
GRADUATE PROGRAM IN HEALTH ADMINISTRATION

PROGRAM GUIDE 2017-2018

FAY W. BOOZMAN
COLLEGE OF PUBLIC HEALTH
DEPARTMENT OF HEALTH POLICY AND MANAGEMENT
UNIVERSITY OF ARKANSAS FOR MEDICAL SCIENCES

Degree:
MASTER OF HEALTH ADMINISTRATION

Richard Ault, MHSA
Assistant Professor, Department of Health Policy and Management and
Director, MHA Program

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(501) 526-6643



CA⁺HME.
ACCREDITED

Dear Prospective Student:

I sincerely appreciate your interest in the Masters of Health Administration Program. Our program is the only CAHME accredited program in the State of Arkansas, and has a thirty year history of educating future healthcare leaders.

Our program will prepare you for a career in health administration. Our graduates are employed by hospitals, medical clinics, managed care firms, health insurance firms and many other health related fields. Salaries are in line with other well paid managerial occupations.

This guide should answer many of your questions as you consider health administration as a career option. If you have additional questions, you may contact me at any time. We welcome your inquiries.

Sincerely,

Richard Ault, MHSA

Assistant Professor,
Director, MHA Program
501-526-6652
rjault@uams.edu

Mission

With the goal of improving the health of people in Arkansas and beyond, the Master of Health Administration program in the Fay W. Boozman college of Public Health, prepares recent graduates and early careerists to be ethical managers and leaders in a broad range of healthcare organizations by integrating traditional and emerging instructional methods with practice-based learning experiences in a generalist-oriented, competency-based academic program.

Vision

The program's vision is to be the program of choice for healthcare management education and leadership in Arkansas and the region.

Frequently Asked Questions

Q: Which graduate test should I take?

A: We accept either the GRE or GMAT. Individuals with a Business Administration undergraduate degree may prefer the GMAT.

Q: Can I be admitted without taking any of the graduate tests?

A: No. (A prospective student with a “terminal” professional degree (MD, JD, PhD) may request a waiver.)

Q: How do I learn about the Program on the Internet?

A: On the Internet, go to <http://publichealth.uams.edu/academics/masters/msha/>.

Q: When should I apply?

A: Applications are available at SOPHAS (www.sophas.org), an online application service for CEPH accredited schools of public health or HAMPCAS (www.hampcas.org), an online application service for CAHME-accredited MHA programs. Applicants should apply at SOPHAS if applying to several MHA programs, and those programs are part of a College of Public Health at those universities. Applicants may apply to either SOPHAS or HAMPCAS, but only apply to one application service.

Applications are reviewed as soon as all the required information is received and is in a completed admission file from SOPHAS/HAMPCAS at the Office of Student Affairs at UAMS, College of Public Health. The earlier you apply, the earlier you will get a response. We will start the admissions process for the next fall semester as early as October of the preceding year. We would like to have your completed application for the fall semester before June 15th. For spring admission applications, the required application materials should be completed and submitted by November 1st. We may contact you for an interview upon receipt of your completed file. The dates are somewhat flexible and you may contact us if you are not in the above date ranges.

International applicants: International applicants will be admitted for fall semester only. All materials required for admission must be received by the Student Services Office no later than March 31st preceding the fall term start.

Q: What happens during the interview?

A: The faculty asks a series of questions related to the statement of career goals and objectives, previous work and academic performance. The interview also includes time for the applicant to ask any questions he/she may want answered. The interview generally lasts for 1 hour.

Q: What should be included in the statement of objectives?

A: The 500-700 word statement should describe for the faculty why you are seeking a degree in health administration, your career goals and objectives, and information about your previous work experience, particularly any leadership or management experience.

MASTER OF HEALTH ADMINISTRATION (MHA)

APPLICATION AND ELIGIBILITY REQUIREMENTS

The curriculum of the Master of Health Administration (MHA) program begins in the fall semester; however, spring admission is considered for US citizens or permanent resident aliens only.

Application Requirements

- Completed application form available at SOPHAS (www.sophas.org), an online application service for CEPH-accredited schools of public health.
- Official transcripts of all academic work sent directly from every institution attended to SOPHAS regardless of degree awarded or transfer credits shown on subsequent transcripts. Applicants must input every course on each transcript into their SOPHAS application online.
 - All transcripts from foreign countries must be translated and evaluated by World Education Service (<http://www.wes.org/sophas/>); through this link applicants will receive a discounted rate. An official copy of the evaluation must be submitted to SOPHAS.
 - Applicants must possess the minimum of a U.S. baccalaureate degree equivalent to be considered for admission. Applicants who anticipate completion of their undergraduate degree soon after the admissions deadline may apply for conditional admission. If granted conditional admission, a final transcript from the student's baccalaureate institution must be received by the Office of Student Affairs prior to the date of registration of the admitted semester.
 - If you are an international applicant, please also see Requirements for International Students for more information (<http://publichealth.uams.edu/students/prospective-students/how-toapply/>). Please note the MHA Program admits international applicants for the Fall semester only with a completed application packet deadline of March 1st.
- In addition to the SOPHAS application fee, a non-refundable application processing fee must be paid to the CPH. Go to <https://academicdev.uams.edu/coph/> to pay your supplemental application fee. Select option #2 and then the "click here" underlined text. You will need your SOPHAS number and a credit card.
 - Check the current fee amount due at <http://publichealth.uams.edu/students/prospectivestudents/tuition-and-fees/>. Students who are currently enrolled and taking classes full-time in another UAMS college are not required to submit the application fee, but must submit all other required materials.
- Official Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores. The test must have been taken within the five (5) years immediately preceding the application deadline of the requested semester of admission. Official scores must be received directly from the testing agency (www.ets.org.) **The GRE university code for CPH is 6512, and the department code is 0616. The GMAT code is OSF-3L-74.**
 - Minimum scores for the GRE and GMAT are 50th % for the verbal section and 36th% for the quantitative section.
- For the MHA Program, the cumulative grade point average must be at least 2.75 (4.0 scale) overall or 3.0 (4.0 scale) in the last 60 hours to be considered for admission.
- Personal statement or letter of interest (500 to 700 words) detailing reasons for seeking this degree including previous work experience, career goals, and objectives

- Two recommendations from people who can attest to the applicant’s ability to do graduate level work, i.e. academic and professional references
- A current résumé.
- The **TOEFL** (Test of English as a Foreign Language) must be taken by international applicants unless they have an undergraduate degree from an accredited US institution. The minimum scores for specific programs are listed below. **Applicants who do not meet the minimum scores will not be considered for admission.** Either test must have been taken within the two (2) years immediately preceding the application deadline of the requested semester for admission.

TOEFL

Program	Paper based exam	Internet based exam	COPH CODE
MHA	580	90	R6901

For the TOEFL, an official test score must be sent directly from the testing agency (www.ets.org) to SOPHAS.

- **For international students only:** The COPH, not SOPHAS, must receive an official letter on bank letterhead from the student’s financial institution proving sufficient funds for the program of study prior to the application deadline. See Requirements for International Students for amounts and mailing instructions (<http://publichealth.uams.edu/students/prospective-students/how-to-apply/>).

Application Deadlines

At this time, the MHA Program does not have a specific deadline for completed application packets, but applicants are encouraged to provide all materials as soon as possible to be reviewed for the semester of intended enrollment. The deadline for international students is March 1st.

It is the applicant’s responsibility to make sure the application is complete and received by SOPHAS as required by the deadline.

Selected applicants will be required to interview with program faculty. This is scheduled after all application materials are received and criteria are satisfied.

Applicants who are accepted may defer admission for a maximum of one calendar year.

Program Requirements

The Master of Health Administration requires 51 credit hours, all of which are taken as required courses. The curriculum is structured in developmental sequences, with each semester's work building on the previous courses.

The program is designed to be completed in two years by full-time students (12 hours per semester) or four years by part-time students (6 hours per semester). A summer experiential course provides hands-on-experience in a health institution through either a health administrative residency or a management project. Full-time students usually participate in a paid, three-month residency, while part-time students participate in a management project.

Administrative Residency/Management Project

These courses are an integral part of the program's educational process. They provide practical experience with the theories, concepts, and administrative skills learned during the first year. The summer residency is three months of paid, full-time work in a healthcare institution or agency that is usually compatible with the student's career goals. Students are under the supervision of qualified healthcare administrators, selected projects and written reports are required.

The Management Project requires work on a significant management problem defined by a healthcare organization administrator. It involves an actual situation and may include staffing, planning, problem solving, or other administrative work. This course is usually completed by part-time students.

Typical Course of Study by Academic Period

The typical full-time course sequence will be completed in four semesters with a summer residency between the first and second year. **A full-time student entering the program in the Spring Semester will require five semesters to complete the program**

The recommended course sequences for part-time students are designed to maintain the developmental structure of the curriculum. For example, the basic financial management course is taken before the student enrolls in the advanced health systems financial management course. The health statistics course is taken before several courses can be taken. Students can elect to increase or decrease the number of hours for which they enroll in each semester. The Program does not recommend enrolling for less than 6 credit hours during any semester.

The structure of course sequences for full-time and part-time students is defined on the following pages. The full-time program takes 2 years and the 6-hour sequence 4 years.

Typical Course of Study

FULL TIME STUDENTS – TWELVE CREDIT HOUR SEQUENCE

Advisee's Name: _____

Student ID Number: _____

Faculty Advisor: _____

YEAR ONE – FALL [12 credit hours]		Grade	Year	Semester
BIOS 5013	Biostatistics I			
HPMT 5103	The Healthcare System			
HPMT 5114	Management of Healthcare Organizations			
HPMT 5134	Introduction to Health Systems Financial Management			

YEAR ONE – SPRING [12 credit hours]				
HPMT 5333	Applications in Health Systems Financial Management			
HPMT 5344	Operations Management I			
HPMT 5124	Health Systems Strategic Planning			
HPMT 5104	Introduction to Health Economics			

YEAR ONE – SUMMER [3 credit hours]				
HPMT 5285	Health Administration Residency			

YEAR TWO – FALL [12 credit hours]				
HPMT 5212	Health Information Systems for Administrators			
HPMT 5343	Operations Management II			
HPMT 5223	Seminar in Human Resource Management			
HPMT 5583	Advanced Applications in Healthcare Management			

YEAR TWO – SPRING [12 credit hours]				
HPMT 5201	Health Law			
HPMT 5340	Management Capstone			
EPID 5112	Epidemiology I			
HPMT 5132	Health Policy & Politics			

TOTAL: 51 credit hours

PART-TIME STUDENTS - SIX CREDIT HOUR SEQUENCE

Advisee's Name: _____

Student ID Number: _____

Faculty Advisor: _____

YEAR ONE – FALL [6 credit hours]		Grade	Year	Semester
BIOS 5013	Biostatistics I			
HPMT 5103	The Healthcare System			

YEAR ONE – SPRING [6 credit hours]				
EPID 5112	Epidemiology I			
HPMT 5104	Introduction to Health Economics			

YEAR TWO – FALL [6 credit hours]				
HPMT 5134	Introduction to Health Systems Financial Management			
HPMT 5114	Management of Healthcare Organizations			

YEAR TWO – SPRING [6 credit hours]				
HPMT 5344	Operations Management I			
HPMT 5333	Applications in Health Systems Financial Management			

YEAR TWO – SUMMER (3 credit hours)				
HPMT 5286	Management Project			

YEAR THREE – FALL [6 credit hours]				
HPMT 5343	Operations Management II			
HPMT 5223	Seminar in Human Resources Management			

YEAR THREE – SPRING [6 credit hours]				
HPMT 5132	Health Policy & Politics			
HPMT 5124	Health Systems Strategic Planning			

YEAR FOUR – FALL [6 credit hours]		Grade	Year	Semester
HPMT 5583	Advanced Applications in Healthcare Management			
HPMT 5212	Health Information Systems for Administrators			
YEAR FOUR - SPRING [6 credit hours]		Grade	Year	Semester
HPMT 5201	Health Law			
HPMT 5340	Management Capstone			

TOTAL: 51 credit hours

Management Projects and Summer Residencies

The Management Project and Summer Residency experiences are designed to provide an opportunity for the student to apply content learned during the first half of their tenure in the program to problems in a healthcare organization. As transitional activities between the introductory courses taken in the first half of the program and the advanced courses taken later, they serve two purposes. First, they allow the student to apply content from these introductory courses to actual management problems in a healthcare organization. Second, they help students understand the importance of the curriculum content to be presented during the second half of the program. The summer experience provides a context that helps integrate the curriculum content.

One-Year Fellowships

The Program attempts to assist students with the arrangement of one-year fellowships *following* graduation. Although this is not a formal part of the curriculum we consider it a valuable integrating experience. We encourage students with limited administrative experience to participate in a fellowship. Frequently, students with a healthcare background who want to change career paths are also encouraged to pursue a fellowship. The fellowship normally requires the student to work on a series of management projects requiring the application of content covered in the MHA curriculum. The fellowship could be located in Arkansas, other states, or in another country. Students should understand that the fellowship placement process is quite competitive and there are many more students pursuing fellowships than there are fellowships available.

MHA Required Courses

<http://publichealth.uams.edu/students/current-students/catalog/>

- BIOS 5013** **Biostatistics I** Introductory topics in descriptive biostatistics and epidemiology, database principles, basic probability, diagnostic test statistics, tests of hypotheses, sample size estimation, power of tests, frequency cross-tabulations, correlation, nonparametric tests, regression, randomization, and analysis of variance.
- HPMT 5285** **Health Administration Residency** A three-month administrative residency in a healthcare institution or agency; work experience under a qualified healthcare administrator with selected field projects and written reports. The residency is designed to provide “real world” experience in a healthcare organization, and so that students may apply program competencies learned in their first year of study. Full-time students perform their residency during the summer between their first and second years of study. Prerequisite: twenty-four (24) hours or permission of instructor.
- HPMT 5286** **Management Project** Administrative problem defined by a healthcare institution or agency. This experience is designed so that part-time students may be exposed to “real world” experience in a healthcare organization. The student’s Preceptor and faculty supervisor develop a project which will be mutually beneficial to the student and the sponsoring organization. Part-time students complete this project during a summer session. PREREQUISITE: The completion of twenty-one (21) hours in the MHA program.
- HPMT 5013** **The Healthcare System** Analysis of system-wide issues related to delivery of healthcare in the United States, including organizational arrangements, financing, health status issues, health insurance, health manpower, and cost of healthcare, quality of healthcare, access and regulatory issues.
- HPMT 5114** **Management of Healthcare Organizations** The purpose of this course is to expose graduate students to the fundamental management issues and techniques that can be used to administer a healthcare organization. Students will gain experience applying these issues and techniques to a healthcare organization. The students are also expected to identify and apply relevant methods for evaluating health policies and programs and for assessing the performance of organizations and professors in the areas of quality, safety, accessibility, efficiency and equity.
- HPMT 5134** **Introduction to Health Systems Financial Management** Basic accounting/financial principles and practices as applied to healthcare institutions and agency administration; emphasis on budgeting, financial analysis, cost management, third-party reimbursement systems; working capital management; capital investment decisions, and management of financial risk.

- EPID 5112** **Epidemiology I** This course, the first of the sequence offered by the department of epidemiology, introduces the principles and methods of epidemiologic research and practice. It presents an overview of the history of epidemiology and the current thinking, methods, measures of morbidity and mortality, disease transmission and risk, major epidemiologic study designs, measures of association, sources of error including bias, confounding and interaction, evaluation of screening tests, inference and causality, with emphasis on practical topics such as public health surveillance and outbreak field investing.
- HPMT 5124** **Health Systems Strategic Planning** Covers the major types of health planning in the U.S. including related supply regulation. Strategic, business and market-based planning are emphasized. Several exercises introduce students to relevant data sources and prepare them to develop a market based health plan. Prerequisites: BIOS 5013: Biostatistics I; HPMT 5114: Management of Healthcare Organizations.
- HPMT 5212** **Health Information Systems for Administrators** is designed to expose students to the purpose and value of health information systems. Various components of such systems, how such systems are designed and how information provided by such systems can assist day-to-day operations as well as strategic planning. Prerequisites: BIOS 5013: Biostatistics I; HPMT 5103: The Healthcare System.
- HPMT 5104** **Introduction to Health Economics** The course provides an overview of economic theory with healthcare applications. Economics is the study of optimal allocation of scarce resources. Health economics considers the allocation of healthcare resources to evaluate whether more efficient or equitable distributions can be achieved. Economics concepts and principles will be introduced, followed by the application of these principles to healthcare, health management, and health policy. Prerequisites: BIOS 5013: Biostatistics; HPMT 5103: The Healthcare System; or permission of instructor.
- HPMT 5201** **Health Law** Basic principles and practices of law affecting the administration of healthcare institutions and medical practices, with emphasis on the legal aspects of patient care and treatment, torts and contractual obligations, rights and obligations of governing boards, medical staff and employees, and labor law.

- HPMT 5333 Applications in Health Systems Financial Management** The course is designed to present in-depth discussions on topics related to financial management in a healthcare setting. It focuses on the application of financial management principles and concepts to healthcare organizations. A broad range of issues will be discussed and evaluated with assignments to familiarize students with both theoretical concepts and practical application of financial management principles in the current operating environment. Computerized software packages will be utilized to emphasize the application of financial techniques to problems in the healthcare management and/or health delivery. Students should have a basic understanding of healthcare system, healthcare management, health statistics and information systems, financial accounting and Excel. Prerequisites: BIOS 5013: Biostatistics I; HPMT 5103: The Healthcare System; HPMT: 5114 Management of Healthcare Organizations; HPMT 5134 Introduction to Health Systems Financial Management.
- HPMT 5223 Seminar in Human Resource Management** Variety of situations and techniques involved in the management of human resources in healthcare institutions, including ethics, recruitment, training and development, grievance procedures, wage and salary administration, affirmative action, labor unions, and professional credentials.
- HPMT 5132 Introduction to Health Policy and Politics** Examines the nature of public policy making processes within the various core functions of public health, and the influence of the political, bureaucratic, and social environment in which policy decisions are made. The consequences of health policy decisions and the key dimensions of current public health policies will also be examined. In addition to conceptual discussions of each of the above, the course includes evaluation of case studies of public health policy decisions and discussions with policy makers from multiple levels of government and multiple backgrounds. Prerequisites: HPMT 5103: The Healthcare System.
- HPMT 5340 Management Capstone Policy** and decisions making processes in healthcare institutions and agencies, uses case studies of healthcare institutions and agencies. This course is designed to provide a culminating experience, and is specifically designed to provide students with experience applying many of the competencies learned earlier in the program. Culminating experience typically completed in last semester of the student's course of studies; or permission of instructor.
- HPMT 5583 Advanced Applications in Healthcare Management** The organization and management of large healthcare organizations; emphasis on administration, medical staff, trustee relationships; provides an understanding of the diversity and complexity of the daily routine of a hospital administrator and clarifies the roles of various constituencies in hospital organizations. Prerequisites: HPMT 5114: Management of Healthcare Organizations; or permission of instructor.

HPMT 5344 Operations Management I: Performance and Quality Management This course is designed to provide an introduction to the Lean Six Sigma philosophy and terminology and provide the necessary tools to address complex problems. The Lean methodology focuses on the removal of waste and non-value added work, while the Six Sigma methodology focuses on the reduction of defects and minimizing process variation. The material covered aims to provide students with the practical and analytical tools required to make effective tactical and operational decisions in a health care environment. This course uses a combination of lectures, in-class case studies, problems, and exams. At the successful completion of this course, students will be able to obtain their Lean Six Sigma Green Belt Certification from a certified provider. Specific topics include value stream mapping, Six Sigma DMAIC model, understanding data and variation, and learning to use Minitab statistical software. Prerequisite: HPMT 5134 Introduction to Health Systems Financial Management

HPMT 5343 Operations Management II: Quality and Decision Analytics Health care managers face a formidable challenge in meeting the Triple Aim objectives of reducing systems and organizational level costs while simultaneously improving patient's clinical outcomes and experiences with the care process. Adding to the complexity of this charge, health care organizations must do this while being "squeezed" by declining reimbursements rates and changing reimbursement mechanisms. In order to effectively "do more with less," managers are embracing operations management techniques developed in other industries and adapting them for use in the service oriented healthcare sector.

This course is designed to arm students with the practical analytical tools required to make effective tactical decisions in a health care environment. The course examines operations decisions through a combination of lectures, in-class problems, homework assignments, and readings. Specific topics to be covered include quality and the value paradigm, decision-making frameworks, capacity planning, staffing, facility location selection, facility design, work process design and general project management. A specific emphasis will be placed on learning and using new tools and technologies to solve analytic problems and then develop solutions to those problems that are managerially-understandable and actionable. Prerequisite: HPMT 5344 Operations Management I.

Graduation Requirements

For graduation each student must complete the 51 hours of graduate course work as outlined in the Program curriculum with a cumulative grade point average of 3.0 or higher. All requirements for the degree must be completed within six consecutive years after the date of admission. Completed graduation application and fee must be turned no later than the last day of registration the semester of anticipated graduation.

Tuition, Fees, and Other Costs

Academic Year 2017-2018

Fall 2017, Spring 2018, Summer 2018

College of Public Health

Resident (per credit hour)	\$422
Non-resident (per credit hour)	\$888

Institutional Fees

Graduation Fee	\$90
Technology Fee (per semester – Fall & Spring): charged to all students	\$110
University Service Fee (per semester – Fall & Spring): charged to all students**	\$430
Student Activity Fee (per semester – Fall & Spring)	\$25
Student Health Fee (per semester – Fall & Spring): charged to all students	\$141
Late Payment Fee (per semester – Fall, Spring, Summer)	\$50
Diploma Replacement Fee (per request)	\$25
Parking & Transportation Fee (per semester – Fall & Spring): charged to all students	\$78
Parking & Transportation Fee (Summer semester): charged to all students	\$39

Financial Aid

Information on financial aid can be obtained in the UAMS Student Financial Office, 4301 West Markham, # 601, Little Rock, AR 72205 or by calling (501) 686-5451. Students may also visit the UAMS financial aid website at www.uams.edu/studentfinancialaid. In order to receive financial aid, students must be fully admitted to a degree program in the Fay W. Boozman College of Public Health.

Waiver of Out of State Tuition: Non-Arkansas Residents with a minimum GPA of 3.00 may apply to the college for a waiver of the out-of-state portion of their tuition (fees are unchanged). For more information contact Richard Ault, Program Director.

Healthcare Management Assistantship

Placement with a healthcare institution as a Healthcare Management Assistantship provides tuition reimbursement and a monthly stipend. Full-time students in these placements work 20 hours per week, usually in an area that enhances their educational goals. Competition for Management Assistantships is quite competitive and there are many more students pursuing assistantships than there are assistantships available.

International applicants: Foreign students will not be considered for a Healthcare Management Assistantship during the first academic year of their program.

Some of the sites that have participated include:

Arkansas Blue Cross/Blue Shield
Arkansas Cardiology, PA
Arkansas Children's Hospital
Arkansas Department of Health
Arkansas Heart Hospital
Center for Rural Hospitals-UAMS
Central Arkansas Veterans Administration Hospital Conway Regional Medical Center
Department of Health Administration
Genesis Cancer Center
Hot Springs County Hospital
Heart Clinic of Arkansas
Little Rock Pediatric Clinic
NovaSys Health Network
Practice Plus (MSO)
Qual Choice of Arkansas, Inc. (HMO)
Medical College Physicians Group
Practice Plus Inc. (MSO)
Rebsamen Regional Medical Center
St. Vincent Infirmary Medical Center
University Affiliates Program
University Hospital – UAMS

MHA Student Association

The MHA student association provides an opportunity for student leadership and representation. The association elects executives each year and coordinates a series of student meetings, educational and social events and a community service project.

The association also includes student representatives from the American College of Medical Practice Executive/Medical Group Management Association (MGMA) and the American College of Healthcare Executives (ACHE). The student representatives are responsible for coordinating educational events for the students. Students are encouraged to join these student associations for a nominal fee. These two associations provide students with educational and networking opportunities.

Alumni Association

The Program maintains very active relationships with its Alumni. The Alumni Association elects officers each year. The officers act as an advisory group to the Program. The Association also selects the Annual Outstanding Student and Outstanding Alumni Awards and Crystal Wilson Research Award each year.

Graduate Program Alumni

The UALR/UAMS program has nearly 400 alumni (as of May 2016.) Our alumni are spread over the entire country in a large variety of healthcare leadership positions. These Program graduates are functioning in many arenas of healthcare spanning the hospital industry, physician practice management, long term care providers, State/Federal agencies, military and the insurance industry.

They are Presidents, Vice Presidents, CEOs, Administrators, Department Managers, and Management Staff from marketing to human resources to finance.

Faculty

FULL TIME FACULTY:

Richard Ault, *Assistant Professor and Director, MHA Program* <http://publichealth.uams.edu/team/richard-j-ault-mhsa/> M.H.S.A., University of Arkansas at Little Rock B.A., Political Science, University of Arkansas - Fayetteville

Ruth Eudy, Ph.D., *Associate Professor* <http://publichealth.uams.edu/team/ruth-eudy-phd/>
Ph.D., Washington University, M.S.W., B.A., University of Arkansas at Little Rock

Saleema Karim, Ph.D., M.B.A., M.H.A., *Assistant Professor* <http://publichealth.uams.edu/team/saleema-karim-ph-d-mba-mha/> Ph.D., Health Policy and Management, University of North Carolina at Chapel Hill, M.B.A., M.H.A., BSc Kinesiology Dalhousie University, Halifax, Nova Scotia, BSc Biochemistry, University of British Columbia, Vancouver, British Columbia

Michael Morris, Ph.D., M.B.A., M.H.A., *Assistant Professor* <http://publichealth.uams.edu/team/michael-e-morris-phd-mph-mpa/> Ph.D., University of Florida M.P.A., Analysis & Evaluation, Georgia State University, M.P.H., Health Policy & Management, Emory University, BA, Political Science, Emory University

Rohit Pradhan, Ph.D., *Assistant Professor* <http://publichealth.uams.edu/team/rohit-pradhan-phd/>
Ph.D., Health Research, University of Florida, Gainesville, Florida, M.P.A., Concentration: Health Policy & Management, Rutgers, The State University of New Jersey, New Jersey, Bachelor of Medicine & Surgery, D.D.U University, B.R.D Medical College, India

Kevin Ryan, JD, MA, *Associate Professor* <http://publichealth.uams.edu/team/kevin-ryan-jd-ma/>
JD, University of Arkansas - Little Rock, William H. Bowen School of Law, MA (Health Services Administration) Webster University, AS RN, University of Arkansas - Little Rock College of Nursing, BSRT, UAMS School of Radiology Technology

ADJUNCT FACULTY:

Kathleen McComber, *Instructor*

M.A. Management, Webster University, B.S.E. Physical Education, University of Arkansas at Little Rock

Stephen Yarberr, Ph.D., CCP, CHSP, CIPP/US, CIPP/G, *Assistant Professor*

Ph.D., Operations Research, University of North Carolina at Chapel Hill

M.S. Applied Mathematics, University of Arkansas at Little Rock

B.S. Mathematics/Computer, University of Arkansas at Little Rock