3)
- HCD 575 Health Care Transformation and Leadership (3)

Focus Area (9 credits)

- Health Policy and Advocacy
- Health Systems Management
- Performance Improvement in Health Care

Research (2 credits)

- HCD 592 Topic: Research Part One (1)
- HCD 592 Topic: Research Part Two (1)

Culminating Experience (1 credit)

- HCD 550 Capstone (1)

Note: No more than two grades below B- can appear on the iPOS for the program. A grade of B or higher is required in HCD 550.

A maximum of 6 credit hours of 400-level coursework can be included on an iPOS with program approval.

Focus Area

Students must complete 9 credits of coursework with one or more Focus Areas. It is recommended that students choose courses that are relevant to the student's professional goals. The available Focus Areas are: Performance Improvement in Health Care; Health Policy and Advocacy; and Health Systems Management. See below for courses available within each Focus Area. Students must meet the enrollment requirements of the course they wish to enroll in and the course must be offered in the modality that matches the student's campus (ASU Online = oCourse, Immersion/on-campus = in-person or iCourse). Students who wish to have other courses considered for the Focus Area requirement should contact the program director to have the course considered for program requirements.

- Health Policy and Advocacy
  - HCD 520 Population Health (3)
  - HCI 550 Health Care Policy and Innovation (3)
  - PAF 505 Policy Analysis (3)
  - POP 633 Population Health Ethics (3)

- Health Systems Management
  - o BMI 598 Topic: Population Health Management Analytics (3)
  - o HCD 532 Health Care Management and Finance (3)
  - o HCD 602 Health Informatics for Health Care Professionals (3)
  - o HCI 542 Systems Thinking in a Complex Environment (3)
- Performance Improvement in Health Care
  - o HCD 540 Advanced Performance Improvement in Health Care (3)
  - o HCD 570 Process Engineering (3)
  - o IBC 614 Quality and Performance Measurement, Improvement, and Incentives in Health Care (3)

Capstone

The capstone experience is comprised of 3 sequential courses, HCD 592 *Topic: Research Part One*, HCD 592 *Topic: Research Part Two*, and HCD 550 *Capstone*. The outline below provides an overview of each component. Additional requirements are outlined within the syllabus for each course. A grade of B or higher is required in HCD 550.

HCD 592 Topic: Research Part One

- Selecting a project topic
- Approval of project
- CITI Training
- Onboarding with site
- Obtaining IRB approval
- Meeting with site mentor

HCD 592 Topic: Research Part Two

- Research starts
- Submission of Reference List
- Check-in calls with ASU capstone faculty
- Two Progress reports

HCD 550 Capstone

- Research continues
- Complete project & develop final deliverables
  - o Final paper
  - o Poster presentation (strongly encouraged at ASU HCAP Poster Symposium)
  - o Presentation at site (strongly encouraged)

Students must have approval from the capstone coordinator (instructor) and have an approved iPOS to be eligible to register for capstone credit (HCD 592 and HCD 550). The graduate support coordinator provides the override necessary to register in these courses.

Clinical partner vaccination requirement

Students who participate in an internship, rotation, observation, applied project, or other experiential learning opportunity with a clinical partner are required to comply with the site's policies related to

vaccinations for common communicable diseases. The majority of ASU's clinical community partners require proof of COVID-19 vaccination.

Students who are unable to be vaccinated for medical or religious reasons may be able to make arrangements for a reasonable accommodation, depending on the policies of the clinical site. Accommodations may be limited in number and may require additional safeguards such as testing, personal protective equipment, or alternative/limited duties.

Students who are concerned about their ability to complete a course or program requirement with a clinical partner due to their vaccination status should contact their instructor or program director to discuss the possibility of placement at another site or the process to apply for a reasonable accommodation. Alternative placements and reasonable accommodations are dependent on the availability and policies of clinical partners. Students who anticipate needs relating to vaccination requirements should contact their instructor or the program director as soon as possible.

Application to graduate

Students should apply for graduation during the semester of planned graduation and must apply no later than the deadline specified for that term. Students must have an approved iPOS on file before applying for graduation.

Plan of study

To graduate in a timely manner, students should follow a recommended plan of study. The program is designed to be completed in 9 months for immersion (on-ground), 12 months for full-time online, and 24 months for part-time online. Full-time online students take two courses per session; part-time online students take one course per session. Deviation from a plan of study should be discussed with the graduate support coordinator and program director. Failure to follow a plan of study may result in delayed graduation.

IMMERSION Plan of Study, Fall Start

Term/ Session	Course	Credits
Year 1 - Fall A	HCD 501 Population Health Data Management and Analysis	3
	HCD 502 Foundations of U.S. Health Systems and Design	3
	HCD 575 Health Care Transformation and Leadership	3
	HCD 592 Topic: Research Part One	1
Year 1 - Fall B	HCD 511 Health Economics and Policy	3
	HCD 521 Health Policy and Equity	3
	HCD 592 Topic: Research Part Two	1
Year 1 - Spring A	Focus Area course	3
	Focus Area course	3
Year 1 - Spring B	HCD 510 Patient-Centered Care and Analysis	3
	Focus Area course	3
Year 1 - Spring C	HCD 550 Capstone	1

Note: Consult with graduate support coordinator to discuss a plan for the focus area courses.

ONLINE Full-Time Plan of Study, *Sample*

Term/ Session	Course	Credits
Year 1 - Fall A	HCD 502 Foundations of U.S. Health Systems and Design	3
	HCD 575 Health Care Transformation and Leadership	3
Year 1 - Fall B	HCD 511 Health Economics and Policy	3
	Focus Area course	3
Year 1 - Spring A	HCD 501 Population Health Data Management and Analysis	3
	HCD 592 Topic: Research Part One	1
	Focus Area course	3
Year 1 - Spring B	HCD 521 Health Policy and Equity	3
	HCD 592 Topic: Research Part Two	1
	Focus Area course	3
Year 1 - Summer	HCD 510 Patient-Centered Care and Analysis	3
	HCD 550 Capstone	1

Note: Full-time online students must connect with the graduate support coordinator to create a plan in line with their start term, selected focus area, and goals. See Appendix B for the online course offering schedule.

ONLINE Part-Time Plan of Study, *Sample*

Term/ Session	Course	Credits
Year 1 - Fall A	HCD 502 Foundations of U.S. Health Systems and Design	3
Year 1 - Fall B	HCD 511 Health Economics and Policy	3
Year 1 - Spring A	HCD 501 Population Health Data Management and Analysis	3
Year 1 - Spring B	HCD 521 Health Policy and Equity	3
Year 1 - Summer	HCD 510 Patient-Centered Care and Analysis	3
Year 2 - Fall A	HCD 575 Health Care Transformation and Leadership	3
Year 2 - Fall B	Focus Area course	3
Year 2 - Spring A	HCD 592 Topic: Research Part One	1
	Focus Area course	3
Year 2 - Spring B	HCD 592 Topic: Research Part Two	1
	Focus Area course	3
Year 2 - Summer	HCD 550 Capstone	1

Note: Part-time online students must connect with the graduate support coordinator to create a plan in line with their start term, selected focus area, and goals. See Appendix B for the online course offering schedule.

In addition to the required coursework, the steps to complete the Health Care Administration and Policy, MS are listed below.

Immersion milestones

Fall Semester - Session A

Complete Academic Integrity Module

Attend new student orientation (in-person)

⬇

Fall Semester - Session B

Contact and Discuss Project Interests with capstone coordinator

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

⬇

Spring Semester - Session A

Review Interactive Plan of Study (iPOS)

Finalize Research and prepare for Capstone presentation
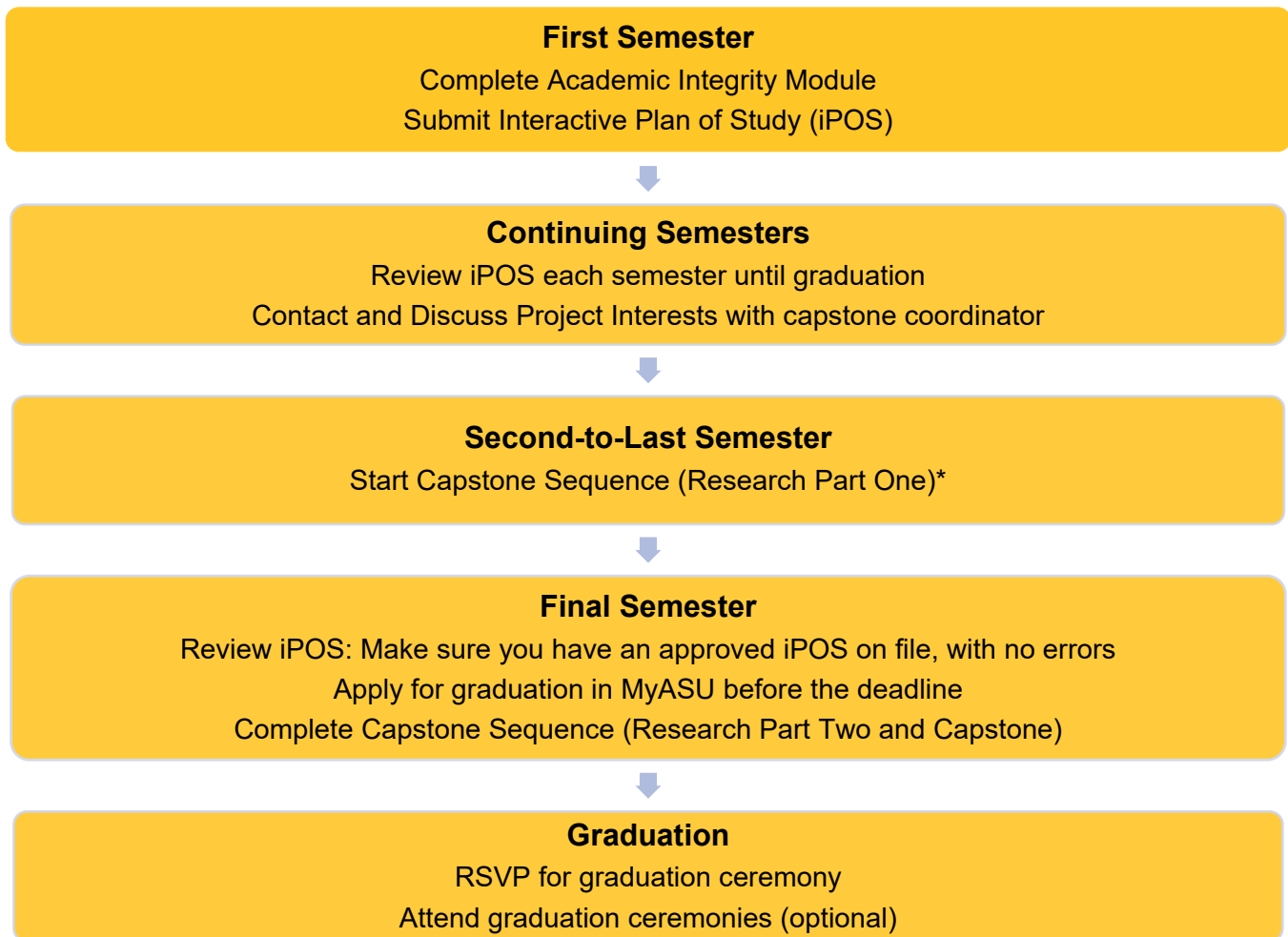
⬇

Spring Semester - Session B

Review iPOS: Ensure you have an approved iPOS on file, with no errors

Apply for graduation in MyASU before the deadline

Complete Capstone with a grade of B or higher

Participate in Capstone Poster Symposium

⬇

Graduation

RSVP for graduation ceremony

Attend graduation ceremonies (optional)

Online milestones

First Semester

Complete Academic Integrity Module

Submit Interactive Plan of Study (iPOS)

Continuing Semesters

Review iPOS each semester until graduation

Contact and Discuss Project Interests with capstone coordinator

Second-to-Last Semester

Start Capstone Sequence (Research Part One)*

Final Semester

Review iPOS: Make sure you have an approved iPOS on file, with no errors

Apply for graduation in MyASU before the deadline

Complete Capstone Sequence (Research Part Two and Capstone)

Graduation

RSVP for graduation ceremony

Attend graduation ceremonies (optional)

Note: If graduating in Summer, take Research Part One in Spring A and Research Part Two in Spring B.

Interactive plan of study (iPOS)

The Interactive Plan of Study, or iPOS, is an agreement between the student, the academic unit, and the Graduate College. The student must submit their iPOS in the first semester of the program. Students are encouraged to review the iPOS at the end of each semester to ensure the courses listed on the iPOS match the student's transcript and that the courses meet the plan of study course requirements. More information on iPOS can be found [here](#).

Faculty advisor/chair: program director

Change of coursework: If a change of coursework is needed, the student must update the courses listed in the iPOS and submit a course change for review. This process is required if you projected a course you did not complete, or if you need to change courses listed. The iPOS will be routed electronically to the graduate support coordinator for review and approval, and then for auditing by the Graduate College.

Specializations and certifications

ASU College of Health Solutions
Arizona State University

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The College of Health Solutions prepares graduates for excellence upon entering the workplace. Since certification and licensure requirements vary by profession and from state to state, we recommend that you visit the [ASU licensure website](#) to determine if your program meets the requirements of individual state licensures or national certifications, as applicable. If you have specific questions, please contact your program director or degree coordinator.

Satisfactory academic progress

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

Satisfactory academic progress includes:

1. Maintain a minimum 3.00 for all GPAs.
2. Satisfy all requirements of the graduate program.
3. Satisfy the maximum time limit for graduation for the student's graduate program (six years for masters and certificates, ten years for doctoral)
4. Successfully pass comprehensive exams, qualifying exams, foreign language exams, and the oral defense of the proposal/prospectus for the thesis or dissertation.
5. Successfully complete the culminating experience.
6. Graduate students must remain continuously enrolled in their graduate program. Failing to do so without a Graduate College approved Leave of Absence is considered to be lack of academic progress and may result in the Graduate College withdrawing the student from their program.

Additional program progress requirements:

- Complete HCD 550 with a grade of B or higher. If a student receives a grade below a B in HCD 550, they must retake the course and earn a grade of B or higher.
- Complete all other coursework with a grade of C or higher. If a student receives a single grade below a C in a course, the course must be re-taken and the student must earn a grade of C or higher on the next attempt.
- Receive no more than two grades lower than a B- on courses that appear on the iPOS.
  - Although C grades are permitted within the HCAP program, the maximum number of courses allowed to appear on the iPOS with grades below B- is two.
  - Students who earn a third grade below B- will be subject to the following actions:
    - If the student has a 3.0 GPA, they will be required to retake a course to earn a B- or better
    - If the student's GPA drops below 3.0 GPA with the third grade below B-, they will be placed on academic probation and required to retake a course to earn a B- or better
    - If the student has a GPA below 3.0 and is on academic probation, they will be recommended for dismissal from the program

GPA and grades

Graduate students must maintain a minimum 3.00 (scale is 4.00 = "A") grade point average (GPA) to maintain satisfactory academic progress and to graduate. The minimum 3.00 GPA must be maintained on all GPAs (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
2. Cumulative GPA represents all courses completed at ASU during the graduate career.
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. This includes shared coursework if in an approved accelerated bachelor's/master's program.

Transfer credits and some courses taken in the Sandra Day O'Connor College of Law are not calculated in the iPOS GPA or the Graduate GPA. Courses lower than a "C" cannot appear on the iPOS but will be included when calculating the Graduate GPA. Courses with an "I" grade (incomplete) or "X" grade (audit) cannot appear on the iPOS.

University grade definitions and policies can be found [here](#).

The Health Care Administration and Policy, MS program requires that no more than two grades below B- can appear on the iPOS for the program. A grade of B or higher is required in HCD 550. In the event a student does not earn a required grade in a course, the student must repeat the course and earn the required grade in order to use the course toward program requirements.

Incomplete grade requests

An incomplete grade request may be considered by an instructor when a student, who is doing otherwise acceptable work, is unable to complete a course (e.g., final exam or term paper) because of illness or other conditions beyond the student's control. Unfinished work must be completed with the same instructor except under extenuating circumstances. The completion date is determined by the instructor but may not exceed one calendar year from the date the mark of "I" is recorded. Once the work is completed, faculty must request a change on the grade roster to post the grade. If a student does not complete the missing coursework by the date that is agreed upon on the incomplete request form, the instructor may change the grade to what was earned based on the work completed in the class. If the coursework is not completed after a calendar year, the incomplete becomes permanent. Repeating a class in which an incomplete is awarded will not replace the "I" on the student's transcript. Students must complete the [incomplete request form](#) and submit it to their instructor for review and processing.

Academic probation and dismissal

Failure to maintain a minimum 3.0 GPA or failure to satisfactorily progress in the program as referenced in this handbook will result in the student being placed on academic probation. Students will be notified of probationary status and expectations for improvement by the program director or graduate support coordinator. Time limits for probationary status may vary. Typically, students have 9 credit hours or one year, whichever comes first, to raise their GPA.

Students who fail to meet requirements or timeline needed to demonstrate satisfactory improvement will be recommended for dismissal from the program. Notice will be provided by the program and will include procedures for appeal.

Additional reasons for a recommendation for dismissal from the program include:

- Two (or more) separate instances of unsatisfactory academic progress regardless of the session(s) in which the poor performance occurred.
- A single violation of academic integrity. Information on this can be found in the [Student code of conduct and academic integrity](#) section of this handbook.
- Seriously compromising the relations of the program with the public and/or community partners.

- Breaches of ethical judgment or professional responsibility.
- Serious instances of personality or character traits inappropriate for the professional roles for which the student is attempting to prepare.
- Periods of absence during a semester without the endorsement of the program.

Time to completion limit

All work toward a master's degree must be completed within six consecutive years. Graduate courses taken prior to admission that are included on the Interactive Plan of Study must have been completed within three years of the semester and year of admission to the program. The six-year period begins with the term of admission to the program OR the earliest term of applied pre-admission credit.

Any exception to the time limit policy must be approved by the program director, the College of Health Solutions, and the dean of the Graduate College. The Graduate College may withdraw students who are unable to complete all degree requirements and graduate within the allowed maximum time limits.

Appeal and grievance processes

Grade appeal

For grade disputes during a class, students must first contact the instructor of the course. Concerns that are not able to be resolved with the instructor should be brought to the program director.

The process to appeal a final course grade may only be initiated by a student once the course has concluded and a final course grade has been posted to the student's transcript. Per university policy, grade appeals must be processed in the regular semester immediately following the issuance of the final grade in dispute (by commencement for fall or spring) regardless of whether the student is enrolled at the university.

The process begins with a discussion about the matter between the student and the course instructor. If the matter is unresolved, the student should submit a Grade Appeal Form for further review. If this review does not adequately settle the matter, the student should begin the formal procedure of appealing to the College of Health Solutions Academic Standards and Grievance Committee. More information on all steps of this process can be found here.

Student grievance

Students who wish to file a grievance about a non-grade-related matter may use the established procedure (more information can be found here). Non-grade-related grievances may include dissatisfaction with an instructor, problems with a classmate or other unresolved situations.

Appealing recommendation for dismissal

1. Students may appeal a decision for dismissal from the program by submitting a letter to the program director.
   a. The appeal letter must be received within 10 business days of the date of the letter of dismissal. The letter should state the reasons justifying a reversal of the original decision and provide substantive evidence in support of the request.
   b. Letters received after the 10 business-day interval will not be reviewed, and the dismissal will be final.

    c.   The program committee will review all letters of appeal that are received within the 10 business-day time frame. The committee will submit their decision to the program director within 10 business days of receipt of the student's letter.

2. The program director will then notify the Student Success Hub of the decision. The Student Success Hub will inform the student of the decision.

3. If the appeal is denied, the student may appeal to the CHS Academic Standards and Grievances Committee within 10 business days of receiving the denial of the appeal. The CHS Academic Standards and Grievances Committee will review the dismissal and appeal materials and make a recommendation to the dean of the College of Health Solutions. The dean will have 20 calendar days to make a final decision.

4. If at any stage, a timely appeal is not submitted by the student, the program director will recommend dismissal to the Graduate College via the Student Success Hub. The Graduate College will then inform the student of the dismissal by letter.

Student code of conduct and academic integrity

ASU expects and requires its students to act with honesty, integrity, and respect. Required behavior standards are listed in the ASU Student Code of Conduct, the ABOR Code of Conduct, the Computer, Internet, and Electronic Communications Policy, the ASU Student Academic Integrity Policy, and outlined by the Office of Student Rights & Responsibilities. Violations of a Graduate College, College of Health Solutions, or Arizona State University policy will result in academic review and may consequently result in student disciplinary procedures.

Academic integrity

The ASU Student Academic Integrity Policy lists violations in detail. These violations fall into five broad areas that include, but are not limited to:

1. Cheating on an academic evaluation or assignment.
2. Plagiarizing.
3. Academic deceit, such as fabricating data or information.
4. Aiding academic integrity policy violations and inappropriately collaborating.
5. Falsifying academic records.

Information on the Academic Integrity procedure within the College of Health Solutions can be found at https://catalog.asu.edu/policies/chs.

Newly admitted graduate students will receive a "priority task" on their MyASU directing them to complete a canvas module on academic integrity. The module consists of a PowerPoint that outlines academic integrity and students must take a quiz and pass with an 80% or higher.

Student code of conduct

Violations of the ASU Student Code of Conduct, other than the provision concerning academic dishonesty, are more generally considered inappropriate behavior. The Office of Student Rights and Responsibilities reviews and sanctions these matters. If a student violates both the academic integrity provision and additional provisions of the Student Code of Conduct, both the college and the Office of Student Rights and Responsibilities will review the matter. Each independently makes determinations concerning violations and appropriate sanctions.

Professional conduct

ASU is a community and a professional work environment. Graduate students are expected to treat their peers, teachers, students, staff, and members of the ASU community with respect and work with them in a professional manner. Graduate students are representatives of their program, the College of Health Solutions, and ASU. Students must demonstrate the requisite qualifications for successful professional performance, including interpersonal skills, basic communication skills, appropriate professional conduct, and satisfactory performance in field experiences.

Graduate students who demonstrate behaviors or characteristics which make success in their related fields questionable will be reviewed by the program committee. The committee's review may result in a recommendation for dismissal from the program or implementation of probational conditions for continued participation. Students may appeal a recommendation for dismissal by following established procedures.

ASU College of Health Solutions, Arizona State University

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College and university procedures and policies

All policies and procedures outlined in this handbook are in accordance with policy set by the Graduate College and Office of the University Provost. In some cases, program policies may be more restrictive than those set by Graduate College and Provost.

Continuous enrollment policy

Students must be registered for a minimum of one credit hour during all phases of their graduate education, including the term in which they graduate. This includes periods when students are engaged in research, conducting a doctoral prospectus, working on or defending theses or dissertations, taking comprehensive examinations, taking Graduate Foreign Language Examinations, or in any other way using university resources, facilities or faculty time.

Registration for every fall semester and spring semester is required. Summer registration is required for students taking examinations, completing culminating experiences, conducting a doctoral prospectus, defending theses or dissertations, or graduating from the degree program. More information on this policy can be found here.

Requesting a leave of absence

Graduate students planning to discontinue registration for a semester or more must submit a leave of absence request via their Interactive Plan of Study (iPOS). This request must be submitted and approved **before** the anticipated semester of non-registration. Students may request a maximum of two semesters of leave during their entire program. Students with a Graduate College-approved leave of absence are not required to pay tuition or fees, but in turn are not permitted to place any demands on university faculty or use any university resources. These resources include university libraries, laboratories, recreation facilities or faculty and staff time. More information on this policy can be found here.

Registration policies

Students are strongly encouraged to enroll in courses well in advance of the start of the term. Enrollment must be complete by the Add/Drop deadline for the session in which the class is offered. Courses that are dropped by the Add/Drop deadline will not appear on a student's transcript. If a course is removed from a student's schedule after this deadline, it will be considered a withdrawal and a grade of "W" will be recorded. Term dates and deadlines, including the Add/Drop, Tuition Refund, Course Withdrawal, and Session Withdrawal deadlines, can be found on the Academic Calendar.

Discrimination, harassment, and retaliation

Title IX of the Education Amendments of 1972 is a federal law which provides that no person be excluded on the basis of sex from participation in, be denied benefits of, or be subjected to discrimination under any education program or activity. Both Title IX and university policy ACD 401 make clear that sexual violence and harassment based on sex is prohibited. An individual who believes they have been subjected to sexual violence or harassed on the basis of sex can seek support, including counseling and academic support, from the university. For information on resources, visit the sexual violence awareness, prevention, and response website.

Student support resources

Academic program support

Once admitted students will gain access to a Canvas organization for the program. Canvas houses program resources and allows for timely announcements and opportunities to be communicated to students.

Graduate students in the College of Health solutions may access the CHS website for information on college policies and resources and advising information..

University resources

- Graduate College
- Office of the University Provost

Academic and career support

- ASU Libraries
- Graduate Writing Center
- Career and Professional Development Services
- Graduate and Professional Student Association
- Student Clubs and Organizations

Business and finance services

- Financial Aid and Scholarship Services (financial aid)
- Billing and Student Finances (tuition, fees, and payments)
- Parking and Transit Services (permits, shuttles, public transit)
- Sun Devil Card Services (ID cards)
- Enterprise Technology (technology assistance)
- Sun Devil Dining (meal plans, M&G, hours)

Counseling services

ASU Counseling Services provides confidential, time-limited counseling and crisis services for students experiencing emotional concerns or other factors that affect their ability to achieve their goals. Support is available 24/7.

In-person counseling: Monday-Friday 8 a.m. – 5 p.m.

ASU Counseling Services, Student Services Building 234 Tempe, AZ 85287

480-965-6146

After-hours/weekends

Call EMPACT's 24-hour ASU-dedicated crisis hotline:

480-921-1006

For life threatening emergencies

Call 911

ASU College of Health Solutions — Arizona State University

chsgrad@asu.edu | 602-496-3300

Disability accommodations

Reasonable accommodations are determined on a case-by-case, course-by-course basis to mitigate barriers experienced due to a disability (SSM 701-02). Students with disabilities who require accommodations must register with the Student Accessibility and Inclusive Learning Services and submit appropriate documentation. It is recommended students complete this process at the beginning of the term and communicate as appropriate with their instructor.

- Email: Student.Accessibility@asu.edu
- Phone: (480) 965-1234
- FAX: (480) 965-0441

Pregnancy: Students requesting services due to pregnancy (SSM 701-10) should be prepared to submit documentation regarding the pregnancy, any complications and clearance to return to school related activities. Student Accessibility can work with students to foster continued participation in a program, whether that be with academic accommodations such as absences or assistance requesting a leave, or through other requested accommodations.

Health and fitness

All ASU students enrolled in in-person programs have access to Sun Devil Fitness facilities on all campuses. For more information about facilities, membership and group fitness classes, please visit: https://fitness.asu.edu

For information about health insurance and appointments with care providers, please see the ASU Health Services website: https://eoss.asu.edu/health

International students

ASU's International Student and Scholars Center can provide support and answers to questions about visas, employment, scholarships and travel. To find more information or schedule an appointment with an ISSC adviser, visit the website: https://issc.asu.edu/

Veterans and military

The Pat Tillman Veterans Center provides guidance and support for students who are veterans, active-duty military or military dependents. For more information, please call the office at 602 496-0152 or visit: https://veterans.asu.edu/

Appendix

A: Program faculty

Rizwana Biviji, PhD, MS ([profile](#)) – mHealth/eHealth, maternal and child health, health disparities, health policy and program evaluation

Amber Brooks-Gumbert, MMS ([profile](#)) – chronic disease management, end-of-life care, quality improvement, health care delivery, healthcare systems, interprofessional teams, patient experience

Bradley Doebbeling, MD ([profile](#)) – health care and systems redesign, population and health informatics, clinical workflow, information technology development and innovation

Marisa Domino, PhD ([profile](#)) – health economics and policy, behavioral health, Medicaid policy

Jack Gilbert, EdD ([profile](#)) – leadership, ethics, team-based care, ageism

Elizabeth Kizer, DrPH, MS ([profile](#)) – public health, rural health, community-based participatory research

Matthew Martin, PhD ([profile](#)) – translational behavioral medicine, clinician behavior change, and implementation research; scaling and measuring behavioral health integration; population health management; workforce development; family-centered care

Gregory Mayer, MD, MBA ([profile](#)) – palliative care, health care systems, PA Studies

Roshini Moodley Naidoo, MD ([profile](#)) – equity in health care, AI and data enabled care pathways, value-based payment systems, quality improvement, patient reported outcome measures (PROMs)

Edward Ofori, PhD ([profile](#)) – biomechanics

Kathleen (Katie) Pine, PhD ([profile](#)) – health informatics, human computer interaction (HCI), management, critical data studies

Swapna Reddy, JD, DrPH, MPH ([profile](#)) – health policy, health equity, population health, women & children's health policy

William Riley, PhD ([profile](#)) – population health, value-based payments, health care finance, process engineering, patient safety and quality improvement

Lauren Savaglio, EdD, MS, EMT ([profile](#)) – population health, public health, environmental health, emergency response

David P. Sklar, MD ([profile](#)) – population health, emergency medicine, patient engagement, team-based care

Chad Stecher, PhD ([profile](#)) – health economics, physician behavior, health habits

Kristen K. Will, PhD, MHPE, PA-C ([profile](#)) – team-based care, patient engagement, health services research

B: Online course offering schedule

Note: Subject to change, always check posted schedule

Required courses

Course	Term/Session offered
HCD 501 Population Health Data Management and Analysis (3)	Fall A, Spring A
HCD 502 Foundations of U.S. Health Systems and Design (3)	Fall A, Spring A, Summer
HCD 510 Patient-Centered Care and Analysis (3)	Summer
HCD 511 Health Economics and Policy (3)	Fall B
HCD 521 Health Policy and Equity (3)	Spring B
HCD 550 Capstone (1)	Fall B, Spring B, Summer C
HCD 575 Health Care Transformation and Leadership (3)	Fall A, Spring A
HCD 592 Topic: Research Part One (1)	Fall A, Spring A, Summer C
HCD 592 Topic: Research Part Two (1)	Fall A/B, Spring A/B, Summer C

Focus area courses

Course	Term/Session offered
BMI 598 Topic: Population Health Management Analytics (3)	Spring B
HCD 520 Population Health (3)	Fall B
HCD 532 Health Care Management and Finance (3)	Spring B
HCD 540 Advanced Performance Improvement in Health Care (3)	Spring A
HCD 570 Process Engineering (3)	Spring B
HCD 602 Health Informatics for Health Care Professionals (3)	Fall A
HCI 542 Systems Thinking in a Complex Environment (3)	Fall A, Spring A
HCI 550 Health Care Policy and Innovation (3)	Fall B, Spring B
IBC 614 Quality and Performance Measurement, Improvement, and Incentives in Health Care (3)	Fall A
PAF 505 Policy Analysis (3)	Fall A, Spring A