

Course Catalog

Graduate Program in Health Care Administration

2003 - 2004

Simmons College

Simmons College is a private, nonsectarian, four-year college for women, with four large graduate schools The School for Health Studies, the Graduate School of Library and Information Science, The School of Management, and The School of Social Work, as well as the Graduate Studies Program, offering Masters' degrees in several areas. All graduate programs are coeducational although the MBA program in The School of Management is designed for women.

Simmons College was chartered in 1899 and opened in 1902. It is accredited by the New England Association of Schools and Colleges; each professional program is accredited by its own accrediting body. The main academic campus, bounded by The Fenway, Avenue Louis Pasteur, and Palace Road, looks onto a large park, the Museum of Fine Arts, and the Isabella Stewart Gardner Museum. The academic campus that houses The School of Management is located on Commonwealth Avenue in Boston's Back Bay.

The Boston area is rich in offerings in higher education. Simmons believes that students want programs with small classes, highly qualified professors, rigorous curricula, and rich library holdings. Because of its location and mission, Simmons is particularly well-positioned to respond to student and industry needs for high quality programs that reflect the latest advances both in academic and clinical arenas.

Statements in the Simmons College catalogs should be taken as the College's current determination of courses, programs, tuition, and fees. Admission to specific courses and programs will be dependent upon qualifications of students and availability of instruction. Simmons College reserves the right to change its courses, programs, tuition, and fees subsequent to the publication of this catalog.

The School for Health Studies

The coeducational Graduate School for Health Studies (GSHS) was established in July, 1989, underscoring Simmons' commitment to the preparation of students for positions of leadership in health care. The School brings together the College's health-related programs in health care administration, nutrition, physical therapy, and primary health care nursing in addition to the post-baccalaureate Dietetic Internship Program in nutrition. In 2001 the School was realigned to include the undergraduate programs in nursing, physical therapy and nutrition. Further information about these undergraduate programs is available at www.simmons.edu. In 2002, as a result of this realignment, the Graduate School for Health Studies became The School for Health Studies. The School's goal is to prepare individuals for clinical and administrative leadership positions in a rapidly changing health care environment. Its programs are committed to educating students to be sensitive to human needs in terms of access and quality of health care, and to also understand the organizational, institutional, and policy constraints that dominate the health care system. Because it incorporates both clinical and administrative programs in one organization, the School is uniquely positioned to respond to the critical need for well-prepared health care professionals, to enhance the opportunities for interdisciplinary cooperation, and to expand the resources available to faculty, graduate students, and the health care community.

SHS students benefit from the College's location in Boston. The city is one of the world's largest medical centers, with more than seventy hospitals, dozens of health centers, and hundreds of other health care-related organizations. These countless resources, combined with Boston's equally distinguished high technology and research institutions, provide excellent learning experiences and career opportunities for students in health-related programs. At 300 The Fenway, Simmons is located in the heart of the Longwood Medical Area, neighbor to the Harvard medical, dental, and public health schools and in close proximity to noted medical institutions such as Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, and Children's Hospital.

Graduate Program in Health Care Administration

The Graduate Program in Health Care Administration is accredited by the Accrediting Commission on Education for Health Services Administration (ACEHSA) and is a full member of the Association of University Programs in Health Administration (AUPHA).

The program focuses on the needs of professional women and men working in health care. Classes are held in the evenings so that students can continue their employment while attending school, applying their newly acquired skills and knowledge at work, and using that experience to illuminate and enhance the learning process.

Vision

- A community of individuals who work in different disciplines and types of organizations and networks within the health care system, who are from diverse national and international backgrounds, and who share the common goal of efficient, effective, and equitable health care
- Known among health care employers for fostering the growth of HCA graduates to positions of leadership
- Committed to innovative curriculum and use of technology to integrate and enhance learning about the management and delivery of health care services
- A lively intellectual community of health care scholars and practitioners
- Internationally recognized for defining the standards of accredited and continuing education programs in health care administration for working health professionals
- Dedicated to improving the health of individuals and of communities wherever HCA students, graduates, and faculty live and work
- Accredited by the Accrediting Commission on Education for Health Services Administration

Mission

The Graduate Program in Health Care Administration contributes to the delivery of efficient, effective, and equitable health care and improves the health of individuals and communities by:

- Excelling in the education of working women and men, particularly mid-career managers and professionals, to be leaders prepared to address a broad set of health care issues with appropriate skills and knowledge
- Encouraging faculty to conduct scholarly and applied research that contributes to the field of health care administration, to an innovative curriculum, and to enhanced student and graduate learning opportunities within the program
- Supporting the preparation of faculty, staff, and students for leadership within health care organizations and systems, and in the broader communities

Values

The fundamental values that form the foundation of the Graduate program in Health Care Administration are:

- Academic rigor and excellence
- Highest standards of ethical behavior in the management of health care services and health care organizations
- Collaboration, interdisciplinary perspective, strong network of collegial relationships
- Continual personal and professional growth

Objectives

The Program's educational objectives are based upon the Accrediting Commission's standards and the Pew Health Professions Commission report:

At the conclusion of their degree requirements, students will be able to:

- Assess the health status of populations, determinants of health and illness, and factors influencing use of health services
- Contribute to the redesign of health services, organizations, and systems
- Conduct and apply economic, financial, policy, and quantitative analyses
- Contribute to the redesign of economic and financial incentives so that providers of health care can deliver quality care more effectively

- Apply value and ethical analysis to decision making within health care organizations and systems
- Use outcomes data in the design of health services
- Position health care organizations in their environments and lead in a way that supports their future effectiveness
- Contribute to strategic innovation in health care organizations
- Demonstrate skills in interpersonal relations, including communication, initiating and leading change, conflict resolution, interdisciplinary collaboration, and interorganizational partnering
- Demonstrate intragroup and intergroup leadership, including leadership at the top levels of organizations
- Manage human, capital, and information resources; assess performance of those resources; and ensure continued improvement in the utilization of those resources
- Contribute to the linkage between the education of health care administrators and practice

Congruent with the HCA vision, mission, and educational objectives, the faculty will:

- Engage in education and development activities that will strengthen their professional expertise
- Conduct research and scholarship within a lively intellectual community of scholars, students and health practitioners
- Consult to health care organizations
- Participate in and create innovative collaborations between faculty and students, among faculty, and among students in order to foster the growth of students to positions of leadership, to continually improve the curriculum, and to define the standards of accredited programs
- Incorporate technologies that integrate and enhance learning and scholarly inquiry.
- Serve the health care and broader communities in multiple and diverse ways

Program Options

- Master's Degree Program
- Certificate of Advanced Graduate Study (CAGS) for individuals who have advanced degrees in another field

The Certificate of Advanced Graduate Study (CAGS) is a credit-based educational and career development program that prepares individuals with advanced education in other disciplines to be health care administrators and leaders.

The program of study is designed by the student in consultation with the Program Director. It is designed to build on strengths that the candidate already possesses and to cover material that the student has not already reviewed. Fifteen credits are required to obtain the Certificate. The courses are chosen from the required and elective courses of the Graduate Program in Health Care Administration including, if desired, a capstone field experience or an independent study.

Prospective students are encouraged to meet with the Program Director to discuss their goals for the Program.

Program of Study

The 48-credit Master's Program may be completed in either full- or part-time study. Students are expected to take at least six credits a semester except under unusual circumstances. The curriculum consists of four sections:

1. Principles and Foundations (4 credits)
2. Basic Concepts, Knowledge and Skills (3 credits)
3. Intermediate Concepts, Knowledge and Skills (18 credits)
4. Relating the Organization to the Environment (9 credits)

In addition, students take three elective credits.

Academic Program Information

Advising

Students are encouraged to meet with the Program Director before enrolling in their first course. Once in the Program, students are assigned an advisor who will assist the student in developing an academic plan and advice on other academic matters.

Awards

The Tom Crossman Prize for Public Policy is awarded by the Graduate Program in Health Care Administration to a student who has demonstrated a significant interest in public policy in health. It is given in memory of Tom Crossman, an alumnus of the Program, who was passionately interested in public policy and at the time of his death was the Director of the Hospital Division of the Massachusetts Rate Setting Commission.

Outstanding Achievement Award. Each year the Program presents an award to one student (usually a graduating student) as the outstanding student in the Program. The award is based on scholarship and service to the Program.

AUPHA/McGaw Scholars. Each year the Program selects AUPHA/McGaw Scholars from among students who have completed one-third or less of the Program and who are in financial need. The funds are provided by the Association of University Programs in Health Administration.

College Registration

The general functions of the Office of the Registrar are to maintain student academic records and to report data based on this information to the Simmons community and to specific outside agencies. Services to students include course registration, reporting of grades and transcripts, evaluating transfer credit for the undergraduate population and fulfillment of the all-college degree requirements and coordination of information for planned educational leaves of absence. In addition, the Office of the Registrar is responsible for coordinating cross registration within the Colleges of the Fenway and other consortium institutions. This Office of Registrar staff works with the academic deans to schedule class times and room assignments and distributes class lists, grade rosters and records for student advising purposes. This office also provides support services to many of the College's administrative committees.

Degree Requirements

Candidates for the Master of Science degree in Health Care Administration must satisfactorily complete the degree requirements, including the field experience. Candidates for the degree must have demonstrated professional and ethical conduct as defined in the Student Handbook. The Program should be completed within five years. The Program Director may grant an extension of one additional year. Further extensions must be approved by the Dean of the Graduate School for Health Studies.

Graduation Honors

Any student completing the program course work with a grade point average of 3.80 or higher will be awarded the Master of Health Administration degree with Distinction.

Orientation

Orientation sessions for new students are held at the beginning of the fall and spring semesters. Students will be notified about the date and time of these programs.

Student Handbook

A SHS Student Handbook, distributed to students before the start of the academic year, details student rights and responsibilities, SHS academic regulations, tuition and fees, financial aid for graduate students, college facilities, student services, and other useful general information.

Student Records

Simmons College, in accordance with the Educational Privacy Act of 1974 (the Buckley Amendment), provides for the privacy and accessibility of certain student records. Students are permitted to review and inspect their own records and to challenge specific parts of them thought to be inaccurate. This should be done under the supervision of the Program Director or Program Assistant.

SAMPLE PART-TIME COURSE OF STUDY

YEAR 1

Fall Semester

HCA 501	Principles and Foundations of Health Care Administration	3 CREDITS
HCA 502	Quantitative Analysis for Health Care Administration	2 CREDITS
HCA TBN	Elective	1 CREDIT

Spring Semester

HCA 503	Epidemiology and Health Information	2 CREDITS
HCA 504	Market Principles in Health Care	2 CREDITS
HCA 505	Managing People in Health Care	2 CREDITS

Summer Semester (nine weeks)

HCA 508	Quality in Health Care	2 CREDITS
HCA 509	Healthcare Accounting and Financial Management	4 CREDITS

YEAR 2

Fall Semester

HCA 520	Designing and Managing Health Care Operations	3 CREDITS
HCA 521	Human Resource Management	3 CREDITS

Spring Semester

SHS 450	The Health Care System: An Interdisciplinary Perspective	3 CREDITS
HCA 522	Managing Health Information	2 CREDITS
HCA 515	Case Analysis	1 CREDIT

Summer Semester

HCA 523	Competitive Positioning and Marketing	4 CREDITS
HCA 524	Health Law	2 CREDITS

YEAR 3

Fall Semester

HCA 530	Advanced Financial and Strategic Frameworks	3 CREDITS
HCA 531	Research Design	1 CREDIT
HCA TBN	Health Policy and Politics	2 CREDITS

Spring Semester

HCA 540	Fieldwork	4 CREDITS
HCA TBN	Electives	2 CREDITS

COURSE DESCRIPTIONS

SECTION 1: PRINCIPLES AND FOUNDATIONS OF HEALTH CARE ADMINISTRATION

HCA 501**Principles and Foundations of Health Care Administration**

Of prime importance to the mission of the Health Care Administration Program is excelling in the education of working women and men to be leaders prepared to address a broad set of health care issues with appropriate skills and knowledge. This course introduces students to the field of health care administration, the health care system, and basic concepts and skills in management. The initial focus of the course is the ethical basis of health care, which is then applied to the ethics of health care professionals, managerial ethics, and distributive justice within the health care system. The purpose of this introductory course is to begin to lay the foundation for the HCA graduate curriculum and, ultimately, for the achievement of the HCA Program mission. Course material addresses such topics as basic ethical frameworks; determinants of health and illness; the field of health care administration; fundamentals of managing; and essential quantitative analysis. (3 CREDITS)

SECTION 2:**BASIC CONCEPTS, SKILLS AND KNOWLEDGE**

HCA 502**Quantitative Analysis for Health Care Administration**

This course is designed to give students experience using basic statistical tools to analyze and interpret data. The emphasis is on multiple regression, but t-tests, ANOVA, and non-parametric statistics will also be covered. Students practice applying statistical tools to common managerial problems. The course is also concerned with the reliability and validity of data and conclusions. Statistical software is used in this course. (2 CREDITS)

HCA 503**Epidemiology and Health Information**

This course focuses on the acquisition and analysis of data about the health status of individuals and populations. It includes basic concepts in epidemiology such as population-based measures of health status, descriptive epidemiology, managerial epidemiology, and issues of privacy and confidentiality in the use of health information. Sources of data are investigated and assessed. Students are exposed to community health needs assessments. (2 CREDITS)

HCA 504**Market Principles in Health Care**

The United States relies on competition and market forces to determine the results of most of our economic activities. Important decisions about health care financing, the provision of medical services, and priorities in health care depend upon beliefs about how well the market can work in health care. This course examines the use, and potential abuse, of market forces in health care. Among the topics that are considered are: market failures in health insurance; the market power of health professionals; horizontal and vertical integration of providers; tax policy and medical savings accounts; myths and realities regarding the behavior of for-profit and not-for-profit organizations; and the theory and practice of managed competition. (2 CREDITS)

HCA 505**Managing People in Health Care**

This course is designed to provide students with an understanding of the requirements of effective healthcare leadership and with foundation skills for leadership excellence. In addition, because of the need for interdisciplinary teamwork in the healthcare workplace, a primary emphasis of this course is to prepare students to lead interdisciplinary teams successfully as well as to be effective members of such teams. Course content in this section of the program curriculum addresses leadership from intra- and interpersonal as well as healthcare team perspectives. Topics include motivation, leadership style, diversity, communication, conflict sources, conflict resolution and behavioral fundamentals of project management. (2 CREDITS)

HCA 508

Quality in Health Care

This course begins with an examination of the concept of quality. The literature on quality is investigated and critiqued. Various approaches to continuous quality improvement are assessed for their relevance to health care organizations. Students examine methods for measuring, benchmarking, and assessing organizational performance along dimensions such as financial results, clinical services, utilization, productivity and the health of the community. (2 CREDITS)

HCA 509

Healthcare Accounting and Financial Management

This course addresses financial management concepts and practices in health services organizations by blending together the topics of accounting and finance that have particular relevance to the health care manager. The course will cover applications common to all corporate finance, but will emphasize aspects and methods most encountered in health services. The central tasks of this course are to provide students with fundamental financial management concepts and analytical techniques and to teach students to apply those concepts and techniques to health service situations. Topics covered in this course are basic accounting, financial statements and ratios, evaluation of project investment decisions, break-even analysis, budgeting, cost allocation and reimbursement methodologies. (3 credits)

HCA 515

Case Analysis

Students complete a one-credit case analysis and related seminar. The case analysis allows students to show competence in financial, quantitative, and organizational analyses. Student deficiencies, if any, are identified, and remedial work assigned. The seminar includes some discussion of the case and of career issues. (1 CREDIT)

SECTION 3: INTERMEDIATE CONCEPTS, KNOWLEDGE AND SKILLS

HCA 520

Designing and Managing Health Care Operations

Students are introduced to organizational technology and structure (i.e. organization theory) as well as operations. Various models for organizing work, such as the matrix structure, are examined and assessed. The focus in the first part of the course is on underlying principles of effective organizational design, including line versus staff and departmental structures. Students are expected to be able to map people and jobs effectively, to organize work efficiently, and to lead projects successfully. Students are also introduced to the tools of Continuous Quality Improvement (CQI) and to selected quantitative techniques used in the efficient management of health care delivery such as forecasting, queuing, inventory analysis, and linear programming. (3 CREDITS)

HCA 521

Human Resource Management

This course is concerned with the management of human resources in health care organizations. It begins with consideration of the human resource function as carried out by managers of units. Major areas covered include: recruitment, interviewing and selection; retention (including compensation and benefits); diversity; performance management; and career development. The latter part of the course is devoted to the laws and regulations that frame human resource management including employment law and OSHA; fair employment practices; wrongful termination and privacy; National Labor Relations Act (and unions); and strikes and boycotts. (3 CREDITS)

SHS 450

The Health Care System: An Interdisciplinary Perspective

This course provides a comprehensive overview of the structure, function, and financing of the United States health care system. It focuses on the critical issues facing the United States with emphasis on the relationships among providers, payers, and patients. The course is designed to foster an appreciation for the myriad interdependent actors within the health care system and for the widespread consequences of decisions in the clinical, policy and management arenas. The behavior of key actors within the system (for example, providers, private and government payers, and patients) are examined in the context of current economic, political, and ethical developments. Students

are encouraged to analyze the system critically and to consider ways in which it might be restructured to improve its efficiency, effectiveness and equity. The course is required for all matriculated graduate students within the Graduate School for Health Studies. (3 CREDITS)

HCA 522

Health Information Management

This course will examine issues in the management of health information and will include an overview of regulatory and legal requirements for acquiring and managing health information; related technology; patient rights and the release of health information under state, federal law and the Health Insurance Portability and Accountability Act. It will also include the uses of health information in compliance, oversight, peer review, and management support decisions. Students will be required to conduct research and report on health information management issues relevant to day to day health care options. (2 CREDITS)

HCA 523

Competitive Positioning and Marketing

The continued viability of health care organizations depends in large measure on the strategic sophistication of their leadership and their ability to effectively market their products. In this portion of the curriculum, students will learn the concepts and skills required to: develop a strategic vision for a health care organization, taking into account the values of senior management; use economic models to determine the competitive position of a health care organization; recognize product life cycles; assess the effect of an organization's culture on its strategy; and evaluate economic and social barriers to entry and exit of a health care organization. The course also includes the key marketing concepts of SWOT analysis, competitive intelligence, social marketing, market segmentation, market positioning, branding, product differentiation and niche marketing. (4 CREDITS)

HCA 524

Health Law

This course addresses the major legal principles and issues relevant to health care administration. It covers the legal relationships between the patient and the provider, the provider and institution, and the patient and institution. It introduces various forms of corporate organization, including profit and not-for-profit. It highlights cost control, quality control and access to services. Legal issues relating to admission and discharge, emergency treatment, medical records and mental health treatment are covered. (2 CREDITS)

SECTION 4: RELATING THE ORGANIZATION TO THE ENVIRONMENT

HCA 429

Health Policy Politics

This course introduces students to health policy in relation to the American democratic experience. The course provides students with the skills and knowledge needed to participate effectively in the development and analysis of policy and in the political processes within which they take place. The course identifies the rationales for public policy, for example market failures, and major actors and organizations within the myriad health policy communities. Students will learn alternative methods of policy analysis including matrix analysis, decision trees and cost-benefit analysis. The ethical dilemmas that arise in policy making and analysis are included. (2 CREDITS)

HCA 530

Advanced Financial and Strategic Frameworks

This course focuses on the knowledge and skills required to conduct advanced strategic and financial analyses of an organization's external environment, thus enabling students to define and lead radical change in health care services. Mergers and acquisitions are investigated. Capital budgeting and sources of capital are included as are debt and investment. Current issues in fraud and abuse in the healthcare environment are included. Students are introduced to a framework for conducting advanced strategic analyses and making innovative organizational recommendations on the basis of these. Students assess the turbulent environment in which health care organizations operate, identify high-uncertainty, high-impact trends and events of importance to these organizations.

Students construct scenarios of possible futures, assessing different outcomes of trends and events and identifying possible management responses. (4 CREDITS)

HCA 531

Research Design

During this course students develop a research proposal that demonstrates their knowledge and understanding of the crucial concepts of research design, sampling, data collection, measurement, and analysis of data. Techniques for improving the reliability and validity of studies are included. (1 CREDIT)

HCA 540

Fieldwork

At the end of the Program, students are required to do four credits of fieldwork with supervision by a faculty member. Students may choose from the following options:

1. A health care research paper of publishable quality (the potential journals must be identified and the research be designed, conducted, and reported according to one of the journal's standards)
2. A strategic analysis with recommendations for a health care institution
3. A community health improvement project
4. A short-term residency within a health care institution (a project must be described and submitted, demonstrating quantitative and/or financial analytic competency) (4 CREDITS)

Health Care Administration Faculty and Staff

John M. Lowe, III, Ph.D.,

Program Director, Associate Professor of Health Care Administration

B.S., Duke University; M.S., Ohio State University; Ph.D., University of Illinois/Chicago

Dr. Lowe teaches operations management, and quantitative analysis, quality and epidemiology and health information in the HCA curriculum. His research focuses on using continuous improvement methodology in addressing community health issues (such as teen pregnancy, domestic violence, and adolescent health). He has received grants for his community health improvement work from Partners Healthcare Systems, Inc. and was named a Community Care Network (CCN) Fellow to help evaluate the national, 25-site CCN demonstration project funded by the W. K. Kellogg Foundation. Dr. Lowe also conducts studies in the area of customer (patient) satisfaction. He previously was vice president of the Hospital Research and Educational Trust, research affiliate of the American Hospital Association (AHA), where he managed over \$8 million in research development grants and contracts.

Linda M. Long, J.D.,

Instructor of Health Care Administration

B.A., Yale University, J.D., Boston University School of Law, M.A., Brandeis University

Most recently, Ms. Long has been the Co-Director of the Changing Health care Practices for Persons with Disabilities Project at Tufts University School of Medicine. She has also been an adjunct faculty member at the Smith School for Social Work and a visiting lecturer at the Experimental College of Tufts University. She has taught courses about the American healthcare system, disability and public policy as well as about American job and wages. Her research interests include the Boren Amendment Project, which analyzes data regarding Medicaid payments to intermediate care facilities for persons with mental handicaps. She has also studied issues of families of children with special needs. She has drafted legislative language on health insurance issues ranging from mandated benefits to managed care. She has been a board member of Partners for Youth with Disabilities in Boston and for the Boston Center for Independent Living. She has written numerous articles and reports and has given formal presentations at various professional conferences.

Alice Sapienza, D.B.A.,

Professor of Health Care Administration

B.S., Stonehill College; M.A. Boston College; M.B.A. and D.B.A., Harvard University

Dr. Sapienza's doctorate was in Organizational Behavior with a subfield in Organizational Learning. Prior to receiving her doctorate, she was a general manager at Beth Israel Hospital, Boston, responsible for primary care services. She teaches organizational behavior and the capstone course in strategy. Professor Sapienza has written and co-authored several books, including *Managing Scientists*. She has also published in *Technovation*, *R & D Management*, *Project Management Journal*, and is on the editorial board of *Drug Development Research and Pharmaceutical News*. Professor Sapienza actively consults to governments on health policy and to companies (primarily in the biomedical industry) in the U.S., Europe, and Japan.

Leslee DiGirolamo Magee, B.A.

Program Administrator

B.A., Plymouth State College

Ms. DiGirolamo is responsible for all office management functions, as well as student and alumnae relations, systems development, technical support, information management, and budgetary control. She also provides assistance to students and faculty on a wide range of issues.

Adjunct Faculty

Marcia Mobilia Boumil, J.D., LL.M

Lecturer in Health Care Administration, Assistant Clinical Professor of Community Health Tufts University School of Medicine

Specialty Area: Health Law

Fran Lipson, M.Ed.

Lecturer in Health Care Administration Consultant in Organization, Management and Human Resources

Specialty Area: Human Resources

Robin Lipson, M.B.A.

Lecturer in Health Care Administration

Specialty Area: Long Term Care

Florence Schumacher, M.A., M.B.A.

Lecturer in Health Care Administration Schumacher Health Care Marketing

Specialty Area: Health Care Marketing

Corey Surett, J.D.

Lecturer in Health Care Administration Director, Wage and Hour Division, United States Department of Labor

Specialty Area: Employment Law and Labor Relations in Health Care

Nancy Turnbull, M.B.A.

Lecturer in Health Care Administration Health Care Consultant

Specialty Area: Managed Care and Economics

Dorothy Wagg, BA, J.D.

Vice President, Applied Management Systems

Specialty Area: Health Information

The School for Health Studies Administration and Staff

Gerald P. Koocher, Ph.D.

Dean

Carol Love, Ph.D., R.N.

Professor Emeritus

TBA

Associate Dean for Nursing and Professor of Nursing

Nancie Harvey Herbold, Ed.D., R.D.

Program Director and Ruby Winslow Linn Professor of Nutrition

Diane Jette, D.Sc., P.T.

Program Director and Professor of Physical Therapy

John M. Lowe, III, Ph.D.

Program Director and Associate Professor of Health Care Administration

Carmen Fortin, M.A.

Assistant Dean/Director of Admission

Tim J. Pryle, M.A.

Assistant Director of Admission

Sandra Northrup, M.A.

Assistant to the Dean

Camille Andrews, B.A.

Staff Assistant

Vilma Torres

Staff Assistant

Simmons College Administration

Daniel S. Cheever, Jr., Ed.D.

President

Lisa Chapnick, B.A.

Senior Vice President for Administration and Planning

Humberto Gonçalves, B.S.

Vice President for Finance and Treasurer

Maria LaTour Kadison, M.B.A.

Vice President for Marketing

Kathleen Rogers, J.D.

College Counsel

Kristina Schaefer, B.A.

Vice President of Advancement

Notice of Non-Discrimination

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Simmons College is first and foremost an academic community whose primary goals are to prepare women and men to be well informed, open-minded, and sensitive to values. To attain these goals we seek to create an atmosphere within which students may become actively engaged members of society and to develop the resources to lead rich personal lives. We hope to achieve these goals through an active and continuing exchange of ideas among students and faculty and the general college community.

To ensure that these goals are attained, Simmons has committed itself to the following principles:

Simmons College supports the principle and spirit of equal employment opportunity for all persons, based on each individual's qualifications and fitness. In accordance with applicable law, the College administers its employment and personnel policies without regard to race, color, religion, national origin, sex, sexual orientation, legally recognized disability, or veteran status.

Simmons College admission and financial aid policies are administered in accordance with the Education Acts of 1965, Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973 and Title III of the Americans with Disabilities Act of 1990. The College is committed to admitting students of any race, color, or national origin to all the programs and activities generally made available to students at the College, including scholarship and loan programs, athletic programs, and other College-administered social, educational, and recreational programs, and student services.

Simmons College strives to ensure that all decisions concerning hiring and promotion of faculty and staff, or the educational process of students, are based on considerations appropriate to an academic institution and not on factors such as race, color, sex, sexual orientation, religion, age, national origin, handicap, or veteran status.

Furthermore, Simmons College is committed to creating an atmosphere within which the diversity of its members' individual roles meets with understanding, respect, and encouragement, and where discrimination and harassment by any member of the faculty, staff, or student body against any other will be condemned and redressed. The College does not tolerate sexual harassment of employees or students.

Complaints of discrimination or harassment should be addressed to Director of Human Resources, or the applicable dean for appropriate action.

Admission

Admission Requirements

The Graduate Program in Health Care Administration seeks highly qualified women and men who represent a diversity of backgrounds and interests. Candidates for admission must offer assurance of capacity for graduate work, as well as professional aptitude. Applicants are expected to have substantial experience in health care or be working in health care. Students are required to have access to the web and be able to use standard software packages for word processing, spreadsheets and presentations.

An applicant for admission should hold an undergraduate degree from an accredited college or university and have achieved an average of B or better in the major field of study. Applicants should have a basic knowledge of statistics. The applicant must submit a completed application form including a personal statement; three professional or academic recommendations; official academic transcripts from all undergraduate and graduate institutions attended; and the results of either the Graduate Record Examination (GRE) or Graduate Management Admissions Test (GMAT), taken within the past five years.

There is no minimum required score. Copies of the student score reports are not acceptable. The GSHS code is 3761. Further information can be obtained by directly contacting: GRE, Educational Testing Service, P.O. Box 6000, Princeton, New Jersey 08541-6000, or by telephone, 609-771-7906, or www.gre.org. GMAT, Educational Testing Service, Box 966, Princeton, New Jersey 08540, telephone 609-771-7730.

Applicants whose first language is not English, must submit official scores of the Test of English as a Foreign Language (TOEFL) taken within the past two years. The required minimum TOEFL score is 570 (paper test) or 230 (computer test). **Copies of student score reports are not acceptable.**

Students who have studied abroad must submit academic documents in the native language as well as official English translations. Additionally, academic records may need to be evaluated by an agency, as specified by The School for Health Studies.

Special Students (U.S. Citizens only). Special students enroll in the Principles and Foundations of Health Care Administration course before being formally admitted into the Program. To be admitted into the Program, students must:

- Attain a grade of B+ or better in the course;
- Demonstrate the expected standards of written communication;
- Show professional behavior in the classroom and within the larger Simmons community

Students meeting these requirements may be admitted to the Program with a waiver of the GRE/GMAT requirement. In such cases, course performance is considered a part of the application; however, it does not guarantee acceptance into the Program. Students desiring to enter as Special Students should consult with the Program Director prior to enrollment. Special students are not required to submit an application to the Office of Admission of SHS until they are midway through the Principles and Foundations course. **However, students must apply by the specified deadline and be accepted in order to continue their enrollment.**

Non-traditional Students. Individual consideration will be given to applicants who do not completely meet the specific requirements for admission. A few individuals with considerable experience within the health care system and no undergraduate degree are accepted.

Application Procedure

Applicants are responsible for mailing the application packet in one unit (except academic transcripts) to The School for Health Studies by the specified deadline date to avoid delays in application review and notification. All documents submitted become the property of Simmons College and cannot be returned to the applicant. The packet includes:

- I. A completed application form, including personal statement and check-off sheet;

2. Three professional or academic recommendations (in signed and sealed envelopes);
3. A nonrefundable \$50 application fee, made payable to Simmons College.

In addition, the following should be sent directly to The School for Health Studies by the testing agencies:

1. The results of either the Graduate Record Examination (GRE) or the Graduate Management Admissions Test (GMAT), taken within the past five years;
2. Official academic transcripts from all undergraduate and graduate academic institutions attended (sealed and signed) whether or not a degree was earned;
3. Official score of the Test of English as a Foreign Language (TOEFL) taken within the past two years for all applicants whose first language is not English. A minimum score of 570 (paper test) or 230 (computer test) is required. **Copies of student score reports are not acceptable;**
4. Applicants who have studied abroad must submit academic documents in the native language as well as official English translations. Additionally, academic records may need to be evaluated by an outside agency, as specified by The SHS.

Application Deadlines

Applicants for regular admission are urged to file their applications and supporting documents **well in advance** of the term for which they are applying, in order to ensure proper consideration of their credentials.

International applicants must start the application process at least six months before the start of the academic term they are considering. The HCA Admissions Committee meets periodically to review applications. Students may begin in the fall or spring semesters. Completed applications should be received no later than:

June 1 for Fall (September) semester

November 1 for Spring (January) semester

Special students who wish to apply as regular students should submit applications by

December 1 for Spring (January) semester

July 1 for Fall (September) semester

March 1 for Summer session

Enrollment Deposit

Accepted students must submit a non-refundable deposit of \$250 by July 1 for fall entry and December 1 for Spring entry. Special students accepted to the HCA program must submit a non-refundable deposit of \$100 by January 1 for spring entry and August 1 for fall entry. This deposit is applied to the first term bill.

Deferred Entrance

An accepted student may request in writing to the Assistant Dean/Director of Admission of SHS a deferral of the entrance date for a maximum of one year. The student must indicate what he/she will do in the interim. If granted a deferral, a non-refundable enrollment deposit of \$250 is required to ensure enrollment. International students will be considered on an individual basis, due to immigration issues.

Transfer Credit

Students who enter the Program with prior credits from another institution may petition the Program Director to transfer a maximum of six credits provided:

- The applicant had earned a B or better,
- The credits were not used for a degree that was conferred, and
- They were completed within five years of the petition.

This petition must be approved by the Program Director and the Dean of The School for Health Studies.

Waivers

Students who enter the Program with a strong background in a particular content area may petition the Program Director for a course waiver. Such waivers require demonstration of mastery of the course content. Students receiving course waivers must still complete the required number of credit hours by taking additional elective credits to replace the waived course.

Financial Information

Expenses

Information on policies, procedures, charges, registration and other financial matters is provided in a separate information sheet, *Financial Information*. All students are responsible for becoming familiar with these regulations of the College.

College charges for tuition, fees, and residence must be paid according to the scheduled payment dates. Please note that no student is allowed to complete registration and attend classes without account approval from the Office of Finance. The College reserves the right to withhold all of its services to students who have not met their financial obligations to the College. Such services include mailing transcripts, grades, references, placement materials, and using various offices and facilities.

It should be noted that Simmons has no deferred payment plan, but cooperates with commercial payment plans, for which information is available. All College charges are payable by the applicable due dates, or a Late Payment Fee will be applied. If the College refers a delinquent account to a collection agent or an attorney, these costs, plus administrative expenses associated with the collection effort, will be due and payable.

The College has a tuition reimbursement policy for graduate students. The Student Accounts Office should be contacted for applications and eligibility information.

Simmons also offers tuition insurance, The Tuition Refund Plan, through A.W.G. Dewar, Inc., which is an optional, inexpensive tuition insurance program that **costs approximately 1% of the total cost of tuition**. Under specific circumstances the program refunds a portion of tuition and fees for withdrawal due to personal illness, accident, or emotional disorder. **Students are encouraged to consider purchasing this insurance option**. If you are a full-time student and wish to purchase this insurance, you should purchase it for the academic year. Payment must be made before the opening date of the academic year to ensure that coverage will be in effect.

Details and applications are available at the Simmons College Finance Office (C-002), or by contacting A.W.G. Dewar, Inc., 4 Batttery March Park, Quincy, MA 02169, telephone 617.774.1555 or www.tuitionrefundplan.com. If you are a part-time student or a full-time student planning to take a summer semester course, you can purchase this insurance on a semester-by-semester basis; please contact A.W.G. Dewar, Inc. at the telephone number above for further information and an application. Applications and payment for part-time students or for summer semester students cannot be accepted after the start of the semester for which you are purchasing the insurance.

The Commonwealth of Massachusetts mandates proof of medical insurance for students who are at least three-quarters time (nine credits). You may be required to purchase this insurance if you are not already covered by your personal health plan.

Simmons College will accept American Express, Master Card, and Visa payments for graduate tuition. Students may present their cards in person to the Student Accounts Office, or by fax, 671.521.3121. The College regrets it cannot accept credit card information over the telephone.

Financial Aid for U.S. Citizens

While the responsibility for educational financing belongs with the student, Simmons College administers different types of financial aid programs that assist students in financing their education. At Simmons, financial aid is based on both academic excellence and financial need. The Dean's office and individual program offices award assistance in the form of scholarships and grants. SHS offers **limited merit awards or assistantships** for teaching and research. These awards are competitive and are based on merit.

Applicants are automatically considered for these awards. There is no separate, special application for merit awards. Financial need is used to determine eligibility for federal financial aid. Financial need is determined through an evaluation of a student's ability to contribute toward educational expenses.

Potential first year graduate students must submit a FAFSA (Free Application for Federal Student Aid) form and the Simmons College Application for Financial Aid by the March 1 deadline for fall entry and October 1 for spring entry for priority consideration of federal financial aid. Financial Aid applicants who have submitted a complete aid application by the deadline date will be notified of their award status in early April; for spring entry will be notified in early November. Students must be enrolled at least halftime to be eligible for federal financial aid. Check with the specific program you are interested in to determine the minimum number of credits considered to be half time. The Simmons FAFSA code is 002208.

All Simmons financial aid decisions are made on an academic year basis. In order to receive aid in subsequent years, you must reapply each year, and for priority consideration, meet established deadlines. Renewal of financial aid is contingent upon meeting satisfactory academic progress as well as all other eligibility criteria. The type and amount of future aid will depend on calculated financial need and available funding levels. Financial aid can be higher or lower in future years if student circumstances or the college's ability to provide aid change.

Students interested in further information about financial aid at Simmons can find comprehensive information on the financial aid web site at www.simmons.edu/financial_aid/index.html or by calling the Office of Financial Aid at 617-521-2036.

Refund Policy

The College's general policy regarding refunds to students is stated on a separate flyer titled *Financial Information*. Questions regarding refunds should be directed to Student Accounts' personnel in the Office of Finance.

Information for International Applicants

The School for Health Studies (SHS) welcomes applications from international students (U.S. citizens living and studying abroad, non-U.S. citizens and permanent resident aliens) because the campus community is made richer by the presence of individuals with different perspectives from other countries. To assist applicants in understanding the nature of the application and admission process, this section highlights important information to make the transition easier. **Due to immigration stipulations, international students requiring a student visa to study in the U.S. must be enrolled full time in an academic program. Carefully review the individual program descriptions in this catalog since not all programs are full time.**

Application Deadlines:

Carefully review application deadline dates for programs in the School for Health Studies. Deadline dates differ. The application deadline for the MHA and CAGS programs for fall (September) entry is July 1 and for spring (January) entry, it is November 1. **It is imperative that students who have or are studying abroad apply at least six months prior to the start of the academic term in which they wish to enroll.** Please allow ample time for the pace of international postal systems, obtaining visa documents, arrival in the U.S. and transitioning to a new environment. **International students will not be allowed to enroll if they arrive after the official start of the term.**

Required Academic Records:

In the U.S. academic records or mark sheets are called "transcripts" (this is the term used throughout this catalog). All applicants who have studied abroad must submit official (signed in original ink and stamped with a seal) academic records for study completed at **all** universities (including schools where no degree or certificate was earned by the student). These documents should include end-of-year result sheets, national exam results and a copy of degrees or certificates, both in the native language and English translations. **Photocopies or facsimiles are not acceptable.** Additionally, the academic records may need to be evaluated by an agency specified by the School for Health Studies.

A "college" abroad usually means a secondary institution whereas in the U.S., a college is an institution providing higher education. A college can be part of a larger university or represent a singular institution such as Simmons College. Academic records from overseas colleges which are actually secondary schools (high schools in the U.S.) **are not** required as part of the application process. Courses taken at the secondary level do not fulfill the requirements of an undergraduate degree (called Baccalaureate in the U.S.) which represents the completion of four years of study at the higher education level. Many overseas systems award Baccalaureates which represent the completion of secondary education or a year beyond.

Required Standardized Test Results:

All applicants must submit official scores of the GRE (Graduate Record Exam), taken within the past five years. Applicants to the Health Care Administration Program can also submit instead of GRE, scores for the Graduate Management Admissions Test (GMAT). Further information about this exam can be obtained by directly contacting: GMAT, Educational Testing Service, Box 966, Princeton, New Jersey 08540, telephone: 609.771.7730. There is no required minimum score. **Copies of student score reports are not acceptable.** The SHS code is 3761. Further information about this exam can be obtained by directly contacting: GRE, Educational Testing Service, P.O. Box 6000, Princeton, New Jersey 08541-6000 telephone 609.771.7670 or www.gre.org.

Students whose first language is not English must submit official scores of TOEFL (Test of English as a Foreign Language), taken within the past two years. No other English proficiency exam is acceptable. The TOEFL requirement is based on native language not citizenship or the type of school a student attended. The minimum acceptable score is 570 (Paper Test) or 230 (Computer Test). **Copies of student score reports are not acceptable.** The SHS code is 3761. Further information about this exam can be obtained by

directly contacting: TOEFL, Educational Testing Service, P.O. Box 6151, Princeton, New Jersey 08541-6151, telephone: 215.750.8050 or www.toefl.org.

Applications cannot be reviewed without the receipt of these test scores. It is very important that applicants register for these exams well in advance of applying for admission.

Required Financial Documentation:

All non-U.S. citizens who will require a student visa for study in the U.S., must provide accurate and current (within six months prior to applying) evidence of ability to pay for the cost of a Simmons education. These costs are variable and outlined on the enclosed "Certification of Finances" form. **Both sides of this form must be completed and returned directly to the SHS Office of Admission.**

If this form is not used, an original signed statement from the applicant's sponsor indicating a willingness to provide financial support and a statement from the sponsor's bank verifying the availability of sufficient funds must be received.

All documents must be signed in original ink, written in English and funds must be shown in U.S. dollars (\$). Certain countries limit the amount of money which may be sent abroad. Thus, it is very important for the applicant to inquire about the regulations in the home country concerning transfer of funds. **Applications cannot be reviewed without certification and documentation of financial resources.**

The School for Health Studies offers **limited merit awards or assistantships** for teaching and or research. These small awards are very competitive, are applicable for only one semester and are based on merit. Students must be enrolled full-time for consideration. Applicants should understand that SHS stipends would not cover the entire cost of tuition but the award is applied directly towards the student's tuition charges. Simmons College does not offer state or federal financial aid to non-U.S. citizens. **Since Simmons College and SHS are unable to provide extensive funding to non U.S. citizens please carefully consider the ability to meet the financial obligations before submitting an application.**

Academic Year:

Each academic year at Simmons College consists of two semesters. For each semester, students receive grades for each subject (course) taken. The first (fall) semester generally begins in early September and ends in mid December. The second (spring) semester begins in mid January and ends in mid May. Additionally, there are two summer sessions beginning in May and July. Most programs begin in the fall semester.

Grading and Credit Hours:

The Graduate School for Health Studies at Simmons College awards letter grades for all completed courses: A=Excellent, B=Good, C=Fair, D=Poor, F=Fail and P=Pass. Each letter grade is assigned a value: A=4.00, B=3.00, C=2.00, D=1 and F=0. Each course carries a certain number of credit hours, where, usually, one credit is equal to one hour of classroom instruction. Graduate courses are usually worth three credits although some are worth four, two or one. The total number of credit hours required to obtain a specific degree will determine the number of courses a student needs to complete the program.

Major:

This is the term used to refer to a student's choice of academic concentration or field of study at the undergraduate level. It is the academic discipline which you will study at Simmons College. At the graduate level, you will be enrolled in a program.

Arrival at Simmons College:

It is important that international students plan properly to arrive at the required time to commence their studies. Allow ample time for obtaining immigration documents, shipping personal items and adjustment due to time and climactic changes. **Students will NOT be allowed to enroll in classes if they arrive after classes have officially started. It is imperative that students allow adequate time for moving, student orientation and establishing contacts.** Students who choose to live in campus housing are allowed to use those facilities during official school breaks in December/January and May to August.