Overview
The Doctor of Health Administration (DHA) program offered by Central Michigan University provides a theory to application approach to the study of topics and research that are critical and relevant to executives who are leading health organizations in the 21st century. As an application-based degree, this program builds and expands knowledge, abilities, and skills by evaluating current practices, revising or developing strategies for success, and adding to the scholarly base of applied health care administration research. The use of online delivery for the courses, combined with occasional face-to-face seminars provides an effective yet flexible way to complete your doctoral program.

The faculty of the Herbert H. and Grace A. Dow College of Health Professions directs the program and are faculty members of the College of Graduate Studies. CMU’s Global Campus is responsible for supporting the delivery of the DHA program.

Central Michigan University is accredited by the Higher Learning Commission.

Who the program serves
The DHA is designed for professionals in mid- to upper-leadership levels from a variety of health disciplines and organizations. You will be able to work with other mid-level and senior level managers and professionals who represent the entire spectrum of health delivery modalities. Together you will evaluate effective strategies of leadership, problem-solve real health issues, and collaborate in finding practical solutions to dilemmas in health care delivery and policy.

Admission requirements
Professionals in the DHA program must have earned a master’s degree from a regionally accredited university or have earned a professional doctorate (M.D., D.O., D.D.S., etc.) from an accredited university. Applicants must demonstrate at least three years of responsible experience at the mid- to senior-level in health administration, management, clinical leadership, and/or health or public health policy. While it is not necessary to be a manager, the applicant must demonstrate that he/she has significant influence in decision making, planning, clinical programming, policy, or other aspects of health beyond being in a staff role or supervisory role. The determination of what is considered significant, mid- to senior-level experience is made by the Program director.

All professionals in the program must complete 63 semester hours of credit at Central Michigan University in the DHA program curriculum.

Program delivery
Health care leadership requires a wide range of knowledge, analytical thinking and skills. CMU’s DHA degree program provides that knowledge through a program that incorporates current theory with practical applications. The degree consists of:

• One three-day orientation at the CMU campus
• Fifteen 12-week integrated Internet-based courses
• Six intensive two-and-a-half day weekend seminars
• Comprehensive examination
• An applied research dissertation

The dissertation must be a synthesis of knowledge and content in a specific health administration area that is focused on a product worthy of journal submission and publication.

Program content
The DHA combines theory and practice in ways that allow you to make a substantive contribution to your organization and to the larger community of health administration. Your work in the program fosters expanded knowledge in the following areas:

• Leadership, change management, and organizational improvement strategies in health administration
• Strategic thinking and planning processes
Doctor of Health Administration degree

- The science and art of human interaction at the individual, group and organizational levels, focused on improving health organizations and the health of populations
- Impact of communication environments and organizational design on group and organizational communication
- Health communication, informatics, and information technology and the concomitant impact on organizations and health systems
- Contemporary models in health delivery systems to include relationship building, collaboration, mergers and acquisitions
- Health economics, financial planning and decision-making, and how these have an impact on leadership and organizational effectiveness
- The interaction of health policy, regulation, and community interests and how health professionals can positively impact these areas
- The application of qualitative and quantitative research methods in health organizations
- Contemporary human resource issues facing health administrators such as diversity, poverty, human rights, sexism, racism, and unionization
- Use of online and print media to locate scholarly and applied resources to include Internet usage; and
- The role of values, ethics and legal issues in contemporary health organizations

Strong advising and mentoring support you in your quest to earn a doctoral degree; you will be assigned an advisor (didactic portion of the program) and a major professor (dissertation) to guide and oversee work completed throughout the program.

In addition, Global Campus Library Services (GCLS), acknowledged as the best distance delivery library service in the education industry, offers you online research assistance, document delivery (electronic and physical delivery service), and general library services.

Program structure
You will progress through the degree requirements as a member of a cohort. All members in a cohort proceed through the carefully planned sequence of classes and seminars together. The only exception is that you will complete your dissertation as an individual effort, with guidance from a committee of three professors.

The structure of the program is as follows:

1. A non-credit orientation to health administration doctoral studies at Central Michigan University’s main campus in Mount Pleasant, Michigan
2. Internet modules
   - Each module consists of two courses taken via the Internet over a 12-week period
   - See included DHA course delivery schedules for specific information on course modules
3. Intensive 2 ½ day weekend seminars
   - The seminars follow each module, beginning with module two and concluding with module seven
   - Each seminar is worth one semester credit hour
   - Seminars generally include pertinent guest speakers
   - Seminars have been held in such places as:
     - Atlanta
     - Washington DC
     - CMU main campus in Mount Pleasant, Michigan
     - Optional International Seminars (typically one week, one to three credits each) have been held in locations such as:
       - Belize
       - Geneva, Switzerland
       - other locations
4. Comprehensive examination
   Examination is in essay format and evaluates all didactic content covered in the program.
5. Individual dissertation, on an applied research topic in a specific health administrative area, chosen by you in conjunction with your faculty advisor

Accredited by the Higher Learning Commission (www.hlcommission.org). CMU is an AA/EO institution, providing equal opportunity to all persons, including minorities, females, veterans and individuals with disabilities (see cmich.edu/ocr). 44406 update 7/17
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. All DHA faculty are members of the graduate faculty at Central Michigan University; this includes both core CMU faculty and visiting faculty from other institutions. The functions of the faculty are to:

- 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 instruction to optimize learning and application potential within a cohort and for individuals in the group
- Deliver courses, seminars, and materials to participants in the DHA program
- Instruct courses in the DHA program
- Serve as Dissertation Committee Chairs
- Recruit experts in specific content areas as co-instructors for the program
- Provide academic and research advisement
- Recommend appropriate action in cases of academic deficiency for participants in the program
- Evaluate the professional in the program with regard to course work, seminar participation, group projects and the Comprehensive Examination
- Monitor academic integrity and program quality

In addition, a program director, a professor in the College of Health Professions, is responsible for the overall academic coordination of the program, communication with faculty, and serves as a liaison between the cohort and the university.

Faculty members and their biographical summaries can be found at global.cmich.edu/dha/faculty.aspx

Curriculum

The strength of the DHA program is the combination of faculty expertise in areas of health 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 health administration and leadership.

A representative curriculum for the DHA program is listed on the next two pages. Courses normally are taken in sequence as listed depending on the year started and whether the 3-year or 5-year option is chosen.

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## DHA course delivery schedule

### 3-year plan

<table>
<thead>
<tr>
<th>School year</th>
<th>Fall II</th>
<th>Spring</th>
<th>Summer</th>
<th>Fall I</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(Sept. – Dec.)</td>
<td>(Jan. – Mar.)</td>
<td>(April – June)</td>
<td>(July – Aug.)</td>
</tr>
<tr>
<td><strong>Year 1</strong></td>
<td>Orientation*</td>
<td>DHA 704</td>
<td>DHA 708</td>
<td>DHA 712</td>
</tr>
<tr>
<td></td>
<td>DHA 700</td>
<td>DHA 705 (1 credit)</td>
<td>DHA 709 (1 credit)</td>
<td>DHA 713 (1 credit)</td>
</tr>
<tr>
<td></td>
<td>DHA 702</td>
<td>DHA 706</td>
<td>DHA 710</td>
<td></td>
</tr>
<tr>
<td><strong>Year 2</strong></td>
<td>DHA 714</td>
<td>DHA 718</td>
<td>DHA 722</td>
<td>DHA 726</td>
</tr>
<tr>
<td></td>
<td>DHA 716</td>
<td>DHA 720</td>
<td>DHA 724</td>
<td>DHA 728</td>
</tr>
<tr>
<td></td>
<td>DHA 717 (1 credit)</td>
<td>DHA 721 (1 credit)</td>
<td>DHA 725 (1 credit)</td>
<td>Comprehensive Examination</td>
</tr>
<tr>
<td></td>
<td><strong>DHA 717</strong></td>
<td><strong>DHA 721</strong></td>
<td><strong>DHA 722</strong></td>
<td><strong>DHA 728</strong></td>
</tr>
<tr>
<td><strong>Year 3</strong></td>
<td>Admission to Candidacy</td>
<td>DHA 898</td>
<td>DHA 898</td>
<td>DHA 898</td>
</tr>
<tr>
<td></td>
<td>Applied Dissertation</td>
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</tbody>
</table>

*An annual orientation is held in August of each year.

**Note:** Students who wish to take any of the international travel courses will fit them into the schedule. DHA students may elect to substitute up to two international travel courses for two of the 1-credit seminars in the degree plan; or they may elect to enroll in all DHA courses as well as any of the international travel courses.
### DHA course delivery schedule

#### 5-year plan

<table>
<thead>
<tr>
<th>School year</th>
<th>Fall II (Sept. – Dec.)</th>
<th>Spring (Jan. – Mar.)</th>
<th>Summer (April – June)</th>
<th>Fall I (July – Aug.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>Orientation* DHA 702</td>
<td>DHA 706</td>
<td>DHA 710</td>
<td>DHA 712 DHA 713 (1 credit)</td>
</tr>
<tr>
<td>Year 2</td>
<td>DHA 716</td>
<td>DHA 720</td>
<td>DHA 724</td>
<td>Summer Hiatus</td>
</tr>
<tr>
<td>Year 3</td>
<td>DHA 700 DHA 717 (1 credit)</td>
<td>DHA 704 DHA 705 (1 credit)</td>
<td>DHA 708 DHA 709 (1 credit)</td>
<td>Summer Hiatus</td>
</tr>
<tr>
<td>Year 4</td>
<td>DHA 714 DHA 717 (1 credit)</td>
<td>DHA 718 DHA 721 (1 credit)</td>
<td>DHA 722 DHA 725 (1 credit)</td>
<td>DHA 726 DHA 728 Comprehensive Examination</td>
</tr>
<tr>
<td>Year 5</td>
<td>Admission to Candidacy DHA 898 Prospectus Defense</td>
<td>DHA 898</td>
<td>DHA 898</td>
<td>DHA 898 Dissertation Defense</td>
</tr>
</tbody>
</table>

*An annual orientation is held in August of each year.

**Note:** Students who wish to take any of the international travel courses will fit them into the schedule. DHA students may elect to substitute up to two international travel courses for two of the 1-credit seminars in the degree plan; or they may elect to enroll in all DHA courses as well as any of the international travel courses.

For students in the five year cycle, the 1-credit seminars may be taken during a different term than in the schedule above; however, some seminars are matched with specific courses, including DHA 712/713, DHA 704/705, DHA 714/717.
DHA 700 Leadership: Foundations and Strategies for Health Care 3 (3-0):
Examines the role of leaders in improving organizations and the relationship between situational leadership strategy, organizational culture, communication, and performance.

DHA 702 Probability and Statistics for the Health Professions 3 (3-0):
Examines statistical and quantitative techniques for problem-solving and decision-making to understand, collect, conduct, and evaluate managerial, biomedical, and scientific research.

DHA 704 Population Health 3 (3-0):
Explores applied epidemiology in relation to population and health including standardizing information, marketing, community health technologies, and monitoring health behaviors of target groups.

DHA 705 Seminar in Public Health 1 (1-0):
Focuses on current issues in health promotion and disease prevention, applied epidemiology, community health concerns, and how to positively impact health in communities.

DHA 706 Quantitative Analysis in Health Organization 3 (3-0):
Introduces statistical/quantitative techniques including general linear models, survey research methodology, and research application cases, decision-making and problem-solving for health administration. Prerequisite: DHA 702

DHA 708 Organizational Theory and Behavior for the Health Professions 3 (3-0):
Integrating theory and concepts from organizational theory and behavior literature, this course provides applications to improve dynamic health care organizations throughout the continuum of care.

DHA 709 Seminar in Health Dynamics: Current Issues, Trends and Change 1 (1-0):
Examines current issues, trends, and the change necessary to improve the health system using a variety of presentations, group interactions, and discussion.

DHA 710 Qualitative and Operational Analysis in Health Care 3 (3-0):
The assumptions, theories, and practice of qualitative research are developed. Operations research models for managerial decision-making and problem-solving are presented and applied. Prerequisites: DHA 702 and DHA 706 or permission of the instructor.

DHA 712 Research Methods and Practice for the Health Professions 3 (3-0):
Provides theoretical and applied concepts, techniques, procedures, and technologies used in scientific inquiry and reporting for applied clinical, health administrative and managerial research. Prerequisites: DHA 702 and DHA 706 or permission of the instructor.

DHA 713 Seminar in Health Services Research 1 (1-0):
Examines research activity and reporting in the areas of health care financing, organization, delivery, access, and outcomes of health services. Prerequisite: DHA 712.

DHA 714 Health Systems Thinking and Practice 3 (3-0):
Examines systems thinking and organizational effectiveness. Students will practice using a variety of systems tools as applied to different organizational problems.
DHA 716 Communication in Health Organizations 3 (3-0):
Examines the delivery and exchange of messages within health organizations. Contexts will include conflict, negotiating, networks, channel selection, knowledge management, and public relations.

DHA 717 Seminar in Health Care Dynamics: Stakeholder Relations 1 (1-0):
Examines the concept of leadership style and how health care executives can more effectively communicate with multiple stakeholders both inside and outside the organization.

DHA 718 Health Care Law, Regulations, and Ethics 3 (3-0):
Explores the legal and ethical issues found in the health care system, and investigates the health care administrator as decision-maker, leader and moral agent.

DHA 720 Health Economics 3 (3-0):
Foundational economic and specific health economic theory, trends, market issues and applications are presented to include health insurance and payment theory, practice and applications.

DHA 721 Seminar in Health Care Policy and Politics 1 (1-0):
This seminar will examine the political, legislative and economic forces that influence health care policy and regulation development, implementation and consequences of policy and legislation.

DHA 722 Health Informatics 3 (3-0):
Focuses on the fundamental concepts and applications of managing information as a health care corporate asset, emphasizing converting data into information for decision support.

DHA 724 Fiscal Responsibility and Accountability for Health Entities 3 (3-0):
Emphasizes financial management and financial operations theory, principles, and concepts as they relate to health care organizational decision-making and accountability.

DHA 725 Seminar in Strategic Planning for Health Organizations 1 (1-0):
Examines the concepts, processes and integration of management information systems, financial, human resource and marketing plans into an organizational strategic planning system.

DHA 726 Applied Leadership 3 (3-0):
Practical application of leadership principles focused on issues such as governance, decision-making, motivation, empowerment, team building, change management, conflict resolution, accountability, credibility and ethics.

DHA 728 Comparative Health Systems 3 (3-0):
This is a capstone course in the Doctor of Health Administration program and represents a synthesis of previous classroom and field-based learning experiences with a specific focus on global challenges and comparative effectiveness of health systems. To be taken concurrently with DHA 726.

DHA 898 Dissertation Design, Implementation, Defense and Reporting 12 (spec):
A description of the capstone research event, the design, implementation, defense and reporting of a doctoral dissertation is outlined. Prerequisite: Successful completion of the Doctoral Program Comprehensive Examination.
Central Michigan University has established a set of minimum qualifications for admission into the Doctor of Health Administration (DHA) degree program. 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 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 and each year will have a cut-off date; however, a rolling admission process is used wherein applications are reviewed as received and applicants may be offered early admission. CMU retains the right to determine which applicants are best qualified for admission into the DHA program.

Admission criteria
The minimum requirements and standards for admission to the program include the following criteria:

• An earned regionally accredited master's degree in an appropriate area of study (e.g., health administration, business administration, public health, public administration, nursing management) or a professional degree (e.g., M.D., D.O., D.D.S.). Other areas of graduate study at the master's degree level will be considered by petition to the faculty. GPA will be considered in the admissions process.

• Satisfactory completion of graduate coursework or equivalent must be provided in the areas of health economics or economics, finance, statistics, administration/management, and organizational development/behavior. Any student admitted with a deficiency in one or more of these prerequisite areas will be required to take the necessary courses or successfully complete (success level determined by the faculty) a competency assessment to fulfill these foundational requirements. An applicant with three or more deficiencies may be admitted only on a conditional basis contingent upon the successful completion of all prerequisite coursework or competency assessment. Any course taken to fulfill course prerequisite requirements will not count toward the degree program.

• Applicants must demonstrate at least three years of responsible experience at the mid- to senior-level in health administration, management, clinical leadership, and/or health or public health policy. The applicant must demonstrate that he/she has significant influence in decision making, planning, clinical programming, policy, or other aspects of health beyond being in a staff role or supervisory role. The determination of what is considered significant, mid- to senior-level experience is made by the Program director.

• Oral and written English language proficiency. Applicants whose native language is not English will be required to submit the results of the Test of English as a Foreign Language (TOEFL) scores or another test of English equivalency (such as the ECFMG for physicians who were foreign medical students). This requirement may be waived if prior academic experience and success in other United States colleges/universities or employment settings can be satisfactorily demonstrated.

• Submission of a career goal statement, research intent, and a current curriculum vitae or résumé.

• At least three professional letters of recommendation, transcripts (with a current date of issue), and other documentation customarily required for admission to the College of Graduate Studies will be required.

• Submission of the completed 5-page Premise Paper (See page after the "Checklist" for approved topics)

• Successful completion of a telephone admission interview with the program faculty.

• Admitted students must attend the on-campus new DHA student orientation.
Applying to the program

This program uses a self-managed application process in which the student gathers all of the application materials and submits them online with his or her application.

Admission process
You are responsible for ensuring that all of the required materials are submitted online at: apply.cmich.edu

Applications must be received by the announced application deadline date. Early application is encouraged and early admission may be offered. The application materials required are:

• Central Michigan University Application for Graduate Admission form, available online at apply.cmich.edu

• At least three letters of professional reference attesting to the applicant’s academic and practical abilities and moral stance (see included page on “Letters of Reference”)

• A 3-4 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
  • An articulation of applied research interest that you are considering for your dissertation

• Résumé or Curriculum Vitae (CV)

• A 5-page Premise Paper defending or attacking one of the approved premises (see included page on “5-Page Premise Paper”)

• One official transcript with a current date of issue for all graduate and undergraduate level course work and degrees

• $50 non-refundable application fee payable in U.S. dollars to Central Michigan University

• Telephone interview date confirmation (you will be contacted for the interview date and time)

• TOEFL scores (required from international students; official scores must be sent from educational testing service)

Students who do not meet the announced timelines will not be considered for that year’s cohort admission.

Students matriculating into this program cannot be granted prior experience credit toward semester credit hour degree requirements. Students matriculating into the DHA program may, with the approval of the program, transfer up to six credits of course work taken in another regionally accredited doctoral program.
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 be met by the tuition and fees for the program.

1. **Tuition**
   - Tuition for students is currently set at $850 per credit hour. All fees and tuition rates are set by the University Board of Trustees and are subject to change without notice.
   - Payment of tuition is made at the time of registration or at the published designated due date each 12-week term. Personal check, money order, Visa, Master Card, Discover, or American Express may be used to make tuition payments.
   - To obtain further information about CMU’s financial aid program, call 800-950-1144, ext. 1260 or access the website at global.cmich.edu/finances.

2. **Internet connectivity fees**
   - To participate in the program, you must have Internet access and a personal e-mail address at your disposal. High-speed Internet connectivity in both the home and office is preferred.
   - You are responsible for all access service and connectivity fees.
   - You may be required to purchase specific software programs during the delivery of the program.

3. **Books and materials**
   The cost of books and materials is not included in the tuition.

4. **Seminar costs**
   You are responsible for the following costs during required seminar attendance:
   - Travel costs to and from the seminar location
   - Lodging during the seminar
   - Meals
   - Laptop computer rental or purchase for seminar (if required)

5. **Comprehensive examination costs**
   You may be responsible for the following costs during the required Comprehensive Examination:
   - Travel costs to and from the examination location
   - Lodging during the examination
   - Meals
   - Proctor fees (if applicable)

6. **Applied dissertation costs**
   You are responsible for all costs associated with completing your applied dissertation which may include travel to the dissertation defense site.

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
   - Graduation application fee ($50)
   - Costs associated with preparation and publication of the manuscript
   - Cost of employing a dissertation editor
The DHA Program uses a continuous admission process whereby applicants may apply at any time for competitive admission to the next cohort of the program. Early applicants who are especially well qualified may be offered an early admission decision.

The deadline for applications from students wishing to be considered for the fall cohort of each year is April 1st of that year. Admission decisions for students not offered early admission will be announced around mid-May.

Applications must be submitted with the $50.00 non-refundable application fee.

April 1 Application window closes for students planning to begin studies in September
Telephone interviews begin shortly thereafter

Mid-August Orientation to the DHA program

Early-September Course work begins

Details regarding the DHA Program are available at global.cmich.edu/dha
This program uses a self-managed application process in which the student gathers all of the application materials and submits them online with his or her application.

Below are the documents that must be submitted:

- $50.00 non-refundable application fee payable in U.S. dollars to Central Michigan University
- Completed online Application for Graduate Admission at apply.cmich.edu
- Official transcripts - no more than 1 year old. Contact your school(s) and have official transcripts sent to transcripts@cmich.edu. If your school(s) cannot send the transcripts directly to CMU, you may submit them in unopened envelopes. Check one box for each transcript sent followed by name of school:
  - __________________
  - __________________
  - __________________
  - __________________
  - __________________
- Completed professional Letters of Reference. Attach them electronically on the "Final Steps: Additional Information" page of the online application under Document Type: "Letter of Recommendation." Check one box for each reference submitted:
  - ☐ ☐ ☐
- A 3-4 page personal and professional statement indicating why you believe a doctoral program is appropriate for you, your preparation for the program, relevant information about you and your career, and your research interests. Attach electronically on the "Final Steps: Additional Information" page of the online application under Document Type: "Statement of Purpose"
- A 5-page essay defending or attacking one of the approved premises. Attach electronically on the "Final Steps: Additional Information" page of the online application under Document Type: "Premise Paper"
- Updated resume or curriculum vitae (CV). Attach electronically on the "Final Steps: Additional Information" page of the online application under Document Type: "Resume"
- TOEFL Scores (required from international students, official scores must be sent from Educational Testing Service)
- After we have verified receipt of your completed application, you will be contacted via phone to schedule a telephone interview

For more information call toll-free at 877-268-4636 or e-mail us at CMUglobal@cmich.edu. You also can visit our website: global.cmich.edu/dha. We look forward to hearing from you.
As part of the admission review process, the DHA Program requires that you complete the following assignment and submit it with your online application. Review of your application will not be done until the paper is received.

Pick one of the following premises and write a five (5) page essay defending or attacking the premise. You are to locate at least three reference sources as part of the assignment. Wikipedia and other such websites cannot be used as a source, nor can opinion type websites. Academically oriented websites are allowed as well as professional and research journal articles. The paper should use no more than a 12-point font and be no more than double spaced. The title page and reference list is not included in the five page limitation. Keep the narrative within the five page limit.

The paper will be evaluated based on your ability to formulate an argument and the logical flow of the argument, spelling and grammar, sentence structure, syntax, references selected and used, appropriate citations, and critical analytical abilities in addressing the premise you choose. You may use any format for writing the paper, such as APA, AMA, MLA, or another style; however, you must be consistent.

Premise 1: Take a position on whether you believe there is a significant lack of leadership in the healthcare field in meeting the organizational or clinical needs of the population. You will need to (1) decide what aspect of healthcare you want to address, (2) decide whether you believe there is evidence to support the premise that there is a lack of leadership or if the opposite is true – that there is not a lack of leadership, and (3) determine how you will organize the argument.

Premise 2: Healthcare is a global concern whether it is epidemiology, delivery of health services, cost of providing various aspects of health services, sanitation, disease control, health indicators, or some other aspect. Either speak to why healthcare should be considered a global concern or why it is not a global concern. You will need to focus on specific aspects of health and develop the argument based on that slice. It is unlikely you can address this broadly.

Premise 3: It has been said that the fear of medical liability drives healthcare providers, particularly physicians, to unnecessarily order diagnostic tests and to perform treatments and procedures that may not be necessary, simply to ensure that nothing is left undone. Is this in fact the case? Defend your position on this premise using the literature.

Premise 4: The move to increase consumer participation in health decision-making will ultimately result in better health outcomes for patients and less expensive care being provided. Take a position either in favor of this premise or in opposition. You will need to examine the research concerning (1) consumer-centered healthcare, (2) appropriate role of consumers in decision-making about their own care, (3) obstacles to this happening, and (4) whether consumer participation makes a difference.

To add the completed essay to your online application:
Attach electronically on the “Final Steps: Additional Information” page of the online application under Document Type: “Premise Paper”
This program uses a self-managed application process in which the student gathers all of the application materials and submits them online with his or her application.

Directions: Please send the following information to individuals providing your letters of reference:

I am applying for admission into the Doctorate of Health Administration program at Central Michigan University. In order to complete the application, it is necessary to provide letters of support. The College of Health Professions asks that you provide the following information in the letter of reference and return a digital copy of the letter to me. I will then attach your letter to my online application.

Please include the following information in your letter of reference:

1. Your name
2. Your title
3. Your organization
4. The applicant’s name
5. How long you’ve known the applicant
6. Your contact information (e-mail and/or phone number)

In writing your letter, please comment on the applicant’s potential to successfully pursue doctoral studies and to make meaningful contributions to the field of health care management following degree completion. Please comment on their ability to perform doctoral-level work, research, writing, and academic work.

Thank you
This program uses a self-managed application process in which the student gathers all of the application materials and submits them online with his or her application.

To the Applicant:
Many colleges and universities have online forms for requesting official transcripts of courses and grades. If the institutions you attended do not offer this service, this transcript form is included to make it easier to obtain transcripts from them. Please make photocopies of this form as needed. Remember, you will need one official transcript from all previous graduate and undergraduate level coursework and degrees earned.

Many institutions charge a fee for official transcripts. To avoid delays, check your institution’s policy in advance. Type or print the information requested below. Send this form and any required fee to each institution you attended.

Applicant’s name: ________________________________________________________________________
Address: _______________________________________________________________________________
_______________________________________________________________________________________
U.S. Social Security Number or Student ID Number: _____________________________________________
Name of institution attended: _______________________________________________________________
Dates of enrollment: from ______________________________ to _________________________________
                        (month/year)                                                                                         (month/year)
If attended under a name other than above, give other name ______________________________________
I hereby authorize release of my transcript(s) to Central Michigan University.
Signature: ______________________________________________________________________________

To the registrar:
The applicant named above is applying to the Doctor of Health Administration program at Central Michigan University. This program uses a self-managed application process in which the student gathers all of the application materials and submits them. Therefore, we ask that you attach one copy of the student’s official academic record to this form and insert the materials into one of your university letterhead envelopes. Seal the envelope and sign across the flap to ensure confidentiality. Return the sealed envelope to the applicant who will submit it unopened along with all of her/his application materials. Transcripts may also be emailed to transcripts@cmich.edu.

For more information call toll-free at 877-268-4636 or e-mail us at CMUglobal@cmich.edu. You also can visit our Web site global.cmich.edu/dha. We look forward to hearing from you.