“Much of the healthcare industry is obsessed with developing a magic pill, faster scanner or new operation. What the world really requires today in healthcare is not innovation in products, but innovation in the process of delivering to the masses what is already available.”

Bending the cost curve: Emerging international best practices, PWC, 2011
Purpose of the Handbook

This handbook is a guide for students admitted into the School for the Science of Health Care Delivery (SHCD), and for individuals who are considering applying to one of the SHCD degree programs. It is highly suggested that both current and prospective students consult this handbook for information regarding the various degree programs offered, as well as other pertinent information surrounding your academic experience.

This handbook is provided as an initial resource for answers to questions about the program. However, students are also encouraged to consult with an Academic Advisor, their faculty academic program advisor, or their capstone coordinator. The primary reference for students regarding rules and regulations is the Arizona State University websites listed below:


Graduate Education: [https://graduate.asu.edu/faculty_staff/policies?destination=node%2F1197](https://graduate.asu.edu/faculty_staff/policies?destination=node%2F1197).

Each student should become familiar with the Academic Catalog and the Graduate Education general requirements, found at: [https://catalog.asu.edu](https://catalog.asu.edu). Students should also refer to any policies and procedures found on the College of Health Solutions website: [https://chs.asu.edu/shcd](https://chs.asu.edu/shcd).

Once admitted to the School for the Science of Health Care Delivery, students will have access to the SHCD Blackboard site, were they will also be able to find many of the materials in this handbook. Admitted students can access this site through MyASU at [https://my.asu.edu](https://my.asu.edu).

The Arizona State University requirements define the floor for obtaining a degree from ASU. SHCD has several specific, more stringent requirements. This handbook identifies the specific SHCD requirements.

Student Responsibility

It is the responsibility of each student to understand and observe all procedures and requirements specified by either the Undergraduate or Graduate College and the SHCD. It is a requirement for all SHCD students to read and understand the academic catalog. Faculty and staff provide academic advice and assistance, however, the ultimate responsibility for meeting degree and other requirements remains with the student. All ASU students are also required to have an active ASU e-mail account and to check in frequently.
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Section I: Introduction

Academic Integrity

Each student must act with honesty and integrity, and must respect the rights of others in carrying out all academic assignments. A student may be found to have engaged in academic dishonesty if, in connection with any Academic Evaluation or academic or research assignment (including a paid research position), he or she:

- Engages in any form of academic deceit
- Refers to materials or sources or uses devices (e.g., computer disks, audio recorders, camera phones, text messages, crib sheets, calculators, solution manuals, materials from previous classes, or commercial research services) not authorized by the instructor for use during the Academic Evaluation or assignment
- Possesses, reviews, buys, sells, obtains, or uses, without appropriate authorization, any materials intended to be used for an Academic Evaluation or assignment in advance of its administration
- Acts as a substitute for another person in any Academic Evaluation or assignment
- Uses a substitute in any Academic Evaluation or assignment
- Depends on the aid of others, including other students or tutors, in connection with any Academic Evaluation or assignment to the extent that the work is not representative of the student’s abilities
- Provides inappropriate aid to another person in connection with any Academic Evaluation or assignment, including the unauthorized use of camera phones, text messages, photocopies, notes or other means to copy or photograph materials used or intended for Academic Evaluation
- Engages in Plagiarism
- Uses materials from the Internet or any other source without full and appropriate attribution
- Permits his or her work to be submitted by another person in connection with any Academic Evaluation or assignment, without authorization
- Claims credit for or submits work done by another
- Signs an attendance sheet for another student, allows another student to sign on the student’s behalf, or otherwise participates in gaining credit for attendance for oneself or another without actually attending
- Falsifying or misrepresenting hours or activities in relationship to an internship, externship, field experience, clinical activity or similar activity
- Attempts to influence or change any Academic Evaluation, assignment or academic record for reasons having no relevance to academic achievement

The School for the Science of Health Care Delivery 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 the academic integrity policies of the University is available on the Student Rights and Responsibilities website at http://provost.asu.edu/academicintegrity.
Sexual Harassment

ASU is dedicated to providing a safe environment for all students, faculty and staff. Accordingly, the university prohibits sexual harassment by employees and students and will not tolerate sexual harassment that unlawfully interferes with an individual’s work or educational performance or unlawfully creates an intimidating, hostile, or offensive working, learning, or residential environment.

The ASU Academic Affairs Manual (ACD) Policy 401 on "Nondiscrimination, Anti-Harassment, and Non-retaliation" provides definitions of sexual harassment, as well as definitions for harassment and discrimination. Information on how to report sexual harassment can be found on the Office of Equity and Inclusion website at https://cfo.asu.edu/hr-equityandinclusion.

Sexual harassment as outlined in ACD 401 is:

“Sexual harassment is harassment, whether between individuals of the same or different sex, which includes unwelcome behavior or conduct of a sexual nature that is made, either explicitly or implicitly, a condition of an individual’s education, employment, or participation in university-sponsored programs or activities or the submission to or rejection of such behavior or conduct is a factor in decisions affecting that individual’s education, employment, or participation in university-sponsored programs or activities.”

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, visit http://www.asu.edu/studentaffairs/vp/safetyresources/index.htm.
Section II: Program of Study

Undergraduate Admissions

ASU welcomes applications from students with diverse academic backgrounds and interests. All students are required to meet general university admission requirements. Please see: https://students.asu.edu.

Undergraduate Studies

The School for the Science of Health Care Delivery offers two Bachelors of Science degree programs: Public Health and the Science of Health Care Delivery. For more information regarding each program please visit https://chs.asu.edu/shcd/academic-programs.

Public Health, BS

The Bachelor of Science in Public Health program offers a multidisciplinary core of courses designed to prepare students for entry-level positions in the field of public health and to further their education through the Master of Public Health and other graduate degrees. Students will gain the knowledge and skills to improve the health and well-being of people and populations through the prevention and risk reduction of communicable and non-communicable diseases, environmental protection and health promotion. Students will also be prepared to work with persons and populations of diverse socioeconomic, racial, ethnic and national origins, as well as design and implement policies to ensure equal access to health care.

Career Opportunities

Graduates of this program will qualify for entry-level positions in public health education, sanitation and environmental control, public health administration, health promotion and similar areas. Employment opportunities are available within national, state or local health departments; community clinics, community or private advocacy groups, health education programs and nonprofit organizations. For a complete list of careers students who complete this degree program may be prepared for, please visit: https://webapp4.asu.edu/programs/t5/majorinfo/ASU00/NHPBHBS/undergrad/false?id=requirement. Advanced degrees or certifications may be required for academic or clinical positions.
Science of Health Care Delivery, BS

The Bachelor of Science in the Science of Health Care Delivery is a unique program designed for undergraduate students interested in health system design and innovation and in pursuing careers in health care administration, leadership or management.

The U.S. spends significantly more per capita and a higher percentage of Gross Domestic Product (GDP) on health care than other developed nations, yet our health outcomes (e.g., mortality, safety, access to medical care) are disparate and inconsistent. Moreover, the rapidly rising costs of health care are making medical care increasingly unaffordable to the average citizen and are a threat to the financial viability of the country. Addressing these issues effectively, requires a well-trained and knowledgeable workforce that can improve health care delivery quality and health outcomes while also increasing the efficiency of the delivery system. The Bachelor of Science in the Science of Health Care Delivery is a unique program designed for undergraduate students interested in health system design and innovation and in pursuing careers in health care administration, leadership or management.

Career Opportunities

Graduates of this program will qualify for entry-level positions in process management, health care management and leadership, health services research, health administration, and quality improvement in health care organizations. Graduates will also be prepared for entry-level positions in risk management, the pharmaceutical industry, health insurance, government and regulatory agencies, and professional organizations. For a complete list of careers students who complete this degree program may be prepared for, please visit: https://webapp4.asu.edu/programs/t5/majorinfo/ASU00/NHHCDBS/undergrad/false?id=requirement.
Graduate Studies

The School for the Science of Health Care Delivery offers three Graduate degree programs: Public Health - Administration and Policy (MPH), Public Health – Nutrition (MPH), and the Science of Health Care Delivery (MS). For more information regarding each program please visit https://chs.asu.edu/shcd/academic-programs.

Expectations of Graduate Students

• Come prepared for each session, with thought provoking questions, an open mind, and the desire to make each session truly meaningful for yourself and your peers.
  - For on-campus students, we encourage attendance by students at all course-related sessions, lectures, and assignments.
  - Class attendance policies, particularly mandatory class attendance, are determined by the faculty member(s) for each course. Students are expected to satisfy these attendance requirements in order to receive course credit.
• Discuss and debate ideas with the faculty and your colleagues in a respectful and professional manner.
  - Professionalism includes an assessment of the student’s appearance, speech, attitude, and conduct.
  - It is expected that students will conduct their behavior in a manner appropriate for a professional.
  - Communication is a vital component of professionalism. Students are expected to respond to program and/or faculty emails within 48 hours. Students are encouraged to maintain professional email decorum. Tone, punctuation, sentence structure and grammar all contribute to the professional nature of email messages. Students are encouraged to proofread email messages before sending to faculty and staff.
  - Video recording lectures is prohibited (e.g. using laptop cameras, cell phones, etc).
  - Audio taping is allowed, with instructor permission.
  - Students are strongly discouraged from using any social media networks during class (i.e. Facebook, Snapchat, Twitter, etc.).
  - Faculty who use social media do not interface with students (e.g. faculty do not ‘friend’ students on Facebook).
• Turn off cell phones during class.
• Submit assignments on time.
• Participate in class, ask questions and don’t hesitate to visit faculty during in-person and virtual office hours.
Public Health – Administration and Policy, MPH

It is estimated that 250,000 more public health workers will be needed in the U.S. by 2020.* To address the educational need for public health professionals in Arizona, southern California and elsewhere, Arizona State University will host two Master of Public Health (MPH) programs offered by the University of Minnesota, starting in fall 2014. The Public Health Administration & Policy (PHAP) program focuses on managing organizations and influencing policy to improve population health. The program is targeted toward students interested in working with government agencies, nonprofits, or private health care organizations that seek to advance public health. Students seeking admission should apply to the Degrees and Programs section on the UMN School of Public Health website at http://sph.umn.edu/programs/public-health-administration-policy-asu/.

The Public Health Administration & Policy (PHAP) program hosted by Arizona State University is a 44-credit program designed to be completed by students located in the Phoenix area in a hybrid format. Students earn a University of Minnesota MPH degree, by taking a combination of online classes from the U of M and in-person classes at the Arizona State University Campus.

The program is targeted to students in Phoenix and the surrounding area interested in working with government agencies, nonprofits, or private health care organizations that seek to advance public health.

This program prepares students to:

- lead, manage, and evaluate public health programs and agencies
- design and implement research to guide evidence-based decision-making
- evaluate and inform public policy that impacts population health

All student policies and procedures for students in the MPH programs are overseen by the University of Minnesota School of Public Health. Please see http://sph.umn.edu/programs/public-health-administration-policy-asu/ for an explanation of all program-specific policies for students in the MPH programs.

Admissions

Admission requires a baccalaureate degree or higher from an accredited college or university. The admissions committee reviews applicants according to their personal statements, background and experience, record of academic achievement, demonstrated academic potential, letters of recommendation, compatibility of interests with program faculty, and other factors. Test scores and GPAs are not used exclusively in the admissions review. Applicants should have some work experience in public health, such as serving as a volunteer, completing an internship, or full-time employment in a
public health setting. Complete application packets are reviewed beginning in December by the admissions committee. The preferred performance levels of applicants are:

- Cumulative undergraduate GPA of 3.00
- GRE score of 300 combined verbal and quantitative, and 3.5 analytic writing assessment.
  - Note: GMAT, LSAT, DAT, MCAT scores are also accepted. Test not required for applicants with a doctoral degree from an accredited U.S. school
- TOEFL scores of 600 on the paper test OR 250 on the computer-based test OR 90 on the internet-based test for applicants whose native language is not English.

The application deadline for Fall admission is:

- Priority: December 1
- Final: April 15 (or until all seats are filled)

For complete details regarding application and admissions please visit: [http://sph.umn.edu/students/prospective/admissions/](http://sph.umn.edu/students/prospective/admissions/).

Curriculum

**MPH Core Courses (14-15 Credits)**

- PubH 6020: Fundamentals of Social & Behavioral Science
- PubH 6101: Environmental Health; OR PubH 6102: Issues in Environmental & Occupational Health
- PubH 6320: Fundamentals of Epidemiology; OR PubH 6341: Epidemiological Methods
- PubH 6414: Biostatistical Methods I; OR PubH 6450: Biostatistics
- PubH 6741: Ethics in Public Health – Professional Practice; OR PubH 6742: Ethics in Publics Health Research & Policy

**PHAP Core Courses (17 Credits)**

- PubH 6700: Foundations of Public Health
- PubH 6724: The Health Care System and Public Health
- PubH 6755: Planning & Budgeting for Public Health
- PubH 6806: Principles of Public Health Research
- PubH 6780: Public Health Leadership
- PubH 7784: Master’s Project Seminar
- PubH 7794: Master’s Project

**General Health Policy & Management Specialty**

- PubH 6727: Health Leadership & Effecting Change
- PubH 6835: Principles of Health Policy

**Electives**

Students select the remaining credit from other graduate level classes offered by The University of Minnesota and Arizona State University.

**Field Experience**

The required field experience provides an opportunity to apply administration, research and policy skills and theories in the learned classroom in a real-world setting. The purpose is to build competencies in public health administration and policy that will enhance job skills and career prospects after graduation.

**Master’s Project**
The required Master's Project demonstrates familiarity with the tools of research and scholarship in public health administration and policy, the capacity to work independently or in group collaborations, and the ability to present work effectively.

**Graduation Requirements**

Total Hours: 44 Credit Hours  
Major GPA: 3.00 minimum  
Cumulative GPA: 3.00 minimum

**Career Opportunities**

PHAP graduates take administrative positions in public health organizations at the local, state, federal, and international level in planning agencies, voluntary health organizations, mental health agencies, human services organizations, long-term care agencies, international health organizations, managed care plans, community clinics, and alternative health care delivery settings. Our graduates share a strong commitment to preventing disease, promoting health, and serving defined populations. For a complete list of careers students who complete this degree program may be prepared for, please visit [http://sph.umn.edu/programs/public-health-administration-policy-asu/](http://sph.umn.edu/programs/public-health-administration-policy-asu/).

**Contact Information**

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<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Contact Information</th>
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</thead>
<tbody>
<tr>
<td>Dr. Marjorie Baldwin</td>
<td>Academic Program Director for Public Health</td>
<td><a href="mailto:Marjorie.Baldwin@asu.edu">Marjorie.Baldwin@asu.edu</a></td>
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<tr>
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<td>Major Coordinator</td>
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<tr>
<td>Dr. Donna McAlpine</td>
<td>Program Director</td>
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</tr>
</tbody>
</table>
Public Health – Nutrition, MPH

It is estimated that 250,000 more public health workers will be needed in the U.S. by 2020.* To address the educational need for public health professionals in Arizona, southern California and elsewhere, Arizona State University will host two Master of Public Health (MPH) programs offered by the University of Minnesota, starting in fall 2014. The PHN program is designed to meet the needs of students who want graduate training in health promotion, disease prevention, program development, and nutrition interventions. Students seeking admission should apply to the degrees and programs section on the UMN School of Public Health Website at http://sph.umn.edu/programs/public-health-nutrition-mph-asu/.

The Public Health Nutrition program was officially founded in 1963 by Ruth Stief. However, the University of Minnesota’s contributions to the field of public health nutrition date back to the 1940’s when Ancel Keys began his work to describe the health effects of semi-starvation, develop the K-ration, and characterize the Mediterranean Diet and its health benefits.

Today our faculty continue to study the links between diet and health and are passionate about training our students to be future leaders in the field. The PHN program is designed to meet the needs of students who want graduate training in nutrition assessment, nutrition and health promotion, nutrition and disease prevention, nutrition program development, and nutrition interventions.

Through a hybrid model that includes distance and in-person courses, students enrolled in the PHN program hosted by Arizona State University will receive a world-class educational experience from the University of Minnesota and its highly ranked, accredited School of Public Health.

Admissions
The PHN program admits applicants with career goals in public health and applied nutrition, nutrition education, and community intervention. Applicants must have a bachelor's degree from an accredited college or university. Relevant experience in a public health setting is preferred. Science prerequisites for admission for the Standard Program include: one general biology course with a lab; two general chemistry courses with a lab; one organic chemistry course; one biochemistry course; one Introduction to Human Nutrition course; and one social science course (sociology, psychology, etc.). The preferred performance level of applicants are:

- Cumulative undergraduate GPA of 3.00
- GRE score of 300 combined verbal and quantitative, and 3.5 analytic writing assessment.
- TOEFL scores of 600 on the paper test OR 250 on the computer-based test OR 100 on the internet-based test for applicants whose native language is not English.
NOTE: Students who hold a verification statement from an accredited Didactic Program in Dietetics have met all prerequisites for admission.
For complete details regarding application and admissions please visit: http://sph.umn.edu/students/prospective/admissions/.

Curriculum

<table>
<thead>
<tr>
<th>MPH Core Courses (11-12 Credits)</th>
<th>PHN Core Courses (13 Credits)</th>
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<tbody>
<tr>
<td>PubH 6101: Environmental Health; OR</td>
<td>PubH 6901: Foundations of Public Health Nutrition Leadership</td>
</tr>
<tr>
<td>PubH 6102: Issues in Environmental &amp; Occupational Health</td>
<td>PubH 6914: Community Nutrition Intervention</td>
</tr>
<tr>
<td>PubH 6320: Fundamentals of Epidemiology; OR</td>
<td>PubH 6915: Nutrition Assessment</td>
</tr>
<tr>
<td>PubH 6341: Epidemiological Methods</td>
<td>PubH 6933: Nutrition and Chronic Diseases, AND 2 from</td>
</tr>
<tr>
<td>PubH 6414: Biostatistical Methods I; OR</td>
<td>PubH 6902: Maternal, Infant, and Preschool Nutrition</td>
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<tr>
<td>PubH 6450: Biostatistics</td>
<td>PubH 6903: Child and Adolescent Nutrition</td>
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<tr>
<td>PubH 6741: Ethics in Public Health – Professional Practice; OR</td>
<td>PubH 6904: Nutrition and Aging</td>
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<td>PubH 6751: Principles of Management in Health Services Organizations</td>
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Research Methods (6 Credits)

| PubH 6910: Critical Review of Research in Public Health Nutrition |
| PubH 7994: Culminating Experience, AND 3 additional credits from |
| PubH 6034: Program Evaluation in Public Health Practice |
| PubH 6035: Applied Research Methods (requires a prerequisite of PubH 6034) |
| PubH 6325: Data Processing with PC-SAS |
| PubH 6342: Epidemiologic Methods II (requires a prerequisite of PubH 6341) |
| PubH 6415: Biostatistical Methods II (requires a prerequisite of PubH 6414) |
| PubH 6420: Introduction to SAS Programming |
| PubH 6451: Biostatistics II (requires a prerequisite of PubH 6450) |
| PubH 6617: Practical Methods for Secondary Data Analysis |
| PubH 6650: Community Based Participatory Research |
| PubH 6705: Community Health Assessment |
| PubH 6803: Conducting a Systematic Literature Review |
| PubH 6806: Principles of Public Health Research |
| PubH 6852: Program Evaluation in Health and Mental Health Settings |
| PubH 6389: Nutritional Epidemiology (requires a prerequisite of PubH 6341) |
| PubH 7250: Designing and Conducting Focus Group Interviews |
| Nurs 8171: Qualitative Research Design and Methods |

Electives (11-12 Credits)

Students select the remaining credit from other graduate level classes offered by The University of Minnesota and Arizona State University.

Field Experience (2 Credits)

The required field experience provides an opportunity to apply administration, research and policy skills and theories in the learned classroom in a real-world setting. The purpose is to build competencies in
public health administration and policy that will enhance job skills and career prospects after graduation. One credit each of two semesters (PubH 7996).

**Master's Project**

The required Master's Project demonstrates familiarity with the tools of research and scholarship in public health administration and policy, the capacity to work independently or in group collaborations, and the ability to present work effectively.

**Graduation Requirements**

Total hours: 44 credit hours (those without a nutrition or dietetics undergraduate degree must complete additional 6 to 10 credit hours in nutrition science coursework.

- Major GPA: 3.00 minimum
- Cumulative GPA: 3.00 minimum

**Career Opportunities**

The Public Health Nutrition program strongly emphasizes nutritional assessment, nutrition program planning, health behavior change and intervention strategies, research and evaluation methods, and policy development.

Overall, approximately 60 percent of graduates work in public health agencies (e.g., local and state health departments, and national public health agencies such as the Centers for Disease Control and Prevention), 20 percent in educational institutions or the USDA Cooperative Extension Service, and the remainder in health promotion and education programs in health care organizations and private industry. Other graduates are public relations and media consultants, internship directors, or in private practice/consulting.

The PHN program prepares graduates for a wide variety of positions in national, state and local public health agencies; nonprofit health agencies; international nongovernmental organizations; and community service organizations. Individuals who obtain or hold the Registered Dietitian credential are also prepared to obtain positions in healthcare settings such as hospitals and clinics.

Professionals with training in public health nutrition, regardless of their place of employment, are involved in assessing individuals, communities and populations; developing, implementing and evaluating nutrition interventions; and monitoring the health of individuals, communities and populations. For more information regarding career opportunities please visit: [http://sph.umn.edu/programs/public-health-nutrition-mph-asu/](http://sph.umn.edu/programs/public-health-nutrition-mph-asu/).

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</table>
The on-ground Master of Science in the Science of Health Care Delivery is a full time 9-month program designed to provide students with a strong foundation in health and health care delivery science, allowing them to contribute to the development of patient-centered, safe and cost-effective health care systems. This collaborative program provides students with the knowledge and competencies needed to drive health care quality improvement at the local, national, and global levels by exposing them to a variety of disciplines and tools, including health economics and policy, health disparities and health promotion, systems engineering, as well as leadership skills, health care finance and management. Much of the course work uses a case-based, solution-oriented approach to facilitate integration of knowledge and competencies.

ASU also offers this program in a fully online format with no face-to-face sessions required. The online program is available through six enrollment sessions throughout the year, and is run in accelerated, 7.5 week classes. Both full time and part time options are available online. Please contact an academic advisor at shcd@asu.edu for details.

Admissions

The SHCD program admits applicants with career goals in health care delivery, quality improvement, health administration, and/or health care leadership. A bachelor’s degree or higher from a regionally accredited institution in the U.S. in a related field such as biology, chemistry, biochemistry, nursing, public health, pharmacy, biomedical informatics, social work, pre-med, pre-health, nutrition, health promotion or another related discipline is required. Please note, the equivalent of a U.S. bachelor’s degree from an international institution that is officially recognized by the country will also be accepted. Relevant experience in a health setting is preferred. The minimum standards for admission are:

- Undergraduate GPA of 3.00 in the last 60 semester hours or 90 quarter hours.
  - Note: If you do not meet the minimum GPA requirements, your application may still be considered.
- Applicants whose native language is not English must provide proof of English proficiency.

Before applying, the prospective student should discuss with a SHCD Academic Advisor to determine whether or not the SHCD degree will meet the student’s needs. To contact an advisor please email shcd@asu.edu or contact the school directly at 602-496-1941. For complete details on the admissions requirements for the MS SHCD degree, please visit https://webapp4.asu.edu/programs/t5/majorinfo/ASU00/NHSHCDMS/graduate/false.
Curriculum

MS SHCD Courses (30 Credit Hours)

HCD 501: Health Behavior and Statistical Tools in Health Environments
HCD 502: Health Care Systems and Design
HCD 510: Interdisciplinary Approaches to Promotion of Healthy Lifestyles
HCD 511: Health Economics, Policy, and Payment Models
HCD 520: Interdisciplinary Perspective on Health Disparities and Access
HCD 521: Law and Health Promotion
HCD 532: Health Care Management
HCD 594 (743): Leadership and Professionalism
HCD 594 (745): Leading Change in Health Organizational Systems
HCD 591: Creativity and Innovation Leadership in Health
HCD 598: Healthcare Finance and Process Engineering
HCD 540: Seminar in Science of Health Care Delivery
HCD 550: Capstone: Applied Project

Capstone: Applied Project

The capstone project is a practical project conducted by students that explores a problem in healthcare delivery and how it is addressed by healthcare organizations. The project will be identified early in the Master’s program in conjunction with and overseen by an academic mentor and industry partners. These projects will be worked on through the year with final written and verbal reports due in the last half of the semester. It is highly recommended that incoming students begin to narrow a specific topic, organization, or field in which they would like to focus the scope of their project as the Capstone projects will begin early in the program.

Graduation Requirements

Total Hours: 30 Credit Hours
Major GPA: 3.00 minimum
Cumulative GPA: 3.00 minimum

Career Opportunities

Graduates of this program will qualify for positions in process management, health care management and leadership, health services research, health administration, and quality improvement in health care organizations. Graduates will also be prepared for positions in risk management, the pharmaceutical industry, health insurance, government and regulatory agencies, and professional organizations.

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<tbody>
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</tbody>
</table>
Section III: Academic Standing - Undergraduates

Please read and comprehend the glossary of terms below in order to fully understand student requirements to remain in good academic standing with the University. The School for the Science of Health Care Delivery does not have additional requirements beyond the standards set by ASU. For a more detailed explanation of the terms listed please visit https://catalog.asu.edu/glossary#progress.

dAcademic Glossary of Terms

Academic Glossary of Terms

Academic Good Standing
In order for undergraduates to remain in academic good standing, students must maintain a minimum of a 2.0 Cumulative GPA. The School for the Science of Health Care Delivery does not have additional requirements beyond the standards set by ASU.

Academic Probation
An undergraduate student with a Cumulative GPA that has dropped below a 2.0 at the end of semester (fall or spring), is placed on University Academic Probation.

University Continuing Academic Probation
A student is said to be on University Continuing Academic Probation each semester (fall or spring) that student (previously on University Academic Probation) earns a semester GPA above a 2.0, but remains below a Cumulative GPA of 2.0.

Co-enrolled Continuing Probation Program
Select disqualified students may participate in the Co-enrolled Continuing Probation Program at the discretion of their college or school. Under this program, the student takes UNI 220 Academic Refresher plus one ASU course selected by the student’s advisor. The student co-enrolls at a Maricopa Community College with a schedule selected in consultation with the ASU advisor. Upon completion of the term, students with a combined semester cumulative GPA of 2.50 may continue regular enrollment at ASU. Parameters regarding the number of co-enrolled hours required are at the discretion of each college or school.

Ineligible
A student who is in University Academic Good Standing, but is ineligible to remain in their major based on college specific academic requirements. To be phased out for 14-15 with new tracking requirements and University Academic Good Standing policies.

Disqualified
A student on University Academic Probation who does not earn a semester (fall or spring) GPA of 2.0 or greater. Students who are disqualified are not permitted to enroll at ASU in any subsequent fall or spring semester.

Satisfactory Progress
This term is used in different ways for students with regards to financial aid, sponsored international programs, athletics and with regards to receiving veteran’s benefits. It is a complex calculation which is major and situation specific. This term should not be utilized to refer to Academic Standing.
Progression
This term is used to refer to how a student meets milestones and degree requirements to enable movement towards achieving degree completion. This term should not be utilized to refer to Academic Standing.

Reinstatement
A student who has previously been academically disqualified and seeks to return either for a fall or spring semester a) immediately or b) after a period of absence and has met college admissions standards.

Quick Re-entry
Undergraduate degree seeking students who previously attended ASU but have not been enrolled at ASU for one or two consecutive fall or spring semesters are eligible to return through "Quick Re-entry." Students do not need to submit a new application or application fee.

Readmitted
Students not eligible for "Quick Re-entry" (i.e., because they have not been enrolled at ASU for three or more semesters, completed their academic program or were academically disqualified), must apply for readmission and submit applicable fees. An applicant for readmission must have an ASU GPA of 2.0 or higher, depending on the ASU school or college.

Off Track
A student who has not met one or more critical requirements as stated in terms 1-4 of their major map in a given fall or spring semester.

Twice Off Track
A student who has not met one or more critical requirements as stated in terms 1-4 of their major map in two consecutive fall or spring semesters.

On Track
A student who has met all critical requirements identified in terms 1-4 of the major map in the current term and previous terms against which they are being evaluated (as identified in the major map).

On Track to Graduation
A student who has met all necessary requirements (terms 5-8) in the current term and necessary or critical requirements in previous terms against which they are being evaluated (as identified in the major map).

Off Track to Graduation
A student who has not met one or more necessary requirements (terms 5-8) as stated in their major map in a given fall or spring semester.

Critical Requirement
As identified on the major map, as a curricular or non-curricular degree requirement that the faculty have identified as critical predictors of success in a specific major. Critical requirements can be courses, grades, GPAs or non-curricular requirements such as submitting a fingerprint clearance card. Critical Requirements appear in terms 1-4.
**Necessary Requirement**
As identified on the major map, as a curricular or non-curricular degree requirement that the faculty have identified as necessary for timely completion of degree requirements. Necessary requirements appear in terms 5-8.

**8 Semester Tracking**
The evaluation of how completed courses meet degree requirements in a specific term. Includes both critical and necessary courses. Also refers to the student application for viewing all major map requirements and progression towards meeting those requirements (personalized major map).

**eAdvisor**
A suite of tools used to monitor student progression towards degree completion including Degree Search, major maps and the tracking of critical and necessary requirements (8 Semester Tracking application).

**Milestones**
A curricular or non-curricular requirement that needs to be completed by a specific point in time. Examples: portfolio review or audition.

**Concurrent Degree**
Internal to the university, two degrees, same level, same time, some shared courses. Concurrent degrees can either be preapproved combinations or unique combinations added by the student via petition. Examples: JD/PhD or BS/BSE. Two diplomas are awarded.

**Multiple Concentration**
Internal to the university, one degree awarded, same level, same time, some shared courses. For undergraduate degrees with multiple concentrations, students may not share coursework between the core concentration curricula. Multiple concentrations are typically added by petition. Example: Business (Global Leadership), BA and Business (Sustainability), BA.

**Joint Degrees**
ASU does not offer a joint degree. This would be a “joint” offering with another university where both universities would issue transcripts and diplomas.

**Dual Degree**
An offering that is both internal and external to ASU. The student pursues two degrees simultaneously, one with ASU and one with an external institution. Example: ASU and Mayo Clinic.

**Accelerated Bachelors/Masters**
The 4+1 accelerated bachelor’s and master’s degrees are designed by the academic units to provide selected high-achieving undergraduate students with the opportunity to combine advanced undergraduate course work with graduate courses work to accelerate graduate degree completion. These programs allow accelerated students to obtain a bachelor’s and master’s degree within five years. These programs are preapproved combinations and are internal to ASU.

**Accelerated Bachelors/Masters (3 + 2)**
A preapproved pathway to achieving a bachelor’s degree and a graduate level degree in five years. These are pre-established relationships, typically with international institutions.
Section IV: Academic Standing – Graduate students in the MS in the SHCD


A. Definitions

1. Satisfactory progress, academic probation and recommendation for dismissal. This policy applies to all students in the MS - Science of Health Care Delivery Program and supersedes policies in the ASU Graduate Catalog. It is each student’s responsibility to understand how this policy may impact his/her ability to complete the MS in the Science of Health Care Delivery.

2. Satisfactory progress in pursuit of the MS in the Science of Health Care Delivery. A student who is making satisfactory progress in completing degree requirements will:

   a. Meet the “core competency” requirement noted in B1 below. Failure to meet this requirement will result in a student being placed on academic probation.

   b. Meet the “grade point average” requirement noted in B2 below. Failure to meet this requirement will result in the student being placed on academic probation.

   c. Meet the “pass all core courses” requirement noted in B3 below. Failure to meet this requirement will result in the student being placed on academic probation and NOT being permitted to continue coursework as scheduled as well as being recommended for dismissal from the degree program.

   d. Meet the “complete all required core courses as scheduled” requirements noted in B4 below. Failure to meet this requirement will result in the student NOT being permitted to continue coursework as scheduled.

   A student is expected to meet EACH of the requirements for satisfactory progress in pursuit of the MS in the Science of Health Care Delivery.

   Once a student has been placed on academic probation, the student will remain on academic probation while continuing coursework in the program and will be removed from academic probation upon successful completion of all degree requirements. In addition, to qualify for graduation all students must meet the “GPA requirement” noted in B2 below.

3. Recommendation for dismissal. A student who fails to meet the criteria noted in Section B will be found to have unsatisfactory progress in completing the MS degree requirements and will be
recommended for dismissal from the MS in the Science of Health Care Delivery Program to the Office of Graduate Education.

4. Required Core Courses: Includes all courses that must appear on the Plan of Study (iPOS).

5. Director: The director responsible for academic affairs and programs in the College of Health Solutions.

6. Plan of Study (iPOS): The Plan of Study specifies the requirements that students must complete for their degree.

B. Academic Probation, Continuation in Coursework and Recommendation for Dismissal

1. Core competency requirement

A student who receives any grade below “C” in any required course will be placed on academic probation. During academic probation, the student will be permitted to continue coursework.

2. GPA requirement

Students must maintain a minimum of 3.0 GPA both on iPOS and Graduate GPA. If either GPA falls below 3.0, the student is considered to be on academic probation. The student must develop, with his/her advisor, an academic performance improvement plan that includes the conditions and time frames for making satisfactory academic progress in his/her degree program. During academic probation, the student will be permitted to continue coursework.

The ASU policy for minimum GPA required for graduation will apply. Graduate Education will not permit a student to graduate unless:

a. The Plan of Study shows a GPA of 3.0 or higher and
b. The GPA for all graduate level courses is 3.0 or higher.

While on academic probation, if a grade below “C” is received in any required course, the student will be found to be making unsatisfactory progress in completing degree requirements and will be recommended for dismissal from the MS in the Science of Health Care Delivery to the Office of Graduate Education.

3. Pass All Core Courses Requirement

Grades of “D” or “E” are not considered passing grades for graduate classes. A student who receives a “D” or an “E” in any required course will NOT be permitted to continue coursework as scheduled and will be recommended for dismissal to the Office of Graduate Education.

4. Complete all required core courses as scheduled requirement

Core courses are scheduled in a “lock step” fashion and must be completed in the order specified. A student who fails to enroll in or withdraws from a course (grade of “W”) will NOT be permitted to continue coursework as scheduled. This applies to student on-ground and online.

In consultation with the SHCD Advisor, a time frame for restarting the program will be determined, subject to approval by the Associate Dean. Failure to restart the program as agreed will result in the student being found to have made unsatisfactory progress in
completing degree requirements and the student will be recommended for dismissal from the MS - Science of Health Care Delivery Program to the Office of Graduate Education.

At the time a student receives an incomplete (grade of “I”) in any required course, the student and faculty member will follow the official ASU procedure, available at: http://www.asu.edu/aad/manuals/ssm/ssm203-09.html

The student and faculty member must also submit to the Associate Dean a mutually agreed upon written plan to complete the coursework within one year. The student will be permitted to continue coursework. If the student does not complete the required class by the conclusion of the agreed upon period, the ASU policy on incomplete grades will be followed. The policy is available at https://students.asu.edu/grades.

SHCD students with an outstanding grade of "I" from one session, will not be granted any additional grades of “I” until the previous incomplete grades are no longer outstanding.

Tuition refunds – Students are required to pay tuition for any registered course (unless he/she drops from the course during the 100% refund period). The tuition refund policy can be found at https://students.asu.edu/tuitionrefundpolicy.

C. NOTICE

1. A student who fails to make satisfactory progress will be provided notice from the College of Health Solutions as soon as the grade(s) leading to the failure to make satisfactory progress have been identified.

NOTE: All student policies and procedures for students in the MPH programs are overseen by the University of Minnesota School of Public Health.

Section V: Tuition & Fees

Students can find information regarding tuition and fees at http://students.asu.edu/tuitionandfees.

Section VI: Financial Support

Students seeking financial support should ask their faculty advisor about available research and teaching assistant positions, fellowships and awards, and other employment possibilities.

Students are also highly encouraged to visit these other websites for additional student funding resources:

Financial Aid & Employment

- The ASU Financial Aid Office: http://students.asu.edu/financialaid
• Federal Student Aid (Student Loans):
  http://www.fafsa.ed.gov/

• ASU Teaching and Research Assistantships:
  https://graduate.asu.edu/ta-ra
• ASU Employment:
  http://students.asu.edu/employment

Scholarships

There are many scholarships made available by private donations. The dollar value of each scholarship varies, as do the requirements for each scholarship, which are based on the criteria established by the donor of the scholarship. They may be awarded based on merit, financial need and/or specific academic criteria. For more information regarding the scholarships available please follow the links provided below:

• ASU University Scholarships
  https://students.asu.edu/scholarships

• School for the Science of Health Care Delivery
  https://chs.asu.edu/scholarships/jb-metzger-uncommon-leader

Section VII: Facilities

A map of the facilities at the downtown Phoenix campus can be found at http://www.asu.edu/map/interactive/.

Section VIII: Housing, Transportation, and Parking

Housing

At the Downtown Phoenix campus, residents have the opportunity to experience urban life at Taylor Place, in the heart of downtown Phoenix. Taylor Place houses freshmen and upper division students in two towers and features student lounges and meeting space, laundry facilities, on-site dining and vending, a private roof terrace, a 4,000-square foot neighborhood shade garden and the Devils Den, a gaming and recreational space for residents.

ASU’s Residential Colleges place students next door to classmates from the same major so creative connections can happen anywhere. These living-learning communities provide a supportive, close-knit culture designed to help students succeed at ASU. A full list of details regarding the services, amenities, application process, pricing, and other information about Taylor place is available on the ASU Housing website at https://housing.asu.edu/.
Transportation and Parking

There are a variety of transportation services linking students and faculty between the various campuses throughout the valley. For a complete listing of services and schedules, please visit ASU’s parking and transit website at https://cfo.asu.edu/pts.

Parking passes are also available through this website. However, please keep in mind that parking is limited on the Downtown Phoenix campus. In order to secure a parking permit in an ASU approved lot, it is highly recommended to apply for your permit as early as possible.

Valley Metro is the public transit agency that provides service to nearly every city in the greater Phoenix-metro area. To visit the Valley Metro webpage to find routes and schedules please visit http://www.valleymetro.org/. PTS offers students, faculty and staff discounted transit passes that allow for unlimited rides on Valley Metro buses and light rail. For more information about the student U-Pass please visit https://cfo.asu.edu/pts-transit-pass.
Section IX: Undergraduate and Graduate Honor Codes

College of Health Solutions Undergraduate Student Honor Code

The mission of the College of Health Solutions (CHS) is to promote better health, at lower costs, for more people. The College plans to realize this goal by working with others at ASU to train and develop the health work force of the future. To achieve this, the College of Health Solutions is committed to fostering an atmosphere of personal responsibility, trust, honor, and academic excellence for its students both on and off campus.

1. Honesty and Faithful Representation: College of Health Solutions undergraduate students will be honest and act with integrity in all their interactions and decisions. Students will follow the Arizona State University Code of Conduct and the College of Health Solutions Academic Integrity Policies during all academic and extracurricular activities.

2. Thoughtfulness and Consideration for Others: College of Health Solutions undergraduate students will treat their peers, ASU staff, and faculty with respect and courtesy. Students should strive to add value to the university environment by helping and encouraging others, fostering intellectual dialogue, and promoting justice. By respecting others and articulating thoughtful input, students will continue to improve the image of the university and health care practitioners.

3. Commitment to the College of Health Solutions Mission: College of Health Solutions undergraduate students should understand and recognize the value of cultivating an intrinsic desire to promote ethical and successful health care. This means that students should implement their acquired knowledge with the intention of greatly enhancing their own and others’ social environments. In this sense, College of Health Solutions students will become positive and responsible role models in their respective communities.

This document and the referenced University Policies are not abstract concepts: students are expected to remain resolute in abiding by these principles, in both letter and spirit. The health care community, and society as a whole, will excel only when individuals make concerted efforts to live by standards of ethical conduct and responsibility.

As students in the College of Health Solutions at Arizona State University, it is our job to understand that our actions are habits in the making – not isolated behaviors – and that these habits form our long-term character. I will abide by these principles and conduct myself as a positive and ethical representative of the College of Health Solutions. I will continually strive for excellence in each of my endeavors and seek to add value and contribute to my community.

_________________________ ____________________
Signature Date

_________________________
Printed Name
School for the Science of Health Care Delivery – MS Degree Honor Code

We, the students in the Master of Science - Science of Health Care Delivery Program, are committed to maintaining the highest levels of honesty, integrity, and professional courtesy for ourselves and amongst our classmates. We believe that ethical behavior is not only the cornerstone of a good academic program, but of good business as well. As such, we are steadfast in our commitment to the following principles:

- Academic Integrity – We view the School for the Science of Health Care Delivery Honor Code as a living, breathing document, not just concepts on a page. As such, we are resolute in ensuring that we abide by the principles contained within, both in letter and in spirit. Furthermore, we will hold our classmates to the same high standards to which we hold ourselves.

- Consideration of Others – As School for the Science of Health Care Delivery students, we believe that we should treat others as we wish to be treated. To this end, we will be considerate of classmates, professors, and recruiters in all aspects. Furthermore, we will constructively add to the collaborative environment by helping and encouraging others.

- Professionalism – As School for the Science of Health Care Delivery students, we believe that the behaviors we practice today will become habit in the future. To that end, we are committed to act in a professional manner in all school settings, including classes, networking events, and interviews. We will be cognizant of the fact that we are representing the program and our classmates at all times.

Full Name (printed): _____________________________

Signature _____________________________ Date _____________________________