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SECTION 1

PROGRAM of STUDY
Doctorate in Healthcare Administration (DHA)

PROGRAM of STUDY

Overview

The Doctorate in Healthcare Administration (DHA) offered as an accredited doctorate by Central Michigan University provides an application-based approach to the study of topics, theories, and research that are critical and relevant to healthcare administrative executives who are leading healthcare organizations in the 21st Century. As an application-based degree, this program builds and expands knowledge, abilities, and skills of healthcare industry leaders by evaluating current practices, revising or developing strategies for success, and adding to the scholarly base of applied healthcare administration research. The program is designed within the context of theory to practice to solve healthcare system problems and improve healthcare administration. This accredited program is designed for immediately application of knowledge and abilities in healthcare organizations. Professionals in the program will examine a variety of content areas in the healthcare context such as leadership, communication, applied research methodology, economics, healthcare delivery systems, quantitative decision-making and operations improvement, finance, legal and ethical issues, public policy, organizational dynamics, team-building and group relationships, and organizational development. Professionals in the program will then apply these content areas in collaborative projects, as well as focusing on specific applications of these content areas in an individual dissertation.

Professionals in upper leadership levels from a variety of healthcare disciplines and organizations across the nation will work together to evaluate effective strategies of
leadership to problem-solve real healthcare issues, and to collaborate in finding practical solutions to dilemmas facing our healthcare infrastructure. This program is meant to add to a professional’s experience and knowledge and for professionals to share ideas and experiences with others. With an applied focus, the DHA targets reality-based issues and triangulates with the knowledge from academics, research, professional experience, and collaboration to form a synergistic, higher quality solution or strategy to improve healthcare organizations, systems, and ultimately the healthcare system.

A minimum of 90 semester hours of credit are required for the doctoral degree. Professionals in the DHA program must have earned a master’s degree from a U.S. regionally accredited university of at least 30 semester graduate hours or have earned a professional doctorate (M.D., D.O., J.D., PharmD, etc…) from a U.S. accredited university of at least 30 semester hours. All professionals in the program must complete 60 additional semester hours of credit with Central Michigan University in the DHA program curriculum. Simply, 30 semester hours from an accredited master’s or professional doctoral program can be applied to the 90 semester credit hour DHA requirement. Transfer credit above 30 semester hours is not allowed.

The curriculum uses a model of delivery that is both convenient to the professional and effective. The program will consist of intensive two and a half day seminars (6 in all), five modules of integrated internet-based courses (15 courses in all), a comprehensive examination at the end of the didactic phase of the program, and an individual applied dissertation (a synthesis of knowledge and content in a specific healthcare administration area) that is focused on journal submission and publication. The curriculum has the following characteristics:
• Professionals in the program develop competencies to understand, design, evaluate, and conduct applied research by taking a module of applied research tools and applications.

• An integrated progression of courses and seminars that build and expand knowledge, abilities, and skills in the area of healthcare administration; focus is on improving organizational performance and success in a reality-based forum. The underlying context of the program heavily incorporates theory to practice methodology. A sample of the content areas in the coursework include:
  • Leadership
  • Communication
  • Ethical decision-making
  • Legal issues
  • Organizational dynamics, development and improvement
  • Change management
  • Quantitative decision-making
  • Qualitative, quantitative, and applied research methods
  • Health communication and informatics
  • Healthcare economics
  • Technology and healthcare
  • Community health
  • Healthcare delivery systems
  • Public relations
  • Collaboration strategies in healthcare
  • Strategic planning

• Through independent study, creativity, and research, the professional in the program will focus their studies on a specific area of interest (applied).

• Professionals in the program begin to formulate their applied dissertation work early in the program and continue to refine it throughout the program.

• Professionals in the program progress through the degree requirements as a cohort group (all professionals in a year group proceed through classes and seminars together as one group), with the exception that completion of the dissertation is performed individually through a committee of three professors.

• Facilitated by the model of delivery, professionals from across the nation can work together to improve healthcare administrative practices in the industry.

• Strong advising, mentoring and tutoring (as required) will support professionals in their quest to earn a doctoral degree; each professional will be assigned a major professor to guide and oversee their work throughout the program.
• Off Campus Library Services (OCLS), acknowledged as the best distance delivery library service in the education industry, will serve the professional in the program through on-line research assistance, document delivery (could be mail as well in some cases), and library services.

Goals and Objectives

Professionals in the program will pursue the goals listed below as well as individually tailored outcomes. Professionals will explore and are able to apply learning in the following areas:

• Leadership, change management, and influence strategies in healthcare administration

• Strategic planning process and associated content areas

• The process of human interaction at the individual, group and organizational level focusing on improved healthcare organizations

• Problem-solving at the department, organization, community, regional and national levels regarding healthcare organizations and systems

• Impact of communication environments and organizational designs on group and organizational communication

• How health communication, informatics, and information technology can impact organizations and health systems; how to improve these areas to increase organizational performance

• Contemporary thought and models in healthcare delivery systems to include relationship building, collaboration, mergers and acquisitions

• How organizational culture influences leadership; how leading effectively impacts organizational culture

• How healthcare economic realities and financial planning and decision-making impacts leadership and organizational effectiveness

• The roles of administrators and supervisors in solving organizational problems and issues
• The contributions of training, research, organizational development and the learning organization can work together to solve organizational, community, and regional healthcare problems

• How to evaluate changing demographics in society and position your organization to meets the needs brought by change

• The applications of qualitative, quantitative, and research methods to in order to evaluate and apply decision-making and concepts in healthcare organizations

• Contemporary human resource issues facing healthcare administrators such as diversity, poverty, human rights, sexism, racism, and unionization issues

• Use of on-line and print resources to locate resources to include internet usage

• The role of values and ethics in contemporary healthcare organizations

**Method of Program Delivery**

The DHA program will be delivered using an integration of on-site, regionally based intensive seminars, integrated internet courses, a comprehensive examination, and an individual applied dissertation. Extended residency requirements are not required.

The format of program delivery follows:

1. Regionally based intensive two and a half day seminars
   • Start of program: Introduction to healthcare administration doctoral studies (one per cohort)
   • Module capstone seminar (five per cohort)
   • Total of 6 weekend intensive sessions
   • Delivered near a regionally accessible airport hub closest to the epicenter where the cohort group of professionals work and live

   • Possible sites include:
     - Atlanta
     - Boston
     - Chicago
     - Dallas
     - Denver
     - Detroit
• Kansas City
• Los Angeles
• New York City
• Seattle
• Washington D.C.

• Highly interactive structured courses taught by professors with terminal degrees (doctoral degrees) with expertise in that specific field of content

• Books and materials delivered/mailed to your home or office from the CMU distributor

2. Internet module covering a logical group of content

• Three courses (each worth 3 semester credit hours)
  • Course 1 and 2 taken together via the internet over a 12 week period
  • Course 3 taken alone over a 12 week period
  • Preparation for the follow-on capstone seminar pertinent to the previous internet courses in the module

3. Regionally based intensive two and a half day seminar (1 semester credit hour each)

4. Internet courses (3) plus a seminar equals a module that covers a logical group of content

5. Five module repetitions

• Total of 6 seminars (1 a start of program and 1 at the end of each module) = 6 semester credit hours

• Total of 5 internet modules of three courses each; 15 courses = 45 semester credit hours

6. Comprehensive examination

• Examination will be essay type evaluation of all didactic content covered in the program (see next section)
  • Five sections
• Three outcomes
  • Pass each section: successful completion of examination
  • Abeyance: requires additional work in the content area as prescribed by the professional’s major professor and professor responsible for that content area
  • Failure: requires the professional to re-take that portion of the examination; one re-take is permitted
  • Successful completion of examination places professional in doctoral candidacy status

7. Individual applied dissertation
  • Applied research topic chosen in a specific healthcare administrative area by the professional
  • Major professor will be selected and assigned based on applied research interest of professional
  • Dissertation committee will be formed:
    • Consists of the professional’s major professor and two additional professors
    • Prospectus meeting of professional and committee forms the contract of applied research to be conducted; face-to-face meeting
    • Institutional Review Board application
    • Research conducted and formalized in a solid article for submission to a scholarly journal with supporting documentation (appendices)
    • Dissertation defense
    • Submission of applied research article to professional scholarly journal for review and publication; publication not required (but strongly encouraged) for degree completion
8. Graduation and doctoral degree completion

- Hooding by Major Professor

An example of the delivery model is provided (the months shown are for illustration only):

<table>
<thead>
<tr>
<th>July</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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<tbody>
<tr>
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<td>Seminar 1 (2.5 day weekend)</td>
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<td>Course 2*(12 weeks)</td>
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<td>Course 3*(12 weeks)</td>
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<td>Module 3</td>
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</table>

**General Examination**

When all course work is complete with a minimum grade of B (80% or better), the professional prepares for the General Examination. The General Examination is intended to test the professional’s mastery of a number of related fields and content areas that form the essence of healthcare administration. It is not simply understanding concepts in isolation, but the synthesis, critical analysis, and sound generalization of interrelated concepts, theories, and content used in an applied fashion that is the intent of the examination. The General Examination is given in five parts over a two-day period (regionally based airport hub city) where each part will consist of questions from each of the modules covered in the program. The examination is essay based where quality and not quantity is important. Each part of the examination will take approximately 2 – 3 hours. After the professional completes the General Examination, there is a three-year
Dissertation

The doctoral dissertation is the final and one of the most important components within the series of academic experiences in pursuit of a doctoral degree. Three major functions are fulfilled by the dissertation experience:

1. It is individual work that contributes to the pool of applied research knowledge in the field of healthcare administration;

2. It demonstrates the professional’s mastery of applied research methods and the application, testing, and reporting of applications of leadership, management, process, problem-solving, collaboration, team-building, etc….in healthcare administration; and

3. It demonstrates the professional’s ability to address a significant intellectual problem, offer possible quality solutions, test/observe/employ those solutions in an applied context, ultimately arrive at a successful conclusion, and report the results to the industry.

The dissertation equates to 9 to 10 semester credit hours per year. It is strongly recommended that the professionals complete the dissertation within one year. If the dissertation is not completed within one year, the professional must enroll in 9 to 10 credit hours per year to maintain their doctoral candidate status; this additional enrollment can occur up to three years after successful completion of the General Examination. The dissertation is an individual scholarly project but the professional
should frequently seek and maintain contact with their major professor for guidance and direction during the process. It is also recommended that the professional frequently update and maintain contact with their committee members (two additional professors) to report on progress.

**Faculty**

Central Michigan University has specifically developed a faculty group to directly support the DHA program. This program infrastructure ensures the responsiveness, advisement, and program oversight necessary to promote student success in a rigorous application-based doctoral program. The functions of the faculty group are:

- Set the standards, policies, and procedures for the DHA program
- Conduct admission screening, review, and acceptance criteria
- Develop, review, constantly revise, and monitor the quality of the curriculum
- Monitor, evaluate, and refine learning to maximize the professional's learning and application potential within a cohort and individually
- Deliver courses, seminars, and materials to the professional in the DHA program
- Instruct courses in the DHA program
- Serve as major professors (applied dissertation committee chairpersons) and on applied dissertation committees
- Recruit experts in specific content areas to instruct professionals in the program
- Recommend appropriate action in cases of academic deficiency for professionals in the program
In addition, a program director, a professor in the College of Health Professions, will be responsible for overall academic coordination of the program, communication with faculty, and serve as a liaison between the cohort and the university.

Faculty, in addition to the faculty group discussed previously, will be responsible to:

- Teach program courses
- Serve on professional’s dissertation committees
- Serve a professional’s major professors
- Provide academic and research advisement
- Evaluation of the professional in the program
  - Coursework
  - Seminar participation
  - Group projects and
  - General Examination
- Monitor academic integrity and program quality
SECTION 2

REPRESENTATIVE CURRICULUM
Curriculum

The strength of the DHA program is the combination of faculty expertise in areas of healthcare administration and the delivery model that enables professionals from across the country to interact, collaborate, and share experiences with the goal of increasing knowledge, abilities, and skills in healthcare administration and leadership. This program is under the authority of the College of Health Professions, the Graduate Dean and Graduate Council. A representative curriculum for the DHA program is listed below. Changes to this curriculum may be made as a result of continual quality review, professionals’ feedback of the program, and industry feedback and change. (I HAVE LISTED MORE COURSES THAN NEEDED; MUST SELECT/COMBINE 15 from the 30 LISTED HERE)

MODULE 1: Leadership and Management in Healthcare Organizations

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
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<tbody>
<tr>
<td>DHA 700</td>
<td>Leadership, organizational culture, and communication: Foundations and strategies for healthcare industry leaders</td>
</tr>
<tr>
<td>DHA 702</td>
<td>Legal issues and ethics: The healthcare paradigm of the 21st Century</td>
</tr>
<tr>
<td>DHA 704</td>
<td>Contemporary communication issues and applications for healthcare leaders</td>
</tr>
<tr>
<td>DHA 705</td>
<td>Compliance, reimbursement, and regulation: Legal update for healthcare professionals</td>
</tr>
<tr>
<td>DHA 706</td>
<td>Public relations seminar</td>
</tr>
<tr>
<td>DHA 707</td>
<td>Leadership seminar: Leadership theory to practice for healthcare professionals</td>
</tr>
<tr>
<td>DHA 708</td>
<td>Organizational culture in healthcare organizations</td>
</tr>
<tr>
<td>DHA 709</td>
<td>Organizational communication in healthcare</td>
</tr>
</tbody>
</table>

DHA 710 Qualitative applications: Theory building and observation in healthcare
DHA 712 Quantitative applications: Statistics for theory testing and analysis
DHA 714 Applied research methods for healthcare administrators

MODULE 3: Healthcare Delivery Systems and Community Improvement

DHA 720 Healthcare economics
DHA 722 Healthcare systems for the 21st Century
DHA 724 Healthcare policy seminar
DHA 726 Mergers, acquisitions, integration and network development in healthcare
DHA 728 Health systems: Public health and community improvement
DHA 729 Health insurance, risk management, and actuarial development

MODULE 4: Decision-Making and Evaluation for Healthcare Leaders

DHA 730 Health communication and informatics
DHA 732 Quantitative decision-making, forecasting and evaluation for healthcare organizations
DHA 734 Planning and evaluation of healthcare services (similar to HPR 700???)
DHA 736 Quality and performance improvement in healthcare operations

MODULE 5: Strategic Leadership and Management for the 21st Century Healthcare Organization

DHA 740 Healthcare finance: Advances in financial management
DHA 742 Healthcare marketing
DHA 744 Strategic planning and leadership in healthcare organizations
DHA 746 Information systems planning and operation in healthcare
MODULE 6: Building the 21st Century Healthcare Organization and System

DHA 750  Customer and patient services: Creating excellent organizational image and branding through change management

DHA 752  The future of the healthcare organization: Structure, process, outcome

DHA 754  E-commerce and web-based systems to improve healthcare organizations and community health

DHA 756  Contemporary issues in public health: Concepts and applications

DHA 758  Healthcare 2050: Leadership, learning, information management, and designing our future through continuous change

APPLIED DISSERTATION

DHA 800  Applied dissertation: Research, evaluation, and reporting

Tentative Delivery Schedule

<table>
<thead>
<tr>
<th>School Year (Jul – June)</th>
<th>Fall I (July – Sep)</th>
<th>Fall II (Oct – Dec)</th>
<th>Spring I (Jan – Mar)</th>
<th>Spring II (Apr – Jun)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001 – 2002</td>
<td>Seminar 1 / Orientation</td>
<td>Course 3</td>
<td>Course 4</td>
<td>Course 6</td>
</tr>
<tr>
<td></td>
<td>Course 1</td>
<td>Seminar 2</td>
<td>Course 5</td>
<td>Seminar 3</td>
</tr>
<tr>
<td></td>
<td>Course 2</td>
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<tr>
<td>2002 – 2003</td>
<td>Course 7</td>
<td></td>
<td>Course 10</td>
<td>Course 12</td>
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<td></td>
<td>Course 8</td>
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<td>Course 11</td>
<td>Seminar 5</td>
</tr>
<tr>
<td>2003 – 2004</td>
<td>Course 13</td>
<td></td>
<td>General Examination</td>
<td>Prospectus Meeting</td>
</tr>
<tr>
<td></td>
<td>Course 14</td>
<td></td>
<td>Prospectus Meeting</td>
<td>Applied Dissertation</td>
</tr>
<tr>
<td></td>
<td>Seminar 6</td>
<td></td>
<td>Applied Dissertation</td>
<td></td>
</tr>
</tbody>
</table>

* Conducted at a time coordinated by the doctoral candidate and the applied dissertation committee members
SECTION 3

ESTIMATED DHA COST
**Tuition and Fees**

The following cost information is provided to promote informed decisions when considering the financial commitment of the DHA program. Many of these costs are estimates based upon the best information available and may vary slightly during the delivery of the program. Since Central Michigan University is a not-for-profit public accredited institution, the costs of program delivery must meet the tuition and fees for the program.

1. **Tuition**
   - Tuition is set at $757 per semester credit hour for the first year; tuition will not increase more than 3% per year for the duration of the three year program.
   - Tuition is paid in six equal installments with each installment due at the beginning of each program module and before taking the general examination; payments can be made in full or monthly as well.
   - Payment may be made by personal check, money order, Visa, Master Card, or American Express
   - A payment and loan plan is available from a financial institution that has agreed to work with CMU students

2. **Internet connectivity**
   - Professionals in the program are required to have internet access and a personal e-mail address at their disposal. Internet connectivity in the home and office is preferred.
• Professionals in the program are responsible for all access service and
  connectivity fees
• Professionals in the program may be required to purchase specific
  software programs during the delivery of the program

3. Books and materials
• The average book and class materials cost per course is approximately
  $150. This cost is not included in the tuition.

4. Seminar Costs
• Professionals in the program are responsible for the following costs during
  required seminar attendance:
  • Travel costs to and from the seminar location
  • Lodging during the seminar
  • Meals
  • Computer access fees at seminar (if not part of the seminar)
  • Laptop computer rental or purchase for seminar (if required)

5. General Examination Costs
• Professionals in the program are responsible for the following costs during
  the required General Examination:
  • Travel costs to and from the General Examination location
  • Lodging during the General Examination
  • Meals
  • Computer access fees at the General Examination location (if not part
    of the General examination)
6. Applied Dissertation Costs

- Professionals in the program are responsible for all costs associated with completing their applied dissertation except:
  - Travel for applied dissertation committee members to defense location if applicable
  - Meals and lodging for dissertation committee members at defense location if applicable

7. Other potential Costs:

- Duplicating
- Mailing if necessary (most work will be done via internet or e-mail)
- Faxing
- Applied dissertation production
- Telephone calls
- Computer upgrades
- Applied dissertation research and completion goes beyond one year after General Examination (9 credit hours per year enrollment required)

**Tuition and Fees Breakdown**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Fee</td>
<td>$200.00</td>
<td>due with application to program (non-refundable)</td>
</tr>
<tr>
<td>Tuition</td>
<td>$45,420.00</td>
<td>equals $757 / semester credit hour x 60 credit hours</td>
</tr>
<tr>
<td>Books &amp; Materials (est)</td>
<td>$2,250.00</td>
<td>equals estimate of $150 / course X 15 courses</td>
</tr>
<tr>
<td>Electronic Library Access</td>
<td>$0.00</td>
<td>service is part of educational program</td>
</tr>
<tr>
<td>Total Estimated Cost</td>
<td>$47,870.00</td>
<td></td>
</tr>
<tr>
<td>6 Installments of Tuition</td>
<td>$7,570.00</td>
<td>twice / year for 3 years (6 installments) equals $45,420</td>
</tr>
</tbody>
</table>
SECTION 4

Application and Admissions Process
Application and Admissions Process

Admissions Criteria

Central Michigan University has established the following minimum qualifications for admission into the doctoral program for healthcare administration (DHA). Meeting these qualifications does not guarantee admission into the program but rather is used to generate a pool of applicants who meet all requirements. All professionals are encouraged to apply. The thirty-five best-qualified applicants will be selected from this pool and offered admission to the DHA cohort. A waiting list will be used to hold all fully qualified applicants in the admissions process for one year. A waiting list applicant may be offered admission for the following year; waiting list applicants will be notified of their status and contacted the next year before the admissions process begins for the next cohort of professionals. Applications can be completed and sent to CMU at any time during the year. CMU retains the right to determine which applicants are best qualified for admission into the DHA program. Each cohort group must contain at least 32 professionals to start delivery of the program. The following criteria is desirable for admission:

- An earned master’s degree or professional doctoral degree from a regionally accredited institution; degree must equate to at least 30 semester credit hours
- At least a 3.00 GPA for all graduate work attempted; 3.25 GPA preferred
- At least 5 years in documented experience as a healthcare administrator or clinical manager meeting at least three of the following criteria:
• Member of a nationally recognized healthcare administration or leadership related professional society where:
  • The professional society requires a certification requirement
  • The professional society mandates continuing education as a requirement to sustain membership
• Held position of vice president level or above for at least 2 years
• Held position of director level or above for at least 2 years
  • Supervised 20 or more healthcare professionals for at least 5 years
• Demonstrated potential to complete scholarly work and meet the rigors of a doctoral program as evidenced in the two written application documents and reference letters
• Personal and professional goals that are compatible with, and likely to be met through, the DHA program
• Demonstrated proficiency in oral, written, and electronic communication skills (electronic is defined as various of communication such as email, web boards, document transfers, video streaming and the like)
• Applied research interest in the field of healthcare administration
• Applicants potential and desire to positively influence healthcare organizations and systems in the U.S. and abroad.
Admissions Process

Prospective applicants are responsible for ensuring that all of the required materials arrive at:

Central Michigan University
ATTN: Anne Monroe
Office of Admissions and Enrollment Management
College of Health Professions
Doctoral Program in Healthcare Administration
Mount Pleasant, Michigan 48859

Applications must be received by the announced application deadline date. The application materials required are:

- Central Michigan University Application Forms (ON-LINE?????)
- Two letters of reference attesting to the applicant’s academic and practical abilities
- A 2 – 3 page statement of personal background and goals, to include:
  - Career goals
  - Academic goals
  - Life and work experience
  - Ability to work in groups and individually in an intensive program
- A 1 page articulation of applied research interest that you are considering for your dissertation
- Resume or Curriculum Vita (C.V.)
- Official transcripts for all graduate and under-graduate level course work and degrees.

**Students who do not meet the announced time-lines will not be considered for that year’s cohort admission.**

**Admissions Decision Dates for Year 2001**

**Tentative**

- 15 February 2001  Application window closes for cohort starting in July 2001
- 15 March 2001  Letters announcing applicants selected for telephone interview sent out
- 15 March 2001  Telephone interviews conducted
- 15 April 2001  Admission decisions announced
- 1 May 2001  Candidates accept or decline admission (telephonic with written follow-up)
  - Payment of $1000 required with acceptance (payment to be applied to first tuition installment)
- July 2001  Seminar 1 and orientation
- July 2001  Course 1 and 2 started
SECTION 5

Admissions Checklist
Admission Checklist

For the Doctorate in Healthcare Administration Program (DHA)

All materials must be postmarked by CMU by 15 February 2001

A Central Michigan University Application (ON – LINE verification???)

A $200 processing fee with check payable to Central Michigan University (non-refundable)

A 2 – 3 page statement of personal background and goals

A 1 page articulation of applied research interest

Official transcripts from all previous graduate and undergraduate level course work and degrees earned

Resume or C.V.

2 letters of reference attesting to your academic and practical abilities

Packets must be mailed to:

Central Michigan University
ATTN: Anne Monroe
Office of Admissions and Enrollment Management
College of Health Professions
Doctoral Program in Healthcare Administration
Mount Pleasant, Michigan 48859

Contact information:

Director, DHA program (517) 774 – 4491
Toll Free 1-800-950-1144 ext 4491
Email gerald.r.ledlow@cmich.edu or celinfo@mail.cel.cmich.edu
SECTION 6

Application for DHA Program