CAHME Accredited Program
The University of Utah’s MHA program received accreditation from the Commission on Accreditation of Healthcare Management Education (CAHME) in November 2012, becoming the first MHA program in Utah to earn accreditation.

Limitless Career Paths
The healthcare industry is hospital administration and much more. Long-term care facilities, outpatient clinic management, physician practice management, clinical research companies, medical device and supply companies, consulting firms, policy agencies, and pharmaceutical companies are just a few examples of job opportunities our graduates explore.

UMentor Healthcare Leadership Program
The UMentor Healthcare Leadership Program is an opportunity for first and second year MHA students to form a lasting partnership with an executive-level mentor in the healthcare industry. Students can expect to expand their professional network, connect theory to application, and explore areas of interest through advice and exposure to career options as a result of meaningful interactions with their mentor.

Accessible Program Community
The small size of the MHA program ensures one-on-one attention from professors, the program director, and Community Advisory Board members. These industry leaders bring with them their vast networks and help guide students through the career search process, from securing the right fellowship to finding the perfect job. What’s more, relationships with peers, professors and advisors last a lifetime, ensuring guidance and career networking for years after graduation.

Graduate Career Development
MHA students have access to the numerous graduate career development resources and an MHA career development specialist throughout their time in the program. Students can receive advice on their resumes, LinkedIn profiles, networking skills, interview preparation, offer negotiation and more. The MHA program puts emphasis on career development throughout the program, and graduates have consistently achieved 100% internship and post-graduate employment success.

Opportunities Beyond the Classroom
The MHA program offers a number of experiential opportunities available to help students expand their network and increase their skills. MHA students can participate in Future Healthcare Leaders of America, an active student group, and the UMentor Healthcare Leadership Program, an opportunity for first and second year students to work with an executive-level mentor.

Industry-Relevant Curriculum
The MHA curriculum features a wide variety of healthcare courses designed to be highly relevant in the current industry and help you stay competitive in this field. Among these is MHA Cohort Series, a series of courses co-taught by industry-leading faculty. Students learn through lectures, case discussions, guest speakers and site visits.

Connections with National Healthcare Providers
Salt Lake City has a reputation for high-quality healthcare providers with a track record for supporting education. Some of the nation’s top-ranked hospitals and healthcare facilities work closely with the University and are located just minutes away. The University of Utah has been ranked in the top 10 in quality among a group of more than 100 academic medical centers for five consecutive years, and Intermountain Healthcare is frequently mentioned in the healthcare reform conversation as a model organization.
DEGREE OPTIONS

MHA Overview
Students can choose an MBA, PMBA, MPA, or MPH dual-degree with their MHA degree. Dual-degrees are completed in less time than if each program was completed separately due to dual-degree program and course efficiency. Upon graduation, students receive two separate master degrees. The MHA is not currently offered as a stand-alone degree.

The MBA/MHA dual-degree program offered by the David Eccles School of Business allows students to earn two master degrees in six semesters. The purpose of the dual-degree program is to prepare students for success in the healthcare industry by providing them with essential business skills and healthcare-specific knowledge.

Degree Timing
Students start the program in Fall semester and begin by taking the MBA core curriculum along with other first-year MBA students. During Spring semester students take the remainder of the MBA core curriculum, as well as electives which may include classes that satisfy MHA requirements. During the remaining semesters students can take a mix of MBA and MHA courses according to their preference.

Possible Careers to Expect
The combination of a Master in Healthcare Administration and a Master in Business Administration prepares students for administrative positions in hospitals, large clinics, and extended care facilities as well as careers in healthcare consulting, health IT companies, pharmaceutical companies, and medical device and supply companies.

The PMBA/MHA dual-degree program offered by the David Eccles School of Business gives students the option of earning an MHA degree in addition to a Professional MBA. Working professionals can continue to work throughout the program by enrolling in evening courses. The purpose of the dual-degree program is to prepare students for success in the healthcare industry by providing them with advanced business and management skills combined with healthcare-specific knowledge.

Degree Timing
Students can complete the program in three years by following an aggressive schedule. Students enrolled in the dual-degree program are expected to take courses during the summer semesters. Students can apply for the MHA program anytime during the first year of their PMBA, and can begin MHA classes after completing two PMBA semesters.

Possible Careers to Expect
The combination of a Master in Healthcare Administration and a Professional Master in Business Administration prepares students for administrative positions in hospitals, large clinics, and extended care facilities as well as for careers in healthcare consulting, health IT companies, pharmaceutical companies, and medical device and supply companies.

| Credit Hours¹ | 81.5 - 84.5 | 79.5 - 82.5 |
| College /School Offering Degree | David Eccles School of Business | David Eccles School of Business |

ADMISSIONS REQUIREMENTS²,³

| Minimum GPA | 3.0 | 3.0 |
| Admissions Test | GMAT or GRE | GMAT |
| Work Experience in Healthcare Field (Paid or Volunteer) Required | Yes | Yes |
| Letters of Recommendation | 2 | 2 |
| Program Entry | MBA — Fall Only | PMBA — Fall or Spring⁴ |

PROGRAM DETAILS

| Program Format | Full-Time | Part-Time |
| Primary Class Availability⁵ | Day | Evening |
| Flexibility to Work During Program | Minimal | Yes |
| Admissions Contact | Christine Harris christine.harris@eccles.utah.edu | Kristal Kareh kris.kareh@eccles.utah.edu |
# MHA DUAL DEGREE OPTIONS

<table>
<thead>
<tr>
<th>MHA/MPA Master of Public Administration</th>
<th>MHA/MPH Master of Public Health</th>
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<tbody>
<tr>
<td>The MPA/MHA dual-degree program is a joint effort between the College of Social and Behavioral Science and the David Eccles School of Business, and gives students the option of earning an MHA degree in addition to a Master of Public Administration. Students are able to work full-time while they complete their degrees. This dual-degree program covers administrative issues for public, nonprofit and private healthcare settings.</td>
<td>The MPH/MHA dual-degree program is a joint effort between the Department of Family and Preventive Medicine Division of Public Health and the David Eccles School of Business, and gives students the option of earning an MHA degree in addition to a Master of Public Health. This dual-degree program is designed for the student who wants to focus on population health as well as gain the business and healthcare-specific knowledge to succeed in the healthcare industry.</td>
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<tr>
<td><strong>Degree Timing</strong></td>
<td><strong>Degree Timing</strong></td>
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<td>Students can complete the MPA/MHA dual-degree program in approximately three years of year-round study. Students can start taking MHA classes as early as their second or third MPA semester.</td>
<td>Students can complete the program in approximately three years. Applicants can expect to begin MHA courses in their second or third MPH semester.</td>
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<td><strong>Possible Careers to Expect</strong></td>
<td><strong>Possible Careers to Expect</strong></td>
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<td>The combination of a Master of Public Administration and a Master of Healthcare Administration can lead to a broad range of careers, including hospital, public health and nonprofit administration, policy research, and public service. The MPA Program offers two formats— evening and executive weekend—to support working professionals seeking advanced education.</td>
<td>The combination of a Master of Public Health and Master in Healthcare Administration can lead to careers in hospital and clinical administration, global health initiatives, clinical research, and public health consulting.</td>
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<th>ADMISSIONS REQUIREMENTS</th>
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<td>GMAT, GRE, MAT or LSAT</td>
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<td>MPA — Fall Only</td>
<td>MPH — Fall or Spring</td>
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<th>PROGRAM DETAILS</th>
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<td>Evening</td>
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<tr>
<td>Sandy Hiskey <a href="mailto:sandy.hiskey@mpa.utah.edu">sandy.hiskey@mpa.utah.edu</a></td>
<td>Jill Stephenson <a href="mailto:jill.stephenson@utah.edu">jill.stephenson@utah.edu</a></td>
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1 Credit hours may vary based on class selections.
2 Bachelor’s degree from an accredited institution, transcripts, resume, letter of intent and/or essays are required for all programs.
3 Check with each program for application and admissions specifics, including prerequisites and additional admissions requirements.
4 Note that current students can add the MHA degree in Spring, Summer or Fall semester.
5 MHA classes require a mix of day and evening classes, regardless of the degree program with which it is paired.

**To provide students with the leadership skills and technical tools needed to improve the human condition.**
PREPARING FOR SUCCESS

With one-on-one coaching and support we’ll help you:

1. EXPLORE YOUR OPTIONS
   Whether you’re coming into the MHA program with a plan in place, or you’re hoping to discover new territory that will ignite your passion, career development programs will test your theories and expand your idea of what’s possible.

2. DEVELOP YOUR CUSTOM CAREER STRATEGY
   Our students are never alone in building a strategy for landing a great job after graduation. With the assistance of our career development specialist and our Career Action Groups, you’ll develop a custom strategy designed to get you from options to offer.

3. NETWORK AND INTERVIEW WITH CONFIDENCE
   Before you venture into the world to network and interview with future employers, you need to be ready to showcase your best attributes. From delivering a crisp elevator pitch to the etiquette of conducting an interview over lunch, we help our students understand the all-too-important intangibles of the career search.

4. ACCESS OPPORTUNITIES TO CONNECT
   We know that one of the biggest keys to finding a great job is networking, so one of our main priorities is to generate opportunities to connect students with potential employers. Whether it’s a company information session or on-campus interviews, a career fair or an alumni networking event, you can start building relationships on day one.

5. PREPARE FOR SUCCESS
   For students who engage in career development opportunities from the start, success is a given. Believe it or not, managing multiple offers or negotiating salary can be tricky terrain even for veterans. Our staff stands beside you during this part of your journey, with expert guidance and advice on how to transition your MHA into the job of your dreams!

MHA Graduate Career Development

MHA students have access to a number of career development resources at the David Eccles School of Business. The MHA career development specialist works to facilitate mutually beneficial connections between students, alumni and corporate recruiters, and we are dedicated to helping students maximize their graduate school investment and succeed in today’s competitive job market by providing career-focused training and resources that complement classroom studies.

MHA Career Development and Employer Relations Manager:
Kathryn Adair

Kathryn Adair joined the David Eccles School of Business in 2013 and has been helping MHA students achieve 100% internship and employment success ever since. When students begin the program, Kathryn works with them one-on-one, discussing tips for networking and resumes and brainstorming possibilities for internships and fellowships. She can also help students prepare for interviews and strategize for offer negotiation. Coming from over 25 years of executive-level experience in healthcare administration, Kathryn is committed to helping students advance in their professional careers.

CAREER DEVELOPMENT SERVICES

Debra Scammon, PhD – Program Director

Dr. Debra Scammon is the Emma Eccles Jones Professor of Marketing and Director of the Master of Healthcare Administration program at the David Eccles School of Business, and adjunct professor in the Department of Family & Preventive Medicine, School of Medicine, University of Utah. Scammon received her PhD from University of California, Los Angeles. She recently received the Lifetime Achievement Award from the American Marketing Association’s Marketing and Society Special Interest Group. Her primary research interest is in consumers’ ability to navigate the marketplace while making complex decisions. In the context of healthcare redesign, she studies patient-centered medical home practice models, methods for acquiring and using patient reported outcomes, and the impacts of practice change on provider satisfaction. She uses mixed-methods research designs with attention to the context within which redesigned care models are implemented. Recent work has been published in Health Services Research, Annals of Family Medicine, Journal of the American Board of Family Medicine, and the Patient Experience Journal.
MHA Employment Statistics

MHA graduates have achieved 100% employment for the past four years. Program Director Dr. Debra Scammon attributes the 100% employment success to talented students, dedicated career coaching, and the program's CAHME accreditation.

**INTERNSHIPS**

As part of the MHA program, students are required to complete a 450 – 500-hour administrative internship. This internship provides students with real-world experience needed to secure a rewarding position upon graduation. Students are frequently offered full-time positions after a successful internship.

Our career manager works closely with students to create an internship experience that aligns with your career plans and fulfills the valuable goals of this requirement. Internships may be full-time over a single summer or part-time over several semesters. Internships can be coordinated to meet the needs of students working full-time.

**INTERNSHIP STATISTICS**

**Terms:** August 2014, December 2014, May 2015

**Percent of class securing internship:** 100%

**SAMPLE OF INTERNSHIP PARTNER ORGANIZATIONS**

- BARD Vascular Access
- GroupHealth, Spokane, WA
- Intermountain Healthcare
- Kaiser Permanente, San Francisco, CA
- Lone Peak Hospital
- Norton Healthcare, Louisville, KY
- HealthInsight
- Health Catalyst
- GE Healthcare
- Mission Hospital, Laguna Beach, CA
- Primary Children’s Hospital
- Salt Lake City VA Hospital
- St. Alphonsus Regional Medical Center, Boise, ID
- St. Elizabeth Hospital
- The Orthopedic Specialty Hospital
- University of Utah Healthcare
- University of Utah Hospitals and Clinics
- Utah Department of Health

**FELLOWSHIPS**

Many MHA graduates take their first step toward a new career in a year-long post-graduate administrative fellowship with a hospital or healthcare organization. These prestigious leadership development programs offer students the opportunity to work closely with top-level hospital management to get a range of networking and skill-building experience. A majority of our students receive full-time job offers with the same organization following fellowships.

**FELLOWSHIP STATISTICS**

**Terms:** August 2014, December 2014, May 2015

**Number of fellowships awarded 2015:** 4

**Average fellowship salary:** $60,625

**SAMPLE OF FELLOWSHIP PLACEMENTS**

- Alfred I. DuPont Hospital for Children, Wilmington, DE
- Alphonsus Health Alliance, Boise, ID
- Baylor School of Medicine, Houston, TX
- Geisinger Health System, Danville, PA
- Robert Wood Johnson Foundation, Princeton, NJ
- Salem Healthcare, Salem, WA
- Trinity Healthcare, Livonia, MI
- University of Utah Hospitals and Clinics
- University of Utah School of Medicine
- US Airforce, CA and FL
- Veterans Administration Healthcare System, Salt Lake City and Milwaukee

**PROFESSIONAL EMPLOYMENT**

Students work with their career development manager throughout their time in the program to get ready to start an advanced career in healthcare administration upon graduation. Leveraging their internship experiences, network of local executives, MHA faculty, and Executives-in-Residence, MHA students are securing top-level jobs locally and regionally.

**EMPLOYMENT STATISTICS**

**Terms:** August 2014, December 2014, May 2015

**Percent of graduates employed 3 months post graduation:** 100%

**Mean starting salary MHA graduates:** $64,883

**Mean starting salary MHA graduates in-state:** $64,444

**Mean starting salary MHA out-of-state:** $75,000

**SAMPLE OF HIRING COMPANIES**

- Amedisys, Louisville, KY
- BARD Vascular Access
- Ernst & Young, New York City, NY
- Gallup Strategic Consulting, Los Angeles, CA
- HealthInsight
- Insitu, Inc., Bingen, WA
- Intermountain Healthcare
- Kaiser Permanente, San Francisco, CA
- Kindred Healthcare, Rawlins, WY
- Leavitt Partners
- Onsyte Health
- Orriant Wellness Company
- PNC Financial Services
- Q Therapeutics
- Salem Health, Salem, OR
- Salt Lake County Health Department
- Select Health
- St. Joseph, Laguna Beach, CA
- Truclic
- University of California, San Diego
- University of Utah Hospitals and Clinics
- University of Utah Neuropsychiatric Institute
- University of Utah School of Medicine
With a specific focus on the healthcare industry, the MHA program curriculum provides a broad exposure to a variety of functional areas including all major business disciplines, health policy, and public health. By design, courses are offered through the interdisciplinary partnership between multiple colleges including the David Eccles School of Business, Division of Public Health, and the College of Social and Behavioral Science.

MHA PROGRAM REQUIREMENTS:

48 – 54 Credit Hours. Distinctive curricular experiences include a required 3-credit hour administrative internship and a 4.5-credit hour cohort series taken over four semesters.

### ADMINISTRATIVE AND MANAGEMENT SKILLS (21 – 22.5 credit hours)

**Financial Management and Control (7.5 credit hours):**
- ACCTG 6000 Financial Accounting (3)
- ACCTG 6001 Managerial Accounting (1.5)
- FINAN 6020 Financial Management (3)

**Organizational Behavior (1.5 credit hours):**
- MGMT 6051 Managing and Leading in Organizations (1.5)

**Information Technology (1.5 credit hours):**
- IS 6550 Healthcare Information Technology (1.5)

**Operations and Services Management (3 credit hours):**
- OIS 6060 Operations Management I (1.5)
- OIS 6061 Operations Management II (1.5)

**Quality Management (1.5 credit hours):**
- OIS 6420 Quality Management (1.5)

**Human Resources Management (choose one course, 1.5 - 3 credit hours):**
- MGMT 6530 Competitive Advantage Through People (1.5)
- PADMN 6360 Public Human Resource Management (3)
- MGMT 6154 Competitive Advantage Through HR (1.5 - 3)

**Marketing Skills (3 credit hours):**
- MHA 6550 Marketing for Health Professionals (3)

### SOCIAL AND BEHAVIORAL SCIENCES (9 credit hours)

**Health Economics (3 credit hours):**
- ECON 6190 Health Economics (3)

**Health Policy (3 credit hours):**
- PADMN 6321 Health Policy (3)

**Health Behavior (3 credit hours):**
- FPMD 6600 Social and Behavioral Context of Public Health (3)

### HEALTH SYSTEMS AND DELIVERY (10.5 credit hours)

**Healthcare Systems (choose one course, 3 credit hours):**
- HEDU 6790 Health Services Administration (3)
- FPMD 6400 Public Health Administration & Policy (3)

**MHA Cohort Series Courses (7.5 credit hours):**
- MHA 6800 MHA I: Management and Administration in Healthcare (.5)
- MHA 6801 MHA II: Healthcare Industry Players (1.0)
- MHA 6802 MHA III: Healthcare Financial Management (1.5)
- MHA 6803 MHA IV: Strategic Management & Principal Based Leadership in Healthcare (1.5)
- MHA 6900 Healthcare Administration Internship (3)

### LAW AND ETHICS (Choose 1 Law and 1 Ethics Course, 4.5 – 6 credit hours)

**Law (choose one course, 3 credit hours):**
- MGMT 6310 Business Law (3)
- PADMN 6210 Public Administration & Law (3)
- LAW 7360 Health Law (3)

**Ethics (choose one course, 1.5 - 3 credit hours):**
- PADMN 6870 Public Administration and Ethics (3)
- PHIL 6520 Advanced Bioethics (3)
- MGT 6540 Ethics of Management (1.5)
- MGT 6540 Business Ethics (3)

### RESEARCH AND QUANTITATIVE SKILLS (2 courses required, 3-6 credit hours)

**Statistics (choose one course, 1.5 - 3 credit hours):**
- Select a 1.5 - 3.0 credit hour graduate-level statistics course from business, social work, educational psychology, nursing, economics, FPMD, or public administration.

**Analytics for Management (choose one course, 1.5 - 3 credit hours):**
- FPMD 6550 Public Health Program Planning & Evaluation (3)
- OIS 6610 Practical Management Science (1.5)
- OIS 6500 Visual Basic Applications for Business (1.5)
- OIS 6660 Project Management (3)
- IS 6580 Big Data and Data Science (3)

Total credit hours completed for the dual-degree program will vary based on the student’s home program requirements.
GUIDELINES FOR RECOMMENDATIONS

Whom should I choose to write my letters of recommendations?
We require two letters of recommendation and prefer that both come from professional relationships. At least one should come from a previous or current employer, either from full-time employment or an internship.

The title or status of those you select is not necessarily important. What does matter is how closely your letter writers have worked with you and whether they can attest to your ability to add value to the workplace or professional team environment.

What should be included in my letters of recommendations?
Qualitative information about your professional and leadership abilities are an important part of your MHA application. The best letters of recommendation will provide insight and actual examples of your potential to succeed in the competitive and challenging environment of our MHA program.

Other points to consider:

- Choose someone who knows you well. It’s a definite red flag when a recommender indicates “fairly well” or “not well” by the question about how well they know you.
- Your recommenders must submit their letters of recommendations via the online application.
- You are responsible for ensuring that both recommendations are submitted before the application deadline.
- References of a personal or social nature are discouraged.
- A maximum of two recommendations will be considered. You will be asked for the names and contact information of your recommenders on the online application. They will then be sent an email explaining the request and instructions for submitting the recommendation.
MHA HEALTHCARE EXPERIENCE REQUIREMENT

A career in healthcare administration requires caring, dedicated individuals who have a passion for improving the human condition. We have found that one of the most critical components of a competitive MHA application is an indication of an individual’s understanding of and demonstrated commitment to the field of healthcare administration. We assess these factors via an individual’s prior exposure to the healthcare environment. As such, the MHA program strongly suggests that competitive applicants obtain at least 6 to 12 months of healthcare administration experience. This experience can be obtained through a variety of paid and volunteer experiences.

1. PAID EXPERIENCE—Competitive applicants will complete at least six months of paid work experience in healthcare administration. Those working in a clinical role will qualify if their roles are/were supervisory or included team or project management. Those working in a part-time position may qualify if the role includes supervisory and operational responsibilities.

2. VOLUNTEER EXPERIENCE—Competitive applicants will complete at least six months of healthcare administration-related volunteer experience. The experience should be such that the responsibilities and deliverables of the position are similar to those of an employee and thus prepare individuals for a career in healthcare administration. Volunteer positions must include meaningful assignments with measurable results; working alongside those in a managerial or supervisory capacity. Volunteers should have regular access to managers and opportunities to attend meetings, conferences or other similar events.

- Examples of volunteer positions that would not normally qualify to increase application quality include: answering phones at an information desk, delivering items to patient rooms, custodial, receptionist, emergency room attendant
- Examples of volunteer positions that would likely assist in increasing application quality include: EMT, conducting patient satisfaction surveys, leading benchmarking projects, steering committee role for healthcare related fundraising event

APPLICATION DEADLINES

MHA
- MHA admission for spring semester is available for students currently enrolled in their dual program.
  - Spring 2016 Deadline: October 15, 2015
- Fall 2016 Deadlines
  - Round 1: November 15, 2015
  - Round 2: January 15, 2016
  - Round 3: March 15, 2016
- Applications are accepted through May 31, 2016

Dual Degree Application Notes
- Note that two distinct degrees are being awarded with any MHA dual degree.
- Although the MBA and Professional MBA are housed in the David Eccles School of Business with the MHA program, there are separate applications for the MBA programs and the MHA program.
- For all dual degrees, a separate application is required for each program and each application requires an application fee.
- Application requirements and deadlines are unique to each program. Applicants should check with both departments to ensure requirements are being met.
- Decision timelines may differ and admission into one degree may depend on admission into the other degree.
- Please note that the MBA programs may accept unofficial documents such as unofficial GMAT or GRE scores for admissions review, but the MHA does not. All official documents including official GMAT or GRE scores and letters of recommendation must be received by the application deadline for MHA admissions review.

Full-Time MBA
- Separate applications for Full-Time MBA and MHA programs
- Deadlines
  - Round 1: November 2, 2015
  - Round 2: January 4, 2016
  - Round 3: March 1, 2016
  - Round 5: May 2, 2016

Professional MBA
- Separate applications for PMBA and MHA programs
- Deadlines
  - Spring 2016: Applications accepted through December 15, 2015
  - Fall 2016: Applications are accepted through August 15, 2016

Master of Public Administration
- Separate applications for MPA and MHA programs
- Deadlines
  - Fall 2016: February 1, 2016

Master of Public Health
- Separate applications for MPH and MHA programs
- Deadlines
  - Spring 2016: October 1, 2015
  - Fall 2016: February 1, 2016

ATTEND A NATIONALLY RANKED PROGRAM
Let our accolades accelerate your career