

HEALTH MANAGEMENT AND INFORMATICS

STUDENT HANDBOOK

2011 - 2012



**University of Missouri
School of Medicine
Health Management & Informatics
CE707 CS&E Building
One Hospital Drive
Columbia MO 65212
573-882-6178
573-882-6158**

<http://www.hmi.missouri.edu>

This document contains information on the Department's mission, values, and guiding principles, the academic calendar, selected resources, and an overview of the Department and University policies and regulations. In addition, it contains a copy of a career development handbook, a sample plan of study, and requirements for graduation. The document also contains information on various policies. The document is meant to provide general guidance, but is subject to change as University and Departmental policies change.



Table of Contents

UNIVERSITY OF MISSOURI STATEMENT OF VALUES	1
MISSION STATEMENT	2
GUIDING PRINCIPLES.....	3
HSM PROGRAM MISSION STATEMENT	4
UNIVERSITY ACCREDITATION	5
HEALTH SERVICES MANAGEMENT ACCREDITATION	5
UNIVERSITY OF MISSOURI ACADEMIC CALENDAR YEAR 2011-2012	6
FS 2011	6
SP 2012	6
HEALTH MANAGEMENT AND INFORMATICS ACADEMIC CALENDAR YEAR 2011-2012.....	6
FS 2011	6
SP 2012	6
SS 2012	6
HMI PROGRAMS AND RESOURCES.....	7
Summer Internship Experience	7
Friday Forums	8
Fall Semester 2011 Friday Forum Dates	9
Post-Graduation and Internship Application Workshops	9
HMI PROGRAMS AND RESOURCES.....	10
Career Development Handbook	10
Resume Book.....	10
Student-Alumni Mentoring	10
Alumni Institute.....	10
Inter-Professional and Case Competition Opportunities	10
HMI Student Sibling Program	10
MU AND HMI STUDENT INFORMATION	11
Health Sciences Library	11
Student Competency in Referencing Tutorial	11
MIZZOU Information Technology	11
Security	11
Student Mailboxes And E-Mail	12
Parking And Transportation.....	12
Financial Aid	12
ACADEMIC REGULATIONS	13
Student Responsibility	13
Academic Honesty and Professional Ethics	13
Collected Rules and Regulations.....	14
EXPECTATIONS FOR PROFESSIONAL CONDUCT	21
ASSIGNMENT OF FACULTY ADVISOR AND PROGRAM OF STUDY	22
MASTER'S DEGREES	23
Graduation and Commencement Deadlines and Forms	23
Program of Study	23
Degree Program Forms.....	24



Dual Master's Degree.....	24
Thesis	24
Graduation Requirements	24
Time Limit for Master's Degree Completion.....	25
Reasonable Rate of Progress for Master's Students	25
Extension Requests for Master's Students	25
Dismissal.....	26
Probation and Termination (Dismissal).....	26
Extension and Appeals of Satisfactory Progress Infractions	26
Progress toward Degree	26
Distinction between Requests for Extension and Appeals	27
Request for Extension	27
Termination	27
Process of Appeals to the Graduate Faculty Senate	28
PROGRAM OF STUDY FOR THE MHA DEGREE.....	30
MSHI PLAN OF STUDY (36 CREDITS)	31
COURSE WAIVER APPLICATION FORM	32
MASTER'S THESIS COMMITTEE FORM 10/95	33
Report of the Master's Examining Committee.....	34
ORAL EXAMINATIONS POLICIES AND PROCEDURES	35
Grading and Credit Policies.....	37
Grading Scale	37
S/U Grading	37
Incompletes	37
Unreported Grades: NR.....	37
Grade Change by Faculty	37
Graduate-Level Credit.....	38
Grade Point Average.....	38
GPA and Probation	38
GPA & Graduation.....	38
Measuring Graduate Student Progress	38
Annual Review of Graduate Student Progress.....	38
Graduate Student Progress System (GSPS)	39
USEFUL LINKS.....	39
Student E-mail:.....	39
Course Scheduling and MyZou:	39
The Graduate Student Life Webpage	39
Commencement information	39
Disability resources	39
MU International Center	40
Intensive English Program.....	40
ADDITIONAL LINKS	40
Community Resources	40
The Learning Center Graduate Writing Services	40
IMPORTANT PHONE NUMBERS	41
ADDITIONAL STUDENT RESOURCES	42
Graduate School Information – http://gradschool.missouri.edu	42
Athletic Information	42



Recreation Center Information	42
CAMPUS INFORMATION AND RESOURCES	43
GRADUATE TUTORING.....	45
IAT SERVICES TRAINING	45
STUDENT PARTICIPATION.....	46
IN PROFESSIONAL ORGANIZATIONS	46
NOTICE OF NON-DISCRIMINATION AND FERPA	47
Accommodations for Students with Disabilities.....	47
Family Education Rights and Privacy Act (FERPA)	47
FACULTY PICTURES AND BIOGRAPHIES	48
STAFF PICTURES	55
MENTOR PAIRINGS	56
WELCOME LETTER FROM HMIGSA	58
FALL 2010 WELCOME EVENTS	Error! Bookmark not defined.



UNIVERSITY OF MISSOURI STATEMENT OF VALUES

The University of Missouri, as the state's major land-grant university, honors the public trust placed in it and accepts the associated accountability to the people of Missouri for its stewardship of that trust. Our duty is to acquire, create, transmit, and preserve knowledge, and to promote understanding. We the students, faculty and staff of MU hold the following values to be the foundation of our identity as a community. We pledge ourselves to act, in the totality of our life together, in accord with these values.

RESPECT

Respect for one's self and for others is the foundation of honor and the basis of integrity. A hallmark of our community is respect—for the process by which we seek truths and for those who engage in that process. Such respect is essential for nurturing the free and open discourse, exploration, and creative expressions of truth and honesty. Respect is demonstrated by a commitment to act ethically, to welcome difference, and to engage in open exchange about both ideas and decisions.

RESPONSIBILITY

A sense of responsibility requires careful reflection on one's moral obligations. Being responsible imposes the duty on us and our university to make decisions by acknowledging the context and considering consequences, both intended and unintended, of any course of action. Being responsible requires us to be thoughtful stewards of resources—accountable to ourselves, each other, and the publics we serve.

DISCOVERY

Learning requires trust in the process of discovery. Discovery often fractures existing world views and requires acceptance of uncertainty and ambiguity. Therefore, the university must support all its members in this life-long process that is both challenging and rewarding. As we seek greater understanding and wisdom, we also recognize that knowledge itself has boundaries—what we know is not all that is.

EXCELLENCE

We aspire to an excellence which is approached through diligent effort, both individual and collective. Pursuing excellence means being satisfied with no less than the highest goals we can envision. Pursuing excellence involves being informed by regional, national, and global standards, as well as our personal expectations. We recognize and accept the sacrifices, risks, and responsibilities involved in pursuing excellence, and so we celebrate each other's success. We commit ourselves to this process in an ethical and moral manner.

These statements are mere words until we integrate them as values in our individual lives and reflect them in our institutional policies and practices. We pledge ourselves to make them effective in the very fabric of our lives, our community, and all our relationships with others, thereby enhancing the development of individuals and the well being of society.



**HEALTH MANAGEMENT AND INFORMATICS
School of Medicine, University of Missouri**

MISSION STATEMENT

The HMI Department develops, translates, and disseminates knowledge, innovations, and evidence-based solutions to improve the performance of complex health systems through health management and informatics to advance the health of Missouri's communities, the nation, and globally through international partners by:

- Creating a culture of collaborative relationships in research, education, and service to generate innovative ideas and solutions;
- Providing professional and research-oriented health management and informatics education and fostering lifelong learning;
- Delivering data, technical assistance, and consultation by partnering with health, human service, and policy-making organizations; and
- Developing innovative commercial products and services for health and education related applications.



Community

Contribute to and maintain a community of interdisciplinary scholarship and collaboration, with respect for and commitment to the ongoing mission of the HMI department.

Value

Create value through knowledge about health organizational processes using evidence-based decision making to provide solutions designed to improve health.

Knowledge

Develop learning partnerships among the faculty, students, staff, and health professionals for creating, disseminating, and applying knowledge to achieve high levels of performance of health and educational processes.

Leadership

Foster an environment in which faculty, staff, students, and alumni provide the required vision to develop and manage technical innovation and organizational change in the provision of equitable health care, in addition to developing and fostering networks for continuous professional development.

Technology

Discover and apply innovative health management and health informatics solutions to organizations for the purpose of delivering high quality, safe and valued health care, research, and educational services.

Quality

Create an environment for excellence and continuous improvement in all education, research, and health services delivery processes both within the HMI Department and as a service to our partners, students, alumni, and associates.



HSM PROGRAM MISSION STATEMENT

The Graduate Program in Health Services Management prepares professionals to meet critical and complex challenges in leadership and improvement in organizations and systems throughout the health industry. The program provides recognized national and global leadership in health management education.

The program is competency-based and distinctively equips graduates for success through (a) providing solid grounding in professional and operational knowledge and skills, (b) integrating health informatics throughout the health services management curriculum, and (c) incorporating overarching complex systems context and analytical approaches.

The residential and executive master's degrees launch and advance patient-centered, improvement-oriented, financially-responsible, and ethically-grounded careers in evidence-based health services management.

The program admits diverse cohorts of students from Missouri, other states, and other nations. Through the admissions process, the program looks for learners with strong academic records, maturity, motivation, leadership capabilities, and career potential. Primary post-graduation placement organizations include health systems, hospitals, academic medical centers, physician group practices, surgery centers, information technology companies, consulting firms, government agencies, insurance entities, and other points of health services delivery.

Whereas the residential master's degree format is a traditional on-campus residential program, the executive master's degree is offered in a hybrid model featuring both on-campus and distance learning. In both formats, emphasis is on fostering an individualized and collaborative culture of learning, mentoring, and professional development among students, faculty, staff, alumni, and other practitioners in order to prepare and enable transformational leadership in improving patient care quality, safety, value, and overall level of population health.



UNIVERSITY ACCREDITATION

The University of Missouri is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. The University of Missouri is a member of the Association of American Universities, and association of 62 leading research universities in the United States and Canada. Various schools, colleges and departments are also accredited by their respective professional associations and accrediting agencies.

HEALTH SERVICES MANAGEMENT ACCREDITATION

Commission on Accreditation of Healthcare Management Education (CAHME)



CAHME Mission

To serve the public interest by advancing the quality of healthcare management education by:

- Setting measurable criteria for excellent healthcare management education
- Supporting, assisting and advising programs which seek to meet or exceed the criteria and continuously improve
- Accrediting graduate programs that meet or exceed the criteria
- Making this information easily available to interested constituencies

CAHME is dedicated to serving the public good through promoting, evaluating, and continuously improving the quality of academic healthcare management education in the United States and Canada. Through its partnership between academe and the field of practice, CAHME serves universities and programs in a voluntary peer review process as a means to continuously improve academic education. In so doing, CAHME's designation of "Accredited" becomes the benchmark by which students and employers determine the integrity of healthcare management education and the standard of measurement for the world community.

Accreditation of healthcare management education by CAHME is a commitment to public accountability for quality through voluntary efforts of the health professions. Students entering CAHME-accredited programs are assured of appropriate content, high standards of quality, and membership in a network of professional colleagues that transcends boundaries of universities and professional associations and colleges.



UNIVERSITY OF MISSOURI ACADEMIC CALENDAR YEAR 2011-2012

FS 2011

August 15	International Student Orientation
August 15	Graduate School Orientation
August 22	Classes begin
September 05	Labor Day Holiday
November 19-27	Thanksgiving Recess
December 9	Reading Day
December 12	Final Examinations Begin
December 16	Fall Semester Ends

SP 2012

January 16	Martin Luther King, Jr., Holiday
January 17	Classes Begin
March 24-April 1	Spring Recess
May 04	Reading Day
May 07	Final Examinations Begin
May 11	Spring Semester Ends
May 11	Commencement

HEALTH MANAGEMENT AND INFORMATICS ACADEMIC CALENDAR YEAR 2011-2012

FS 2011

August 15-22	Registration/Plan of Study Development
August 18-19	HMI Orientation
August 21	Fall Reception
September 23	Summer Internship Presentations
October 13-15	Alumni Institute and HMIGSA Golf Tournament
TBD	Internship Introductory Meeting

SP 2012

TBD	EMS Project Presentations
TBD	Internship Orientation
TBD	Oral Comprehensive Examinations
May 11	Graduation Brunch for Graduating Students

SS 2012

May-August 2010	Summer Internships
-----------------	--------------------



HMI PROGRAMS AND RESOURCES

Summer Internship Experience

The 12-week field experience, or internship, is an opportunity for students to test and translate into practice many of the theories, concepts, and information (e.g. systems thinking and evidence based practice) about health care organizations learned during the first year of graduate study. Using the internship site as the “organizational laboratory,” students develop the necessary professional skill sets for becoming successful health industry professionals. Students are immersed in health care organizations to experience and assess their culture, management systems, operations and resources, products and services, and markets. The internship is experienced in a health services organizations under the guidance of the internship preceptor, a faculty advisor, and coordinating instructor. Ideally, the preceptor becomes a mentor for the student not only during the field experience but also throughout the student’s professional career. This ideal is one that must be developed and fostered by all parties involved.

Goals of the Field Experience

The field experience provides a wealth of opportunities for valuable experiential learning. Upon successful completion of this course, each student will be able to:

1. Discern and evaluate the dominant organizational culture(s) and leadership approaches driving the host institution.
2. Describe the challenges and improvement opportunities associated with developing, maintaining, and changing management systems and clinical operations (with emphasis on reflection in order to grow and develop one’s own management judgment).
3. Assess the operational and resource responsibilities of today’s health care managers and associated implications for achieving and improving clinical and financial performance.
4. Reflect upon and evaluate internship experiences and learning, and integrate these into a corporate profile for understanding the organization’s culture, leadership, managerial practices, information technology, service and product lines, and overall clinical, operational, and/or financial performance.
5. Ascertain and critique strategies for creating and supporting organizational markets, service areas, and niches.
6. Describe and evaluate organizational performance on service quality, clinical quality, and customer satisfaction.
7. Listen actively, ask questions, and participate actively at meetings.
8. Organize and manage time to complete and deliver upon assigned internship projects.
9. Advance and demonstrate professionalism and relationship-building.
10. Act ethically and honestly in all situations.



Friday Forums

All Health Services Management and Health Informatics students are required to attend Friday Forums. Friday Forums are valuable professional networking and educational sessions and, typically, will be held from 12:00 pm to 1:00 pm on Fridays throughout the academic year. Beyond presenting and leading Q&A, most of the Friday Forum speakers are also engaged in developing their hiring networks, so they're traveling to campus with an eye toward recruitment.

For HSM and HI students, it is very important to start developing professional networks well before starting to look for a job, so Friday Forums are fundamental to planning for and launching careers. Speakers include health industry executives, leading physicians, legislators, scholars, and current administrative fellows. Occasionally, special forums will be held on days and times other than Friday noontime to take advantage of available speakers. Friday Forums are required because of the networking and educational value. In fact, there are more speakers interested and willing to speak at Friday Forums than there are available Fridays during the academic year. Therefore, plan on a Forum being scheduled each Friday, but inevitably some executives or legislators will need to cancel and reschedule.

For second year students, if there is EMS work to be completed out of town during a Forum, please let us know in advance and you will be excused. For students that work part-time on Fridays, arrange your Friday work schedule with your employer to build in Forum attendance. Specifically, for a student that works 10 hours per week, a seven-hour Friday might be 7:30-11:30 and 2:00-5:00, along with three additional work hours during the week around the class schedule, in the evening, or on the weekend. The consequences of absence from Friday Forums are missed professional networking opportunities and diminished ability of HMI faculty to provide strong Letters of Recommendation.



Fall Semester 2011 Friday Forum Dates

September 9, 2011

September 16, 2011

September 23, 2011—Internship Presentations

September 30, 2011

October 7, 2011

October 14, 2011-- Fall Institute & HMIGSA Golf Tournament

October 21, 2011

October 28, 2011

November 4, 2011

November 11, 2011

December 2, 2011

Post-Graduation and Internship Application Workshops

The department will arrange application workshops on an “as needed” basis throughout the semesters. These workshops are an opportunity for faculty review and comment on students’ personal statements, resumes, cover letters, interview preparation, etc., for post-graduation placements and summer internships.



HMI PROGRAMS AND RESOURCES

Career Development Handbook

The career development handbook provides valuable information on professional and personal development resources.

Resume Book

The HMI Resume Book is a valuable networking tool that features a brief resume and photograph of each graduating student.

Student-Alumni Mentoring

Students are offered multiple opportunities to network and collaborate with program alumni in areas such as career planning advice and professional networking.

Alumni Institute

Each year the HMI Department hosts the Fall Institute. This year's events include student roundtable discussions with alumni, student networking for internships and post-graduation placement, the Early Careerist Panel, and the 2nd Annual Fall Classic Golf Tournament.

Inter-Professional and Case Competition Opportunities

HMI students participate in the University of Missouri's Inter-professional Curriculum in Quality Improvement, Patient Safety, and Teamwork, where they collaborate with medical, nursing, pharmacy, respiratory therapy, and other health professions students in case-based problem solving and recommendations development.

HMI also participates in national case competitions such as the Clarion Inter-professional Case Competition hosted by the University of Minnesota. In the Clarion Competition, a team of four MU students—consisting of a medical, nursing, HMI, and other health professions student—are given a case study and are charged with creating a root cause analysis and set of actionable recommendations. The team ultimately presents to a panel of inter-professional judges that evaluates their analysis and recommendations in the context of real world standards of practice.

HMI Student Sibling Program

In the HMI Student Sibling Program, each first-year student is paired with a second-year student in a mentoring relationship.



MU AND HMI STUDENT INFORMATION

Health Sciences Library

<http://library.muhealth.org/>

The J. Otto Health Sciences Library is located at the back of the University Hospital and can be best accessed from Kentucky Street (off Maryland Avenue). Current information maintained at <http://library.muhealth.org/> includes:

- Library hours
- Maps and driving directions
- Computers and printers available in the library
- Databases and other electronic resources
- Reference services and reserve materials
- Access from off-campus
- Study rooms
- Student identification policies
- Other library policies

Student Competency in Referencing Tutorial

To assist students in complying with proper citations in papers and reports, the Department has developed a web-based interactive tutorial. This tutorial provides an opportunity for students to learn about and practice the use of the American Psychological Association (APA) reference style to cite the work of others properly. While this tutorial focuses on the APA style of referencing, the content is relevant for other styles of referencing. Be sure you know what style is required by an instructor in a specific course. In this web-based tutorial, APA guidelines and rules are offered and you have the opportunity to demonstrate what has been learned by completing a short quiz. This tutorial must be completed satisfactorily by **September 17, 2010**, where satisfactorily completed is viewed as achieving a score of at least 80% on the quiz at the end of the tutorial. The tutorial remains available as a resource to which students can return when questions of proper form arise.

MIZZOU Information Technology

<http://mizzouit.missouri.edu/>

Mizzou IT is the website that contains and organizes all student computing and telecommunications needs. This site is designed to be a "one-stop shop" for everything IT, including hardware, software, e-mail, networking, tech support, PawPrints, security, phone services, computer training, web hosting, printing, computing sites, and student ID cards. Mizzou IT is part of the Division of Information Technology.

Security

The University Police Department strives to keep the University community as safe as possible and has compiled an extensive listing of tips to help reduce your chances of becoming a victim of crime. This five-page document includes tips for personal safety in parking garages, rape prevention, vehicle theft, traffic and pedestrian safety, and robbery prevention: <http://www.mupolice.com/docs/safetytips.pdf>.



The University Police Department asks that any suspicious person(s) or activity be reported at 882-7201.

Emergency telephones are located in prominent locations on campus and can be activated, with the location pinpointed, simply by being taken off the hook.

Information about the Rape Education Office of the University of Missouri-Columbia is available at <http://studentlife.missouri.edu/rape-ed/>.

Student Mailboxes And E-Mail

It is the student's responsibility to stay informed. You are expected to check your mailbox a minimum of twice per week and your Mizzou E-mail daily for official communications from the Director's Office, faculty, or HMI Student Services. Failure to do so is not an acceptable excuse for missing important notices, deadlines, etc. Students are strongly advised to have all personal mail delivered to their homes or permanent addresses and not to their school mailboxes.

Parking And Transportation

<http://parking.missouri.edu/html/stu.cfm>

Student parking is available in a variety of locations on campus. Two commuter lots have shuttle service available through the day and evening hours. Students living in residence halls must apply for a parking permit. Priority will be given to upperclassmen and permits will be assigned based on space availability and when the application is received. Students with disabilities who wish to park must complete an application and submit it with their state-issued disabled parking permit. Other graduate, professional and undergraduate students may apply for any remaining available spaces. The cost of permits varies by location. Dates, times, and locations when permits are available are posted at Parking & Transportation Services, Turner Ave. Garage, Level 2. Any permits not claimed after the posted pick up dates will be reassigned to the next student on the waiting list. With the addition of the Hitt Street Parking Garage, there are more than 2,000 metered spaces for students. Students are able to charge metered parking on their student ID cards at any meter located in the Hitt Street Garage. Students who have guests or visitors have a responsibility to assist their guests with a legal permit. Free parking is available in most faculty and staff lots between the hours of 5 pm and 7 am on weekdays or anytime on weekends. Signs are posted indicating the restricted parking times. Residential hall lots are restricted at all times.

Financial Aid

The Department is committed to providing financial aid to all students who qualify, as resources permit. Several types of financial aid are available, including the following:

- Graduate Research Assistantships
- Alumni Scholarships
- Association of University Programs in Health Administration (AUPHA) Scholarships
- American College of Health Care Executives Scholarships



Students also may receive scholarship awards from the University of Missouri or other professional associations. Information about University scholarships and federally financed loans can be obtained by visiting the MU Web site at www.sfa.missouri.edu or by calling the financial aid office at (573) 882-7506.

ACADEMIC REGULATIONS

<http://osrr.missouri.edu/academicintegrity/>

Student Responsibility

It is each graduate student's responsibility to be familiar with the information presented in this handbook, as well as the University of Missouri's guidelines, and to know and observe all regulations and procedures relating to the program he/she is pursuing. In no case will a regulation be waived or an exception granted because students plead ignorance of, or contend that they were not informed of, the regulations and procedures.

Responsibility for following all policies and meeting all requirements and deadlines for graduate programs rests with the student.

Academic Honesty and Professional Ethics

Academic honesty is essential to the intellectual life of the University. Students who pass off as their own the answers, words, ideas, or research findings of another person are guilty of academic dishonesty. In addition to such acts of cheating or plagiarism, any unauthorized possession of examinations, hiding of source materials, or tampering with grade records are acts of academic dishonesty specifically forbidden by University rules.

According to the MU Faculty Handbook, faculty are required to report to their departmental chairman or chairwoman and the provost's office all acts of academic dishonesty committed by graduate, as well as undergraduate, students. In all such cases, the faculty member should discuss the matter with the student and then make an academic judgment about the student's grade on the work affected by the dishonesty and, where appropriate, the grade for the affected course. The Provost makes the decision as to whether disciplinary proceedings are instituted. Because of the importance of honesty to academic and professional life, acts of dishonesty by graduate students may result in dismissal from the University.

Graduate students also should be aware that most professional associations have codes of ethics. These codes vary considerably across fields, but tend to provide guidelines for a broad array of professional responsibilities including teaching, research, and working with clients. Violations of a code of ethics can lead to negative sanctions by one's professional colleagues and the expulsion from the professional associations in one's field. Graduate students are encouraged to obtain copies of codes of ethics for their chosen profession from the director of graduate studies in their department or program.



Three important links to University of Missouri policies follow:

Student Standard of Conduct (printed text appears on next pages as well)
<http://www.umsystem.edu/ums/departments/gc/rules/programs/200/010.shtml>

M-Book (rules and regulations)
<http://web.missouri.edu/~umcstudentlifeweb/mbook.php>

Additional policies can be found on the MU Academic Integrity website:
<http://academicintegrity.missouri.edu/>

Collected Rules and Regulations

Programs, Courses and Student Affairs
<http://www.umsystem.edu/ums/departments/gc/rules/programs/200/010.shtml>

Chapter 200: Student Conduct

200.010 Standard of Conduct

Amended Bd. Min. 3-20-81; Bd. Min. 8-3-90, Bd. Min 5-19-94; Bd. Min. 5-24-01

- A. A student enrolling in the University assumes an obligation to behave in a manner compatible with the University's function as an educational institution. **Jurisdiction of the University of Missouri** generally shall be limited to conduct which occurs on the University of Missouri premises or at University-sponsored or University-supervised functions. However, nothing restrains the administration of the University of Missouri from taking appropriate action, including, but not limited to, the imposition of sanctions under Section 200.020(C), against students for conduct on or off University premises in order to protect the physical safety of students, faculty, staff, and visitors.
- B. **Conduct** for which students are subject to sanctions falls into the following categories:
 1. **Academic dishonesty**, such as cheating, plagiarism, or sabotage. The Board of Curators recognizes that academic honesty is essential for the intellectual life of the University. Faculty members have a special obligation to expect high standards of academic honesty in all student work. Students have a special obligation to adhere to such standards. In all cases of academic dishonesty, the instructor shall make an academic judgment about the student's grade on that work and in that course. The instructor shall report the alleged academic dishonesty to the Primary Administrative Officer.
 - a. The term **cheating** includes but is not limited to: (i) use of any unauthorized assistance in taking quizzes, tests, or examinations; (ii) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; (iii) acquisition or possession without permission of tests or other



academic material belonging to a member of the University faculty or staff; or (iv) knowingly providing any unauthorized assistance to another student on quizzes, tests, or examinations.

- b. The term **plagiarism** includes, but is not limited to: (i) use by paraphrase or direct quotation of the published or unpublished work of another person without fully and properly crediting the author with footnotes, citations or bibliographical reference; (ii) unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials; or (iii) unacknowledged use of original work/material that has been produced through collaboration with others without release in writing from collaborators.
 - c. The term **sabotage** includes, but is not limited to, the unauthorized interference with, modification of, or destruction of the work or intellectual property of another member of the University community.
2. **Forgery, alteration, or misuse** of University documents, records or identification, or knowingly furnishing false information to the University.
 3. **Obstruction or disruption** of teaching, research, administration, conduct proceedings, or other University activities, including its public service functions on or off campus.
 4. **Physical abuse** or other conduct which threatens or endangers the health or safety of any person.
 5. **Attempted or actual theft** of, damage to, or possession without permission of property of the University or of a member of the University community or of a campus visitor.
 6. **Unauthorized possession**, duplication or use of keys to any University facilities or unauthorized entry to or use of University facilities.
 7. **Violation of University policies**, rules or regulations or of campus regulations including, but not limited to, those governing residence in University-provided housing, or the use of University facilities, or the time, place and manner of public expression.
 8. **Manufacture, use, possession, sale or distribution of alcoholic beverages** or any controlled substance without proper prescription or required license or as expressly permitted by law or University regulations, including operating a vehicle on University property, or on streets or roadways adjacent to and abutting a campus, under the influence of alcohol or a controlled substance as prohibited by law of the state of Missouri.
 9. **Disruptive or disorderly conduct** or lewd, indecent, or obscene conduct or expression.
 10. **Failure to comply** with directions of University officials acting in the performance of their duties.
 11. **The illegal or unauthorized possession or use of firearms**, explosives, other weapons, or hazardous chemicals.



12. **Misuse in accordance with University policy of computing resources, including but not limited to:**
 - a. Actual or attempted theft or other abuse.
 - b. Unauthorized entry into a file to use, read, or change the contents, or for any other purpose.
 - c. Unauthorized transfer of a file.
 - d. Unauthorized use of another individual's identification and password.
 - e. Use of computing facilities to interfere with the work of another student, faculty member, or University official.
 - f. Use of computing facilities to interfere with normal operation of the University computing system.
 - g. Knowingly causing a computer virus to become installed in a computer system or file.

Article VI—Academic Integrity

1. The University of Missouri is committed to assuring ethical behavior by all its members toward all its members, and all members of the university community are expected to share in this commitment to ethical behavior.

Academic dishonesty is an offense against the University. A student who has committed an act of academic dishonesty has failed to meet a basic requirement of satisfactory academic performance. Thus, academic dishonesty is relevant to the evaluation of the student's level of performance, and is also a basis for disciplinary action by the Provost's office.

2. All members of the University community will maintain an environment in which each member of that community is given equal opportunities to achieve academic success and each member's academic achievements are assessed fairly and objectively.
3. All members of the University will take active roles in the promotion and maintenance of an environment of academic integrity. These roles include, but are not limited to, the following:
 - A. Knowing and abiding by the academic regulations of the University
 - B. Beginning each semester, the instructor must inform the class in writing of his/her policy regarding academic dishonesty. This policy must be consistent with Article VI.
 - C. Taking safeguards to deter the opportunistic violation of the academic regulations of the University.
 - D. Reporting any suspected acts of academic dishonesty to the appropriate party.
 - E. Ensuring that other members of the University are diligent in their responsibilities to the maintenance of academic integrity.
4. Students should report any suspected acts of academic dishonesty to the instructor as soon as possible. The instructor will then determine whether to submit a report as described in Section 6 below.



- A. The student's report to the instructor must include any information or evidence that can assist the instructor in determining whether to pursue the alleged incident.
 - B. The student's report should include a description of the circumstances leading to the suspicions of academic dishonesty.
5. Academic dishonesty refers to any act that is intended to produce an academic assessment that is not commensurate with an individual's performance, or any act that is intended to unfairly assist or hinder an individual's academic efforts. Such acts include, but are not limited to, the following:
- A. Allowing the work of one person to be academically assessed as the work of another.
 - B. Allowing academic credit to be assigned to work that was not performed.
 - C. Unauthorized possession of resources (e.g., reserved library material, laboratory material, art work, computer software or medical excuses).
 - D. Misrepresentation of an academic record (e.g., changing grades, failure to report work done at other institutions).
 - E. Denial of access to resources (e.g., reserved library material, laboratory material, art work, computer software intended to be available to others).
6. Instructors must notify students of their intention to report a suspected incident of academic misconduct within ten calendar days of detecting the incident. Instructors must report, using Option A or Option B, the circumstances and academic assessment impact of any suspected acts of academic dishonesty to the Provost's office as soon as possible after notifying the student, but in no case longer than fourteen calendar days after notifying the student. The Provost's office will copy the report to the course department chair, the student's divisional dean and the divisional dean of the course, and contact the student.
- A. Option A—Discussion Agreement
 - i. Instructors have the option to discuss the specific allegation with the student. If the instructor and student agree on a sanction (e.g., reduction in course grade, failing course grade, assignment of additional work), no disciplinary action will be taken by the Provost's office as a result of this specific act alone. If, however, this specific act represents the student's second or great instance of academic dishonesty, the Provost's office may choose disciplinary sanctions (e.g., suspension, dismissal). Instructors must indicate on the form if no agreement was reached by the instructor and the student. In all cases, the form, and relevant materials must be forwarded to the Provost's office for evaluation.
 - B. Option B—Academic Integrity Violation Report
 - i. If the instructor chooses not to complete the discussion agreement, he or she must nonetheless notify the student, complete the academic integrity violation report, attach



relevant materials, and forward this information to the Provost's office.

Regardless of the option used, instructors may award a failing grade on the assignment, a failing grade in the course, or may otherwise adjust the assignment or course grade as deemed appropriate. In addition, instructors may choose to assign additional work. Instructors should reflect their academic determination in light of the Provost's decision concerning disciplinary sanctions. Students wishing to appeal a course grade should follow the grade appeal process, described in Article VII of the Faculty Handbook and included in the M-Book. Forms are available from the Provost's office.

7. Grades are to be assigned based on the individual efforts of each student. No credit will be given for any work that does not represent the individual efforts of a particular student or his or her contribution to a collaborative effort. Instructors are solely responsible for assessing academic performance, and the Provost is solely responsible for the application of disciplinary measures. The Provost will determine whether any punitive actions should be taken in response to an act of academic dishonesty, and the Provost will determine the nature of any such actions in accordance with the rules and regulations of the University. (See the Collected Rules and Regulations or the M-Book, which are both available online.)
 - A. Disciplinary proceedings may result in a hearing before the Student Conduct Committee.
 - B. Any person connected to the events surrounding a suspected act of academic dishonesty (e.g., instructor, teaching assistant, classmate) is expected to cooperate with the Provost's investigation.
 - C. Disciplinary outcomes may include no action, a warning, probation, suspension, permanent expulsion from the University, and withholding of transcripts and diplomas.

POLICY AND PROCEDURES

1. Preliminary Procedures

The Primary Administrative Officer/Designee(s) shall investigate any reported student misconduct before initiating formal conduct procedures and give the student the opportunity to present a personal version of the incident or occurrence. The Primary Administrative Officer/Designee(s) may discuss with any student such alleged misconduct and the student shall attend such consultation as requested by the Primary Administrative Office/Designee(s). The Primary Administrative Officer/Designee(s), in making an investigation and disposition, may utilize student courts and boards and/or divisional deans to make recommendations.

2. Informal Dispositions

The Primary Administrative Officer/Designee(s) shall have the authority to make a determination and to impose appropriate sanctions and shall fix a reasonable time within which the student shall accept or reject a proposed informal disposition. A failure of the student either to accept or reject within the time fixed may be deemed by the University to be an acceptance of the determination, provided the



student has received written notice of the proposed determination and the result of the student's failure to formally reject and, in such event, the proposed disposition shall become final upon expiration of such time. If the student rejects informal disposition it must be in writing and shall be forwarded to the Committee. The primary administrative Officer/Designee(s) may refer case to the Committee without first offering informal disposition.

3. Formal Procedure and Disposition. Student Conduct Committee

- a. The Committee shall be appointed by the Chancellor and shall have the authority to impose appropriate sanctions upon any student or students appearing before it.
- b. The Committee, when appropriate or convenient, may be divided by the Chair of the Committee into hearing Panels, each panel to be composed of at least five Committee members, which may include a maximum of two students, present at the hearing, including a designated chair. A Hearing Panel has the authority of the whole Committee in those cases assigned to it. The Chair of the Committee or of a Hearing Panel shall count as one member of the Committee or Hearing Panel and have the same rights as other members.
- c. Each Chancellor shall appoint a panel of students, to be known as the Student Panel. Upon written request of a student charged before the Committee, made at least seventy-two (72) hours prior to the hearing, the Chair of the Committee or Hearing Panel shall appoint from the Student Panel not more than three students to sit with the Committee or two students to sit with the Hearing Panel (as stated in 4.a.(2)) for that particular case. When students from the Student Panel serve at the request of a student charged, they shall have the same rights as other members of the Committee or Hearing Panel.

General Statement of Procedures

A student charged with a breach of the Student Conduct Code is entitled to a written notice and a formal hearing unless the matter is disposed of under the rules for informal disposition. Student conduct proceedings are not to be construed as judicial trials and need not wait for legal action before proceeding; but care shall be taken to comply as fully as possible with the spirit and intent of the procedural safeguards set forth herein. The Office of the General Counsel shall be legal adviser to the Committee and the Primary Administrative Officer/Designee(s).

Notice

The Primary Administrative Officer/Designee(s) shall initiate student conduct proceedings by arranging with the Chair to call a meeting of the Committee and by giving written notice by certified mail or personal delivery to the student charged with misconduct. The notice shall set forth the date, time, and place of the alleged violation and the date, time, and place of the hearing before the Committee. Notice by certified mail may be addressed to the last address currently on record with the University. Failure by the student to have a current correct local address on record with the University shall not be construed to invalidate such notice. The notice shall be



given at least seven (7) consecutive days prior to the hearing, unless a shorter time can be fixed by the Chair for good cause. Any request for continuance shall be made in writing to the Chair, who shall have the authority to continue the hearing if the request is timely and made for good cause. The Chair shall notify the Primary Administrative Officer/Designee(s) and the student of the new date for the hearing. If the student fails to appear at the scheduled time, the Committee may hear and determine the matter.

Appeal

Right to Petition for Review: (other than University expulsion, University dismissal, or University suspension).

A. In all cases where the sanction imposed by the Committee is other than University Expulsion, University dismissal, or University suspension, the Primary Administrative Officer/Designee(s) or the student may petition the Chancellor or Designee in writing for a review of the decision within five (5) calendar days after written notification. A copy of the Petition for Review must also be served upon the non-appealing party within such time. The Petition for Review shall state the grounds or reasons for review, and then non-appealing party may answer the petition within five (5) calendar days.

B. The Chancellor or Designee shall review the record of the case and the appeal documents and may affirm, reverse, or remand the case for further proceedings and shall notify each party in writing of the decision on the appeal. The action of the Chancellor shall be final unless it is to remand the matter for further proceedings.

Right of Appeal

(University expulsion, University dismissal, or University suspension only).

A. When a student is expelled, dismissed, or suspended from the University by the Committee, the Primary Administrative Officer/Designee(s), or the student may appeal such decision to the Chancellor or Designee by filing written notice of appeal with the Chancellor within the (10) calendar days after notification of the decision of the Committee. A copy of the Notice of Appeal will contemporaneously be given by the student to the Primary Administrative Officer/Designee(s) or by the Primary Administrative Officer/Designee(s) to the student. The appealing party may file a written memorandum for consideration by the Chancellor with the Notice of Appeal, and the Chancellor may request a reply to such memorandum by the appropriate party.

B. The Chancellor or Designee shall review the record of the case and the appeal documents and may affirm, reverse, or remand the case for further proceedings and shall notify each party in writing of the decision on the appeal. The action of the Chancellor shall be final unless it is to remand the matter for further proceedings.

Status during Appeal

In cases of suspension, dismissal, or expulsion where a Notice of Appeal is filed within the require time, a student may petition the Chancellor in writing for permission to attend classes pending final determination of appeal. The Chancellor may permit a



student to continue in school under such conditions as may be designated pending completion of appellate procedures, provided such continuance will not seriously disrupt the University or constitute a danger to the health, safety, or welfare of members of the University community. In such event, however, any final sanctions imposed shall be effective from the date of the action of the Committee.

Student Honor Codes

The standard of conduct for students is basic to all students enrolled in the University. In addition to the standards of appropriate behavior required of all MU students, various schools and colleges have developed their own Student Code of Ethics and/or Honor Codes. By enrolling in these schools or colleges, students accept the honor code of the school or college as a minimum guide to their own ethical behavior. Honor codes have been designed to promote ethical standards of personal and professional conduct among students. Reported violations of this code are carefully investigated by the Student Honor Committee and every precaution is taken to arrive at a just decision. It is the responsibility of each student to check with his/her respective school or college to ensure individual compliance with established honor codes.

EXPECTATIONS FOR PROFESSIONAL CONDUCT Inside and Outside of the Classroom

Professional behavior includes, but is not limited to, the following items:

In the classroom

- **Attendance:** Students are expected to attend each class session. Students who must miss a session for any reason should make every effort to notify the instructor prior to the class meeting.
- **Punctuality:** Students are expected to arrive and be seated prior to the start of each class session.
- **Behavior:** Classroom interaction will be conducted in a spirited manner, but always while displaying professional courtesy and personal respect.
- **Preparation:** Students are expected to complete the readings, case preparations and other assignments prior to each class session and be prepared to actively participate in class discussion.
- **Distractions:**
 - Exiting and Entering: Students are expected to remain in the classroom for the duration of the class session unless an urgent need arises or prior arrangements have been made with the professor.
 - Laptop or PDA Usage: Students are expected to use laptops or PDAs only with the instructors consent and for activities directly related to the class session. Unapproved accessing of e-mail or the Internet during class is not permitted.
 - Cell Phone Usage: Students are expected to keep their cell phones and pagers turned off or have them set on silent/vibrate during class. Answering phones or pagers, or sending or receiving text messages while class is in session is not permitted.



Outside the classroom

Students are expected to conduct themselves responsibly and professionally when dealing with all members of the University of Missouri community as well as at networking events, job interviews, and other functions where they are representing HMI. In addition, students are expected to help maintain the appearance and the functionality of the building, classrooms and other facilities.

ASSIGNMENT OF FACULTY ADVISOR AND PROGRAM OF STUDY

The student is assigned a consenting mentor from faculty members of the Department or area program in which the major work is planned. Before registering for each semester or session, the student consults the faculty mentor and then the Student Services adviser concerning a program of courses. In addition, the advising faculty member will be the student's supervisor during the internship term. After performing satisfactorily for half a semester, or for an entire summer session, the student, with the Student Services adviser's assistance, completes the Program of Study form that outlines the plan of study for the student's graduate program. The form is forwarded through the Departmental or area program director of graduate studies to the Graduate School for approval. Any changes to this program of study *must* be brought to the attention of Student Services. The Program of Study form should be filed with the Graduate School by the end of the student's second semester of enrollment. Upon approval of the program by the Graduate School, the student is a candidate for the degree. If changes must be made on a student's Program of Study form, a Program of Study Substitution form is used.

Duties and Responsibilities of the Students

Each student should be interested in his/her academic and professional development and retains the ultimate responsibility for the successful completion of the degree program. Performance of the following responsibilities of the advising process will assist in achieving that objective:

- Schedule at least one advising session each semester (more frequently as needed) for pre-registration, registration and/or other advising needs.
- Appropriately participate in meetings and other activities related to internship/practicum/fellowship participation and related to post graduate placement
- Provide information needed for advisement on academic, personal, or career-decision making
- Listen and respond to the advisor in a courteous and professional manner
- Achieve and maintain good academic standing and insure that degree requirements are completed
- It is never appropriate to contact a faculty advisor at their home without the advisor's explicit consent



Duties and Responsibilities of the Faculty Advisors

The Advisor has primary responsibility for helping the student make maximum use of her/his learning opportunities and in general acts to advance the student's best interests.

Specifically, the advisor:

- Works closely with the student at the beginning of the student's educational experience to design a plan of study. The student should keep a copy of the plan and the original is kept in the student's official record to be updated as needed
- Consults with the student to discuss personal issues as they impinge on the student's educational experience and may make referrals to various University and community resources if requested to do so by the student
- Provides advisees with insights into professional career opportunities and the activities and lifestyle of a health care professional
- Assist advisees in gaining internship, a fellowship or employment after graduation

MASTER'S DEGREES

The University confers a variety of master's degrees to students who satisfy the general requirements of the Graduate School and the specific requirements of this degree-granting Department or area program.

Information pertaining to graduate programs in the Department of Health Management and Informatics can be accessed at:

<http://www.hmi.missouri.edu/index.php?q=node/1>.

Graduation and Commencement Deadlines and Forms

It is recommended that students refer often to the Graduation & Commencement Deadlines for Master's Students to avoid missing any important graduation or commencement deadlines. In addition to various deadlines, students must also submit a variety of necessary paperwork. By the end of the first year of master's work at MU, a student must begin submitting degree program forms, which will aid the department and the Graduate School in planning an academically appropriate course of study and in tracking the student's progress toward degree completion. These forms include the following:

Program of Study

Outlines the course work to be included in the student's degree program. Due in the Graduate School by the end of the second semester unless the degree can be completed in two semesters. In that case, the form is due by the end of the first semester. Additionally, the University of Missouri-Columbia Graduate Catalog can be accessed at: <http://gradschool.missouri.edu/policies/graduate-catalog/>



Degree Program Forms

- Program of Study form (M1) -- Presents the course work to be included in the student's degree program
- Request for Thesis Committee form (for thesis option Informatics programs only) (M2)-- Reports the membership of the student's thesis committee
- Report of Master's Examining Committee form (M3) -- Reports the results of the thesis defense, master's comprehensive exam, or project presentation.

Dual Master's Degree

A student may pursue and complete two master's degrees simultaneously at MU. Students seeking a master's degree in health management and/or informatics at MU may expand their studies to obtain the following:

- Master of Health Administration and Master of Science in Health Informatics
- Master's degree in Business Administration (MBA)
- Master's degree in Public Health (MPH)
- Master's degree in Public Administration (MPA)
- Law degree (JD)
- Master's degree in Industrial Engineering (MS)
- Certificate in European Union Studies

Policies governing dual degree study can be accessed from the University of Missouri-Columbia Graduate Catalog: <http://gradschool.missouri.edu/policies/graduate-catalog/>

Students who choose a dual degree option must apply separately to each degree program. Earning a dual degree typically takes less time than completing two degrees independently. Students can earn the Certificate in European Union Studies within the regular two-year course of study.

Thesis

A research thesis option is available for health informatics students. Students who wish to conduct a Master's Thesis should let the Director of Graduate Studies know by the end of their first year of graduate studies. Consult the Missouri Graduate Catalog for other information.

Graduation Requirements

The candidate must have completed all graduate work attempted at MU with a GPA of 3.0 (A=4.0) or better.

Each candidate must pass a final examination to demonstrate mastery of the fundamental principles of the work included in the course of study offered for the degree. If the program includes a minor, the minor adviser will be a member of the final examination committee and will examine the candidate over course work taken in the minor.



Where no thesis is presented by the candidate, the final examination committee, comprised of three members from the department or area program, is designated by the departmental or area program director of graduate studies with the approval of the Graduate School. Certification of completion of the examination, signed by the director of graduate studies, is forwarded to the Graduate School. All candidates for the MA or MS degrees must complete either a thesis or a substantial independent project, which cannot be co-authored.

Where a thesis is presented in partial fulfillment of graduation requirements, a final examination committee of at least three faculty members is approved by the Graduate School to administer the final examination. Members of the committee, including the third reader of the thesis, may be recommended by the adviser and the department or area program director of graduate studies. No fewer than three members of the committee must sign the report of the master's degree examining committee, which is then forwarded through the departmental or area program director of graduate studies to the Graduate School.

The candidate must be enrolled at the University during the semester or session in which a thesis is defended, a master's project is presented, or the completion of a master's comprehensive exam is certified.

Time Limit for Master's Degree Completion

The program for the master's degree must be completed within a period of eight years beginning with the first semester of enrollment in which the student is accepted to a degree program or from the date of the oldest coursework used on the plan of study. Individual academic programs may stipulate a shorter time period. Time spent in the armed services will not count toward the eight-year limit (see also Active Duty Policy). For any extension of this time limitation, the student must petition the Graduate School by submitting a request to the adviser who, in turn, submits a written recommendation to the Graduate School that is endorsed by the academic program's director of graduate studies. The Graduate School will notify the adviser in writing of the final decision.

For academic advice or assistance with degree program planning, students should contact HMI student services or their advisor.

Reasonable Rate of Progress for Master's Students

Reasonable rate of progress is governed by both the campus-wide policies of the Graduate School as well as academic program regulations which may be more restrictive. Failure to satisfy the Graduate School's rate of progress policies leading to dismissal is handled by the Request for Extension process.

Extension Requests for Master's Students

Extenuating circumstances that inhibit a student's rate of progress are handled through the Request for Extension process.



Dismissal

Dismissals arising from violation of academic program policies may be appealed using the Appeals Process. For Additional details, graduate students should refer to the Dismissal Policy and the Extension Requests and Appeals Process.

Probation and Termination (Dismissal)

In addition to dismissal for failure to meet the usual examination and grade requirements, departments and graduate degree-granting area programs have the right to place on probation and, after at least 30 days of probation, to dismiss from their program any graduate student who is deemed to be making insufficient academic progress or whose work is not of the quality required. The faculty adviser or academic program chair must inform the Graduate School as soon as the student is notified and the probationary period begins.

The dismissal may occur at any time during a student's work toward a graduate degree.

For additional information on satisfactory progress, probation, termination, extension and appeals go to the Extension and Appeals of Satisfactory Progress Infractions section of this catalog. <http://gradschool.missouri.edu/policies/progress>.

Extension and Appeals of Satisfactory Progress Infractions

The progress of each graduate student is evaluated annually by the student's adviser and/or director of graduate studies.

The definition of "satisfactory progress" and procedures for its verification may vary among departments/programs. If a department/program has instituted timelines that differ from those applying generally to graduate students, these timelines should be made available to students from their entrance into the graduate degree program. If a student is authorized to diverge from progress timelines established by either the department/program or the Graduate School, this fact should be documented in written form and endorsed by the student's adviser and DGS.

Progress toward Degree

Full-time students (those taking 9 hours or more per semester) should follow the time frames associated with degree programs discussed in the Graduate Catalog under Master's Degrees and Doctoral Degrees. They must submit required forms on time and maintain a grade point average of 3.0 or better. Furthermore, they must successfully undergo their departments' annual review process.

Part-time students should file a timeline for successful degree completion with their departments and the Graduate School. This timeline should be endorsed by the director of graduate studies and a prospective adviser by the end of the first calendar year of admission into the department/program. When these timelines conflict with time to degree guidelines laid out in the Graduate Catalog's sections on master's and doctoral degrees, they must receive the endorsement of the dean of the Graduate School.



Distinction between Requests for Extension and Appeals

A “Request for an Extension” and an “Appeal” are distinct processes for dealing with problems related to “satisfactory progress.” A “Request for Extension” is the appropriate course of action when a student has failed to meet satisfactory progress provisions of the Graduate School. The “Appeal Process” should be followed when a department/program has dismissed a student after the required probationary period.

Request for Extension

When there has been unsatisfactory progress with respect to meeting Graduate School time to degree limits, the student may file a written request for an extension with the dean of the Graduate School. The extension must be endorsed by the department/program’s director of graduate studies and the student’s major adviser and include a timeline for completion of the degree. If an extension is granted by the dean, the student will be given a specified period of time to meet the requirements for progress to degree. Please contact the Graduate School for more information.

Termination

In addition to dismissal for failure to meet the usual examination and grade requirements, departments/programs have the right to place on probation, and after a period of probation, to dismiss any graduate student who is deemed to be making insufficient academic progress or whose work is not of adequate quality as determined by the department/program. The faculty adviser or academic program chair must inform the Graduate School as soon as the student is notified and the probationary period begins. Probation and dismissal may occur at any time during a student’s work toward a graduate degree.

When a department/program determines that a student is not making satisfactory progress, the director of graduate studies in the program and/or faculty adviser will recommend a face-to-face meeting between the student and the faculty adviser. If, after this meeting, the department/program and the student can agree on a plan to remedy the situation, the faculty adviser (or DGS) and the student will jointly sign a document enumerating steps to take. If, on the other hand, the department/program and the student disagree on issues of progress, the DGS or chair may send the student a letter placing the student on probation. Probation must last a minimum of 30 days.

The letter placing a student on probation must include an explicit statement of what must be accomplished and by what date in order for the student to be removed from probation and return to good standing in the department/program. If the student does not comply with the conditions of probation, a letter (signed by the DGS) will be sent to the student with notification of dismissal from the degree program. Termination letters must inform the student of the right to appeal, first, to the department/program, and second, to the Graduate Faculty Senate. A copy of a termination letter must be sent to the graduate dean at the same time it is sent to the student.

Students have the right to appeal dismissal from their degree programs. As long as a student is in an appeal process, the student should maintain enrollment and continue



working on degree program requirements. A student's first appeal of dismissal must be made to the department/program. If the student does not appeal, the Graduate School will send the student an official notice of dismissal from the program.

Students should notify their DGS in writing that they are appealing dismissal. A copy of the appeal letter addressed to the DGS should be sent to the graduate dean. Departments and programs organize their own appeals processes. If the department/program does not reverse its decision, the DGS will notify the Graduate School that the student has gone through the probationary period and the appeal process and has been dismissed.

Process of Appeals to the Graduate Faculty Senate

Students may appeal dismissal from a graduate degree program to the Graduate Faculty Senate. An appeal to the Graduate Faculty Senate can be made only after all internal appeals to a student's program/department have failed. The appeal must be based upon the program/department's failure to adhere to its or the Graduate School's published rules and regulations. A student wishing to appeal dismissal must send a letter addressed to the dean of the Graduate School within two weeks of dismissal.

Once the intent to appeal is received by the dean of the Graduate School, the following procedures will be followed:

- The dean of the Graduate School or a representative will meet with the student to discuss the situation. If, after this meeting the student wishes to make an appeal to the Graduate Faculty Senate, he or she will submit a statement to the Graduate School describing the basis of the appeal and containing any correspondence or other documentation relevant to the appeal. The graduate dean will notify the Graduate Faculty Senate, which will appoint an ad-hoc Appeal Committee consisting of five senators who are not members of the academic program involved in the appeal.
- The Graduate School will provide information to the student, the department/program and members of the ad-hoc GFS Appeal Committee regarding the content, process and regulations/policies pertaining to the appeal. Upon compilation of the appeal file, the office of the graduate dean will send a copy of the file materials to the members of the appeal committee and to the department/program. If the program/department wishes to respond in writing, its statement will be distributed to the appeal committee, the student and representatives from the Graduate School.
- A hearing will be scheduled as soon as all parties can meet: the student (and an adviser from the university community, if desired), representative from the department/program, the appeal committee and the Graduate School. At this hearing, the department or program will first invite the student making the appeal to present the case discussed in the written statement. The appeal committee may ask questions at this point, and once its questions have been answered, will give the program/department the opportunity to defend its



dismissal of the student. Following further questions from the appeal committee, the hearing will be adjourned.

- The appeal committee will meet to make a decision. This decision will be conveyed in writing to the student, the director of the graduate studies and chairperson of the department or program, the graduate dean, the Graduate Faculty Senate president, and any other appropriate party named in the appeal.

To view this information (and related) policy information online, go to <http://gradschool.missouri.edu/policies/progress/extension-appeal.php>.



M1 PROGRAM OF STUDY FOR THE MHA DEGREE

Date Filed: 09/10/11

MHA--Master of Health Administration

Name of Student:
 Degree Program: MHA
 Anticipated Graduation Date: May 2013

Student No:
 Graduate Minor: N/A
 Is Thesis Required: No

Colleges and Universities attended and Degrees received:

Semester	Course	Hours	Grade
Fall 2011	HMI 7410 - Design of Health and Human Service Systems	3	
	HMI 7460 - Administration of Health Care Organizations	3	
	STAT 7020 - Statistical Methods in the Health Care Sciences (core)	3	
	ACCTCY 2010 - Introduction to Accounting (Foundation)		
	ECONOM 1014 - Principles of Microeconomics (Foundation)		
	Program Total	9	
Spring 2012	F_C_MD 8420 - Managerial Epidemiology	3	
	HMI 7524 - Health Economics	3	
	HMI 7574 - Health Care Law and Ethics	3	
	HMI 8461 - Managing Human Resources in Health Care Organizations	3	
	FINANC 2000 or 3000 - Corporate or Business Finance (Foundation)		
	Program Total	12	
Summer 2012	HMI 7689 - Field Experience	3	
	Program Total	3	
Fall 2012	HMI 8450 - Methods of Health Services Research	3	
	HMI 8430 - Introduction to Health Informatics	3	
	HMI 8472 - Financial Management for Health Care Organizations	3	
	HMI 8470 - Strategic Planning and Marketing for Health Care Organizations	3	
	Professional Elective	3	
	Program Total	15	
Spring 2013	HMI 8450 - Methods of Health Service Research	3	
	HMI 8571 - Decision Support in Health Care Systems	3	
	HMI 8573 - Decision-Making for Health Care Organizations	3	
	HMI 8575 - Health Policy and Politics	3	
	Professional Elective	3	
	Program Total	15	

The course of study is approved as stated. Subsequent changes must be reported to the Graduate School

Student's Signature & Date: _____	Total Hrs: (30 Min.)	54
	8000-level Hrs:(15 Min.)	27
Advisor's Signature & Date: _____	Problems, Readings, & Research Hrs (12 Max.)	

Director of Graduate Studies' Signature & Date: _____

Graduate Dean's Signature & Date: _____

Date Returned to the Advisor & Director of Graduate Studies: _____
 cc: Student File, Student Mailbox, Student Mentor, Program Director, Academic Advisor



MSHI PLAN OF STUDY (36 CREDITS)

Foundation (3 credits)	<ul style="list-style-type: none"> HMI/Info Inst 7430 Introduction to Health Informatics
Core (18 credits)	<ul style="list-style-type: none"> HMI 8441 - Theory and Application of Controlled Terminologies (Biomedical and Health Ontologies and Applications) HMI 8437 - Data Warehousing and Data/Text Mining for Health Care Info Inst 8870 - Knowledge Representation in Biology and Medicine HMI 8573 - Decision Making for Health Care Organizations HMI 8571 - Decision Support in Health Care Systems HMI 8435 - Information Security, Evaluation, and Policy
Concentration (elect at least two) (6 credits)	<ul style="list-style-type: none"> HMI 8443 - Enterprise Information Architecture HMI 8478 - Knowledge Management in Health Care HMI 8600 - Social Dynamics and Health Information HMI 8610 - Consumer Informatics
Research (9 credits)	<ul style="list-style-type: none"> STAT 4510/7510: Applied Statistical Models I or STAT 7150 Applied Categorical Data Analysis or STAT 7020 Statistical Methods in the Health Sciences HMI 8450 Research Methods in HMI (3)** HMI 8090 Thesis research (3/6)** <p>** With approval of advisor students may elect 6 credits of HMI 8090 thesis research instead of HMI 8450 Research Methods in HMI.</p>



COURSE WAIVER APPLICATION FORM
Department of Health Management and Informatics
School of Medicine, University of Missouri-Columbia

Name of student: _____

Student ID: _____

Student e-mail address: _____

Student signature and date: _____

Course for which Waiver is requested: _____

Check and complete all that apply:

_____ Waiver based on previous coursework (attach syllabi and transcripts)

Course title: _____

Text(s) used: _____

Program and University: _____

Date of course: _____

Course grade: _____

_____ Work Experience

Description and Number of Years: _____

Note: Waiver approval will be granted only where the student has previously completed substantially equivalent coursework during his/her prior education and/or demonstrated competency via work experience.

DEPARTMENT DECISION

(Signature, printed name, date, and comments)

Approval: _____

Denial: _____



Report of the Master's Examining Committee

(Submit to the Graduate School as soon as possible after the exam, project presentation or thesis defense)

Student Name:

Mizzou ID number:

Legacy student number:

Thesis title or topic:
(if applicable)

Date examined: Degree:

Academic program:

This candidate has been examined by the committee with the following results:

Pass

Fail

Signatures of the committee members:

Pass

Fail

Member 1:

Print Name:

Member 2:

Print Name:

Member 3:

Print Name:

Additional members (optional):

Member 4:

Print Name:

Member 5:

Print Name:

Committee action approved:

Director of graduate studies' signature

Date

The results of the final examination are recorded:

Graduate dean's signature

Date

DO NOT WRITE IN THIS
BOX (Office use only)

Date copies sent to academic program:



ORAL EXAMINATIONS POLICIES AND PROCEDURES

- Purpose:** To demonstrate ability to:
1. Define the dimensions of complex problems or situations.
 2. Select, integrate, and apply relevant material and evidence to formulate and defend arguments.
 3. Present an analytical thought process in resolving the problem.
 4. Present and defend conclusions, based on practical feasibility and conceptual and theoretical soundness.
- Mode:** The examination will be oral, interactive with faculty, without references, and involving an intensive discussion of health management and informatics issues and areas.
1. All students will be required to complete their examination during the fourth semester on campus or during the final semester if more than four semesters of didactic work are taken.
 2. The committee will consist of at least three members, two of whom will be full-time faculty with appointments in HMI, and one representing the field, typically an adjunct faculty member. Additional faculty members might be assigned.
 3. The program director will appoint the examination committees and schedule the time and place of the examinations. The faculty mentor will serve as committee chairperson to the degree the schedule will permit.
 4. Students will receive a grade of pass or fail; two-thirds of the committee must agree on the grade. A copy of the evaluation form is attached.
 5. Students failing the examination, in most instances, will be allowed to repeat it, and, in most situations, will be given requirements to complete before re-examination.



Oral Comprehensive Examination Evaluation

Student Name:

Date:

Score 1: Marginal/
Weak
Score 2: Proficient/
Competent
Score 3: Exemplary/
Outstanding

Part 1: EMS Project	1	2	3	Competency Areas
Verbal executive summary identifies and focuses on the major issues of the consultancy				NCHL L4.1 Change Leadership : Identifies Areas for Change
Expresses vision and strategies for change and improvement				NCHL L4.2 Change Leadership : Expresses Vision for Change
Analysis and recommendations demonstrate systems thinking				NCHL L3.3 Analytical Thinking : Recognizes Multiple Relationships (and demonstrates complex systems analysis)
Analysis and recommendations demonstrate evidence-based practice				HMI: Analysis and Recommendations Draw Upon Scientific Evidence in Published Research
Extent to which recommendations resolve the major issues in the consultancy				NCHL L3.4 Analytical Thinking : Develops Complex Plans or Relationships

Comments:

Part 2: Summer Internship	1	2	3	Competency Areas
Student self-evaluation of contributions made to the host organization during the internship				CAP: Learning on the Job, Critical Thinking, Problem Solving, Communication, Professionalism
Student assessment of organizational leadership and culture at the internship site				NCHL L16.1-3: Organizational Awareness : Recognizes Organizational Structures, Power Relationships, and Decision-Making Processes
Student self-assessment of areas for further professional development, learning, and experience				NCHL L23.2 Self Development : Reflects on own performance including events that were successful and those that were less so; learns from less successful events, missteps and challenges

Comments:

Part 3: Open Discussion	1	2	3	Competency Areas
Demonstrates knowledge and academic skills necessary for high performance in a post-graduation position				CAP: Knowledge and Preparation
Challenges status quo				NCHL L4.4 Change Leadership : Challenges Status Quo
Demonstrates systems thinking				NCHL L3.3 Analytical Thinking : Recognizes Multiple Relationships (and demonstrates complex systems analysis)
Articulates strategies to address environmental issues/trends/forces in the health industry				NCHL L24.2 Strategic Orientation : Develops Strategy to Address Environmental Forces
Discussions, analyses, and recommendations demonstrate thoughtful integration of health informatics and health services management				NCHL L12.1 IT Management : Recognizes the Potential of Information Systems in Process and Patient Service Improvement

Comments:

Overall	1	2	3	Competency Areas
Student's overall orientation is patient-centered, systems oriented, improvement-driven, ethically-grounded, financially-responsible, and evidence-based				HMI: Elements from Program Mission Statements
Poise and professionalism of oral communication; answers to questions are clear and well-articulated; responses demonstrate breadth and depth in understanding the issues				NCHL L6.3 Communication Skills : Makes Persuasive Oral Presentations

Comments:

Total Points (maximum 45).....	<input type="text"/>
---------------------------------------	----------------------



Grading and Credit Policies

Grading Scale

Graduate students' grades in all courses counting toward an advanced degree are reported as:

A (4.0) (outstanding)

B (3.0) (entirely satisfactory)

C (2.) (acceptable only to a limited extent in fulfilling the requirements for an advanced degree).

No D grade may be awarded a graduate student, and a grade of F (0.0) means the work has not satisfied the minimum requirements of the course.

A "W" denotes withdrawn passing and does not affect a student's grade point average.

S/U Grading

Graduate students may be graded satisfactory/unsatisfactory (S/U) in graduate-level courses only when those courses are designated as "graded on S/U basis only" in the online Schedule of Courses available through myZou. Effective Winter Semester 1994, thesis and research hours (490) are graded on an S/U basis only. Research courses (490) were renumbered in 2003 as follows: Masters Thesis Research 8090 (8990, College of Engineering) and Doctoral Dissertation Research 9090 (9990, College of Engineering). Grades of S/U do not count in the calculation of a student's GPA, as per university regulations.

Incompletes

An incomplete grade (I) may be recorded when the student's work is incomplete but otherwise worthy of credit, or when the instructor is unable to assign a grade at the end of the semester. The student must finish this work (Problems and Research courses exempted) within the next calendar year of residence.

If the work is not completed after one calendar year, the request to change an "I" grade will require an accompanying letter of justification from the instructor. Although grades of "I" do not automatically convert to an "F" if not completed, academic programs or the instructor may establish conditions or regulations pertaining to "I" grades that are more stringent.

Unreported Grades: NR

When grades are not reported by the instructor, these "Blank Grades" will be recorded as "NR" (Not Recorded). The NR designation will remain on the student's transcript until a letter grade is submitted. If a letter grade is not submitted, the NR can remain on the student's record indefinitely and will not revert to an "F".

Grade Change by Faculty

Faculty members may change grades within the policies set by the faculty. Grade Change Forms, available from the faculty member's academic unit, must be completed, signed and submitted to the Office of the University Registrar - Records Dept., 126 Jesse Hall.



Graduate-Level Credit

No graduate credit is given for courses numbered below 7000. Graduate students taking 7000-level courses that are cross-leveled with 4000-level courses will be given additional course requirements in order to warrant graduate credit received from those courses. Courses at 8000/9000 level are primarily for graduate credit. 8090/9090 research (8990/9990 Research for engineering students) is reserved for masters and doctoral degree students working on a thesis or dissertation. Effective Winter Semester 1994, thesis and research hours (490) are graded on an S/U basis only. Research courses (490) were renumbered in 2003 as follows: Masters Thesis Research 8090 (8990, College of Engineering) and Doctoral Dissertation Research 9090 (9990, College of Engineering).

Grade Point Average

A graduate student's grade point average is based on the student's entire graduate record at MU. To remain in good standing, a graduate student must maintain a cumulative GPA of 3.0 or better.

GPA and Probation

At the end of each semester, graduate students with a cumulative GPA below 3.0 are placed on probation. If at the end of the following semester the cumulative GPA is 3.0 or better, the probationary status is removed. A student on probation failing to raise the cumulative GPA to 3.0 may, on the recommendation of the department or area program, be allowed a second probationary semester. A student is subject to dismissal upon failure to raise the cumulative GPA to 3.0 by the end of the second probationary semester, or at any time a semester/term or cumulative GPA falls below a 2.0. Note: Summer session is not counted as a semester.

GPA & Graduation

To graduate, a student must have an overall GPA of 3.0 in all graduate courses taken at MU and not just those courses listed on a plan of study.

For more information on grading, credit and related policies go to <http://gradschol.missouri.edu/policies/progress/grading/>.

Measuring Graduate Student Progress

<http://gradschool.missouri.edu/policies/progress/>

The progress of each graduate student will be evaluated annually by the student's adviser and/or director of graduate studies.

Annual Review of Graduate Student Progress

All students must be assessed for satisfactory progress toward degree completion. Per Graduate School policy, students are to submit information into the Web-based Graduate Student Progress System. The GSPS records may be updated throughout the year.



Graduate Student Progress System (GSPS)

<http://gradschool.missouri.edu/policies/progress/annual-review/progress-system/>

The Graduate Student Progress System is designed to facilitate the collection of information necessary to properly assess the progress of graduate students. The system can also initiate a feedback loop between student and adviser, allow academic programs to generate aggregate reports on their student's achievements, and create a curriculum vitae for a student.

The GSPS records:

- A review of students; progress toward degree completion using their Plan of Study as a guide
- Professional/scholarly activity
- Awards
- Grant/fellowship applications and awards
- Teaching and research assistantships
- Internships
- And ultimately, job placement

USEFUL LINKS

Below you will find some helpful links with regards to valuable information you may use or need to know as a graduate student:

Student E-mail:

<http://webmail.mizzou.edu/>

Course Scheduling and MyZou:

http://registrar.missouri.edu/Schedule_of_Courses/index.htm
<https://myzou.missouri.edu/psp/prd/?cmd=login>

The Graduate Student Life Webpage

This page offers useful information with regards to the Graduate Student Newsletter, Grad Student Blogs, Grad Student Organizations and the Mizzou Grad Guide for more information visit: <http://gsa.missouri.edu/>

Commencement information

<http://commencement.missouri.edu/>

Disability resources

For general information and contact numbers for disability information:

<http://disability.missouri.edu/>

For information about disability services visit: <http://disabilityservices.missouri.edu/>



MU International Center

<http://international.missouri.edu/iss/>

Intensive English Program

This is for international students who would like to improve their English skills:

<http://iep.missouri.edu/>

ADDITIONAL LINKS

Community Resources

<https://hmi.missouri.edu/moodle/course/category.php?id=6>

The Learning Center Graduate Writing Services

<http://success.missouri.edu/tlc.html>



IMPORTANT PHONE NUMBERS

This is a sampling of important services provided by the University of Missouri and the City of Columbia. The University of Missouri does not endorse any non-University resources listed. For a complete listing of organizations and services consult a University of Missouri directory or a Columbia phone book.

Emergency Numbers	911	Interpersonal Resources	
Abuse & Rape Hotline	875-1370	Wellness Resource Center	882-4634
Fire Department	911	Counseling Center	882-6601
MU Police		Disability Services	882-4696
Emergency	911	LGBT Resource Center	884-7750
Non-Emergency	882-7201	Multicultural Affairs	882-7152
Columbia Police		Student Health Center	882-7481
Emergency	911	Triangle Coalition	882-4427
Non-Emergency	442-6131	Women's Center	882-6621
Health Care Student Health	882-7481	YMCA	882-1550
Division of IT	882-2000	Libraries	
Computing Site		Columbia Public	443-3161
Support Center	771-7483	Ellis	882-4701
Help Desk	882-5000	Engineering	882-2379
ID Office	882-1871	Geological Sciences	882-4860
Repair (CATV, Phone)	882-5000	Health Sciences	882-6141
Switchboard		Journalism	882-7502
On-Campus	0	Law	882-4597
Off-Campus	882-2121	Math Sciences	882-7286
Residential Life		Veterinary Medical	882-2461
Administration	882-7275	Academic Schools/Colleges	
Building Svcs& Maintenance	882-7211	Accountancy	882-4463
Residential Academic Programs	882-4815	Agriculture, Food & Natural Res.	882-8295
Residential Halls Association	882-7615	Arts & Science	882-6411
Administration Services		Business	882-7073
Use of Facilities/Services	882-7254	Education	882-7831
Licensing/Patents	882-2821	Engineering	882-4375
University Printing Services & Digiprint Centers	882-7801	Health Professions	882-8013
Cashiers		Honors College	882-3893
Automated Account info/ Credit Card Payments	884-CASH	Human Environmental Sciences	882-6424
Electronic Billing/Account Inquiries	882-3097	Information Science & Learning	882-4546
Refunds	882-3745	Journalism	882-4821
Educational Resources		Law	882-6487
Admissions	882-7786	Medicine	882-1566
Academic Support Center	882-3608	Nursing	882-0277
Campus Writing Program	882-4881	Additional Phone Numbers	
Career Center	882-6801	Affirmative Action Information	882-4256
Center for Independent Study	882-2491	Campus Dining Services	882-3663
Craft Studio	882-2889	Center for Student Involvement	882-3780
Mizzou IT Help Desk	882-5000	Environmental Health and Safety	822-7018
International Center	882-6007	Greek Life	882-8291
Learning Center	882-2493	Hearnes Center	882-2056
First-year Experience	882-4576	Intercollegiate Athletics	882-6501
Office of the Univ. Registrar	882-7881	Missouri Student Unions Reservations	884-8793
Student Success Center	882-6803	Mizzou Arena	882-6501
Testing Services	882-4801	Legion of Black Collegians	882-6520
Transcripts	882-8252	MSA	882-8386
Records	882-4249	MSA/GPC Box Office	882-4640
Financial Resources		MSA President	882-3383
Financial Aid	882-7506	Student Federal Credit Union	443-8462
Financial Services Controller	882-2712	Student Recreation Center	882-2066
		Student Health Center	882-7481
		Student Life	882-3621
		T.A. Brady's	882-2870
		University Bookstore	882-7611
		University Hospitals & Clinics	882-4141



ADDITIONAL STUDENT RESOURCES

Graduate School Information - <http://gradschool.missouri.edu>

The graduate school provides graduate students with various resources and information to assist them during their academic careers at the University of Missouri. The following is a list of items that can be found on the Graduate School's Website.

- Financial aid information
- Calendar of events
- Information about Columbia, MO
- Academic Regulations and Procedures
- The Graduate Catalog - <http://gradschool.missouri.edu/policies/graduate-catalog/>

This online catalog provides a wide array of information to students on a number of different topics. Included are:

- Information about the University of Missouri
- General procedures
- Academic regulations
- Enrollment and registration
- Financial support
- Educational development
- Housing and campus living
- Student life
- Student services
- Libraries
- Media development sites
- Information and Access Technology Services (IATS) - <http://iatservices.missouri.edu>
- Research centers and resources
- Fields of study
- Graduate Students Associations - <http://gsa.missouri.edu/>
 - Graduate Student Association
 - Association of Black Graduate and Professional Students (ABGPS)
 - Graduate Professional Council (GPC)
 - National Association of Graduate Professional Students
- Graduate Faculty Senate - <http://gradschool.missouri.edu/policies/faculty-senate/>

Athletic Information

<http://mutigers.cstv.com/>

Recreation Center Information

<http://www.mizzourec.com/>

This website provides information about MU athletic events, schedules, and ticket information. Also on this site is information about recreational services at the University of Missouri, such as recreation center hours of operation and services, swimming pool hours of operation, and outdoor and recreational courses offered.



CAMPUS INFORMATION AND RESOURCES

Student Union - former Brady Commons

- Center for Student Involvement
- *Maneater* - MU's student newspaper
- Office of Multicultural Affairs
- Office of Student Life
- Women's Center
- Wellness Resource Center
- Copy center
- Craft studio
- UMB Bank
- US Post Office Substation
- UPS shipping
- Photo/film finishing
- Special order program

University Bookstore <http://www.mubookstore.com/>

- Textbooks
- Custom publishing/copyright clearance services
- Clothing and gift supplies
- Textbook reservation program
- Textbook buy-back
- Mizzou ID Center

ID Cards - Where do I use my ID?

- Sporting events and concerts
- Library card
- Computer labs
- Rent equipment
- Cash checks
- EZ Charge-billed to student account
- Charge purchases at University Bookstore

Tiger Tech

- Hardware, software, and computing supplies
- Student financing is available

Memorial Union

- Study Area
- Student Programs
- Student organization meetings
- Reservations/information desk
- Computer Lab
- International Center (573) 882-6007
- Wheatstone Bistro
- Starbucks



MU Career Center, Student Services, Lowry Mall <http://career.missouri.edu/>

- Resumes
- Cover letters
- Service learning
- Volunteer positions
- Part-time employment
- Phone (573) 882-6801

Student Health Center

- Board Certified Physicians
- Nurse Practitioners
- Primary and Urgent Care
- Women's Health Care
- Allergy Desensitization
- X-Rays
- Laboratory
- Sports Medicine
- Pharmacy
- Phone (573)882-7481

Recreation Services and Facilities www.mizzourec.com

- Student Recreation Center
- Stankowski Outdoor Recreation
- College Avenue Tennis Complex
- Outdoor Fields and Parks
- Phone (573) 882-2066

Parking, Turner Avenue Garage

- Purchase permits
- Pay all fines, tickets, and file appeals
- 2nd Level Turner Garage - Main office
- Metered Parking available at top level of Turner Garage
- Phone (573) 882-4568

Police Department <http://www.mupolice.com/>

- Full law-enforcement Services
- Open 24 Hours a day/ 7 days a week
- Emergency Red Phones - located throughout campus
- Police department's phone (573) 882-7201
- University lost and found (573) 882-7207



GRADUATE TUTORING at the Writing Lab, Student Success Center

The Writing Lab at UMC, thanks to increased funding, has been able to offer assistance to graduate students of all majors. This program has helped students overcome a variety of writing issues, including both sentence-level errors and issues of organization and rhetorical structure.

Students with special writing needs--e.g. international students--are particularly welcome. If any graduate students in your class or department need additional assistance, they may schedule an appointment with a writing lab tutor, all of whom either have PhDs or are in advanced stages of their graduate study.

Students may schedule one-hour appointments to meet one-on-one with a tutor. For more information please contact the Student Success Center at 882-2493. The Center is located across from Ellis Library and above McDonald's.

Thanks,

Rachel Harper, PhD
Writing Lab Director
harperrp@missouri.edu

IAT SERVICES TRAINING

Classroom Courses:

MU faculty, staff and students have several options for obtaining computer skills training. All IAT Services Training courses are available at no charge. Available courses can be found at <http://doit.missouri.edu/training/catalog.html>

Open Lab Sessions:

IAT Services Training offers Open Lab Sessions on most Friday afternoons from 1 pm - 4 pm in N3 Memorial Union for additional assistance with your actual project.



STUDENT PARTICIPATION IN PROFESSIONAL ORGANIZATIONS

Each student is required to be an active member of at least one professional organization, such as:

Health Services Management

- American College of Healthcare Executives (ACHE)
- Medical Group Management Association/American College of Medical Practice Executives (MGMA/ACMPE)
- Health Care Financial Management Association (HFMA)
- Academy of Health
- Institute for Healthcare Improvement (IHI)

Health Informatics

- American Medical Informatics Association (AMIA)
- Healthcare Information & Management Systems Society (HIMSS)
- American Health Information Management Association (AHIMA)

The benefits of active participation in professional organizations are many:

- Professional networking to support career building
- Scholarships and awards
- Attend and participate at national/regional meetings
- Receive professional newsletters and research publications
- Access job banks and industry data
- Lifelong learning (including post-graduation credentialing and certification)
- Reduced membership rates for students

Websites:

- www.ache.org
- www.mgma.org
- www.hfma.org
- www.ihl.org
- www.amia.org
- www.himss.org
- www.academyhealth.org
- www.a4hi.org



NOTICE OF NON-DISCRIMINATION AND FERPA

The University of Missouri-Columbia does not discriminate on the basis of race, color, religion, national origin, ancestry, sex, age, disability, sexual orientation, or status as a disabled veteran or veteran of the Vietnam Era. Any person having inquiries concerning the University of Missouri's compliance with the regulations implementing Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, or Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, or other civil rights laws should contact the Assistant Vice Chancellor, Human Resource Services, University of Missouri, 130 Heinkel Building, Columbia, MO 65211, (573) 882-4256, or the Assistant Secretary for Civil Rights, US Department of Education.

Accommodations for Students with Disabilities

The University of Missouri complies with the Americans with Disabilities Act and other applicable laws and regulations. If you have a disability and need accommodations, please contact Disability Services, S5 Memorial Union, Voice (573) 882-4696, TTY (573) 882-8054, or email disabilityservices@missouri.edu as soon as possible so that appropriate arrangements can be made. For more information, please visit the Web site at <http://disabilityservices.missouri.edu>. If you need this information in an alternative format (Braille, large print, or digital format), Disability Services can provide assistance.

Family Education Rights and Privacy Act (FERPA)

The University of Missouri policies and procedures adhere to this federal law passed in 1974. It is sometimes still referred to as the Buckley Amendment. In accordance with the law, students have the right to restrict the release of directory information. Directory information for MU is defined as: a student's name, address, telephone listing, email address, major field of study, student level, participation in officially recognized activities and sports, dates of attendance, degrees and awards received, participation in officially recognized sports, enrollment status in any past and present semester (i.e. full/part-time), and the most recent previous educational agency or institution attended by the student. Students may prohibit the University from releasing this information without their consent. To request this restriction, students may contact the Office of the University Registrar-Registration, 130 Jesse Hall, or may print and complete the restriction form available on the University Registrar's web site.



FACULTY PICTURES AND BIOGRAPHIES

Patricia Elaine Alafaireet (AKA-pea)

Clinical Instructor, Director of Applied Health Informatics

Academic Qualifications: MHA

Research Interests:

GUI design for physician use, application of information to healthcare operations, alternative ROI development, healthcare management issues

Family, hobbies, & other interests:

1 Husband, 4 kids, and 1 cat

Hobbies included Brazil work, fusion food, and home flipping



Kenneth D. Bopp

Clinical Professor and Director, Health Management and Informatics Group

Academic Qualifications:

B.A., Economics and Education, Truman State University, 1964

M.A., Economics and Public Finance, Washington University, 1970

Ph.D., Adult Education, Organizational Theory, and Marketing, University of Missouri, 1986

Research Interests:

Patient perceptions and evaluation of health care quality, strategic management, relationship marketing, intra- and inter-organizational collaboration and team building, corporate performance management, and change management

Family, hobbies, & other interests:

My wife (Marlene) and I have been married 41 years. Thirty of these years, we have lived here in Columbia. We have two children and two grandchildren. My hobbies include gardening and woodworking. My wife is very active in her hobby of quilting.



Sue Boren

Associate Professor

Academic Qualifications:

B.A., Psychology, University of Michigan, 1991

M.H.A., University of Missouri, 1993

Ph.D., Educational Leadership & Policy Analysis (Emphasis: Higher & Continuing Education), University of Missouri, 2004

Post Doctoral Fellowship, National Library of Medicine Biomedical and Health Informatics Research Training Program, 2004-2005

Research Interests:

Telemedicine/distance technologies, computerized information services, interactive computerized patient education, computerized management of chronic illness, evidence-based patient education in chronic care, and health literacy.

Professional experience and publications emphasize the areas of continuous quality improvement and research methodology.

Family, hobbies, & other interests:

I like to golf and run and spend family time with my husband, Tom, and two sons, Alex and Nathan.





Gordon D. Brown

Professor Emeritus

Academic Qualifications:

B.S., Industrial Administration, Iowa State University, 1962

M.A., Hospital and Health Administration, University of Iowa, 1967

Ph.D., Hospital and Health Administration, University of Iowa, 1970

Research Interests:

Health organization structure and strategy

The design of work processes

Quality improvement

Family, hobbies, & other interests:

Married son (PTI engineer) in Albany NY with two sons

Married daughter in Champaign IL with twin sons and a daughter (husband, PowerWorld engineer)

Married son in Chicago (Motorola engineer; wife at Univ. of Chicago)

Wife Kathleen; our hobbies are traveling, gardening, growing fruit, blue birds, bicycle riding, and running. Interested in military history.



Wade Davis

Associate Professor of Biostatistics

Academic Qualifications:

Ph.D., Statistics, University of Missouri, 2003

B.S., Mathematics, Armstrong State University, 1998

B.A., Economics, Armstrong State University, 1998

Research Interests:

Biostatistics, statistical bioinformatics, wavelets, pattern recognition

Family, hobbies and other interests:

Traveling, biking and exercise, college football



David A. Fleming, M.D.

Professor of Clinical Medicine

Director, MU Center for Health Ethics

Academic Qualifications:

B.A., Zoology, University of Missouri, 1970

M.A., Microbiology, University of Missouri, 1972

M.D., University of Missouri, School of Medicine, 1976

M.A., Ethics and the Professions, Georgetown University, Washington, D.C. (2006-pending)

Research Interests:

Geriatrics, ethics, end of life care, the use of telehealth technology in the home care and monitoring of hospice and frail elderly patients, health care access.

Family, hobbies, & other interests:

Running, biking, hiking, travel, and much personal time at home with my wife and dog (Tessa). Two adult children, Brian and Amy.





Yang Gong

Assistant Professor

Academic Qualifications:

M.D. China Medical University

M.S. Medical Information, Beijing Union Medical College

Ph.D. Health Informatics, University of Texas Health Science Center at Houston

Research Interests:

Human-Computer Interaction, Information Storage and Retrieval, Medical Errors, Subject Representation

Family, hobbies, & other interests:

Piano, ping pong, and vocal art



Lanis L. Hicks

Professor and Interim Chair

Academic Qualifications:

B.A., Business Administration and Business Education, College (School) of the Ozarks, Point Lookout, Missouri, 1969

Graduate Study in Computer Science, University of Missouri-Rolla, 1970

Ph.D., Economics, University of Missouri-Columbia, 1975

Post-Doctoral Fellowship, Harvard University, Center for Community Health & Medical Care, 1977

Research Interests:

Economic evaluation of health care technologies, programs, and systems

Health workforce requirements and distribution

Rural health care and especially the use of telemedicine in rural systems

Quality-cost-staffing relationships in long-term care

Family, hobbies, & other interests:

Photography is a hobby, especially combined with travel

Other interests include international health care systems and, of course, my two black cats, Tahoe and Shylo



Jeannette Jackson-Thompson

Operations Director, Missouri Cancer Registry and Research Assistant

Professor, HMI

Academic Qualifications:

B.A., Anthropology, 1969

M.A., Anthropology (Linguistics), 1971

M.S.P.H., Public Health, 1975

Ph.D., Medical/Cultural Anthropology, University of Missouri-Columbia, 1985

International Graduate Summer Session in Epidemiology, University of Michigan-School of Public Health, 1989

Research Interests:

Health-related quality of life (general population, cancer survivors, etc.); survey research methods (telephone interviews v. face-to-face interviews, mailed questionnaires, etc.); questionnaire design; data quality indicators; cancer registry management; and data security/confidentiality issues.

Family, hobbies, & other interests:

Married (husband: Richard C. Thompson, PhD).

I collect cookbooks (> 1,000) and enjoy cooking and entertaining friends. Other interests include genealogical research, travel, and interior design.





Naresh Khatri

Associate Professor

Academic Qualifications:

B. Sc., Physics, Chemistry, Mathematics, MD University, India, 1979

M.Sc., Chemistry, National Dairy Research Institute, Karnal India, 1982

M.B.A., Indian Institute of Management, Ahemedabad, 1984

Ph.D. (Organizational Behavior & Human Resources), State University of New York, Buffalo, 1994

Research Interests:

Focus is on unleashing the human potential in organizations and authored *The Human Dimension of Organizations*. Additional publications include the areas of human resource management, leadership, strategic decision making, and cross-cultural behavioral issues. I have presented my research at conferences and seminars and have conducted executive workshops on leadership and strategic human resource management for Matsushita, Samsung, the Ministry of Defense, Singapore, and the Ministry of Environment, Singapore.



Wilbert Meyer

Associate Director of Health Management and Informatics Group

Clinical Instructor

Director of HMI Rural Health Center

Academic Qualifications:

B.S. Medical Terminology, University of Missouri-Columbia

M.A. Health Management and Supervision, Central Michigan University

Fellow American College of Healthcare Executives

Research Interests:

Rural health with an emphasis on rural hospitals, collaboratives, networking, entrepreneurship, quality improvement, access and information transfer.

Family, hobbies, & other interests:

Married. Has two children. Interests and hobbies include numismatics and farming.



David Moxley

Associate Director, Executive Programs

Clinical Instructor

Academic Qualifications:

B.A. Philosophy, University of Missouri-Columbia, 1993

B.A. Mathematics, University of Missouri-Columbia, 1993

M.A. Library and Information Science, University of Missouri-Columbia, 1995

Research Interests:

Information retrieval tools and skills

Controlled vocabularies

Family, hobbies, & other interests:

Wife Melanie and three cats

Record collecting





Youngju Pak

Assistant Professor of Biostatistics

Academic Qualifications:

B.Stat, Young-Nam University, 1992

M.Stat, University of Florida, 2002

Ph.D., Biostatistics, University at Buffalo, SUNY, 2007

Research Interests:

Causal Models, Structural Equation Modeling, Graphical Modeling, Multivariate Analysis, Measurement Error Models, Longitudinal Data Analysis, Measures of Agreement

Kalyan Pasupathy

Assistant Professor - Health Systems Management

Academic Qualifications:

Ph.D. in Industrial & Systems Engineering, Virginia Tech, 2006

Research Interests:

Healthcare engineering - design and implementation of performance measurement and evaluation systems, mathematical modeling, optimization of service delivery networks, system dynamics simulation and analysis using complex adaptive techniques.

Family, hobbies, & other interests:

Traveling, biking, tennis.



Gregory F. Petroski

Research Assistant Professor, Health Management and Informatics

Statistician, Office of Medical Research

Academic Qualifications:

B.S. Mathematics, University of Missouri-St. Louis, 1986

M.S. Statistics, Southern Illinois University-Edwardsville, 1990

Ph.D. University of Missouri-Columbia, Educational Psychology, 2005

Research Interests:

Psychometric methods, differential test functioning, applications of Item Response Theory

Family, hobbies, & other interests:

Wife Barbara, bicycling, barbeque



Win Phillips

Clinical Assistant Professor, Health Management and Informatics

Academic Qualifications:

B.S., Plant Science, Penn State University

B.S., Accounting, West Chester State University

M.Div., Philosophy/Theology, Union Theological Seminary

M.B.A., Business Administration, University of Texas at Austin

M.S., Computer Science, Illinois State University

M.A., M.Phil, Ph.D., Philosophy, Yale University

Research Interests:

Use of computers in healthcare, electronic medical record systems, Computer systems development methodologies, project management, User interface design, biomedical ethics, business ethics, metaethics, Philosophy of mind, philosophy of religion





Family, hobbies, & other interests:

Bicycling, hiking, photography, gardening, spending time with family

Mihail Popescu

Assistant Professor

Academic Qualifications:

PhD Computer Science, University of Missouri-Columbia, 2003

Research Interests:

Ontological data mining, fuzzy logic in bioinformatics and medical informatics

Family, hobbies, & other interests:

2 children (Ilinca and Petre), ski, tennis



Cheryl Rathert

Assistant Professor

Academic Qualifications:

BA Psychology, University of Nebraska - Lincoln

MS Industrial/Organizational Psychology, University of Nebraska - Omaha

PhD Business Administration, Management - University of Nebraska - Lincoln

Research Interests:

Health care work environments and how they relate to employee and patient outcomes, employee satisfaction - patient satisfaction relationship, patient safety, how patient experiences of health care relate to clinical outcomes, social issues in management, particularly ethics.

Family, hobbies, & other interests:

Has a son and two daughters.

Hobbies include running, cycling, hiking, canoeing/kayaking, and weight lifting. Is training for her first triathlon. Would also like to try adventure racing.



Grant Savage

Professor and Chairman, Health Management and Informatics

Academic Qualifications:

B.A., Speech Communication, University of Connecticut, 1977

M.A., Communication Theory, Ohio State University, 1979

Ph.D., Communication Theory, Ohio State University, 1984

Research Interests:

Health care policy, Patient safety and quality management, Physician-patient communication, Negotiation strategies in complex multi-party collaborations, Stakeholder analysis of hospitals, health systems, and other health care organizations, Strategic management of health care organizations

Family, hobbies, & others interests:

Married to Nancy Savage; two teenage sons, Erik and Evan; two middle-aged cats, Cocoa and Taffy. Hobbies include bicycling, running, soccer, skiing, swimming, gardening, and international travel





Gerald M. Sill

Clinical Professor, Health Management and Informatics
Senior Vice President and General Counsel, Missouri Hospital Association

Academic Qualifications:

A.B., University of Missouri-Columbia, 1966
J.D., University of Missouri-Columbia, 1969



Douglas S. Wakefield

Professor, Director of Center for Health Care Quality (CHCQ)

Academic Qualifications:

B.A. Psychology
M.O.T Masters of Occupational Therapy
M.A. Hospital Administration
Ph.D. Hospital Administration

Research Interests:

Patient care quality and safety improvement, Health Information Technology Applications, Improving End of Life Care, Organizational Redesign and Development

Family, hobbies, & other interests:

Married to Bonnie J. Wakefield, RN, MA, PhD, and Director of Health Services Research, Truman VAMC
Have two children -- Abbey and Justin
Hobbies include golf, gardening, and reading



Bill Wells

Clinical Assistant Professor & Director Health & Behavioral Risk Research Center

Academic Qualifications:

B.A. Communication
M.A. Communication
MHA
PhD Communication



Illhoi Yoo

Assistant Professor of Health Informatics

Academic Qualifications:

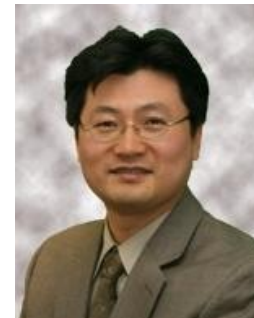
B.S., Biomedical Engineering, Inje University (S.Korea), 1999
M.S., Information Science, University of Pittsburgh, 2002
Ph.D., Information Science & Technology, Drexel University, 2006

Research Interests:

Text Mining, Biomedical Informatics, Bioinformatics, Data Mining, Information Retrieval, and Digital Library

Family, hobbies, & other interests:

Married, Has two little sons.





STAFF PICTURES

			
Beth Brown Office Support III	Ana-Maria Fernandez Center for Health Ethics Administrative Associate	Candace Garb Director of Student Services	Pam Garr Grants and Contracts
			
John Hunter Administrative Assistant	Matthew Kearney Coordinator of Student Recruitment	Veronica Kramer Executive Staff Assistant to Dr. Savage	Kari Mitchell Grants and Contracts Assistant
			
Matt Morgan Center Administrator	Renee Pearman System Support Analyst	Shari Riley Department Administrator	Gina Whitworth Administrative Associate



MENTOR PAIRINGS

Student Name	Mentor	Program	Year in Program
Allen, Rebekah	Wakefield	HSM	Third Year
Thomas, Benoy	Phillips	HSM	Third Year
Al-Khashti, Noelle	Pak	HSM	Second Year
Baloh, Jure	Leung	HSM	Second Year
Bouras, Adam	Hicks	HSM/HI	Second Year
Brooks, Parker	Alafaireet	HSM	Second Year
Chandra, Arpita	Gong	HI	Second Year
Chrisman, Aaron	Wakefield	HSM	Second Year
Clarke, Martina	Kim	HI	Second Year
Desai, Parth	Khatri	HSM	Second Year
Egan, Patrick	Phillips	HSM	Second Year
Elbert, Theresa	Leung	HSM	Second Year
Farris, Keavy	Popescu	HSM	Second Year
Gopidi, Rajitha	Alafaireet	MSHI	Second Year
Harmon, Anthony	Khatri	HSM	Second Year
Koehly, Michelle	Boren	HSM	Second Year
Koelling, Mathew	Pasupathy	HSM	Second Year
Marshall, Kyndal	Wakefield	HSM	Second Year
McManus, TJ	Davis	HSM	Second Year
Osei, Kenneth	Kim	HI	Second Year
Parihar, Ankita	Yoo	HI	Second Year
Rahmani, Esameel	Yoo	HI	Second Year
Rennie, Matthew	Pak	HSM	Second Year
Slama, Brandon	Phillips	HSM	Second Year
Tipton, Erin	Alafaireet	HSM	Second Year
Washington, Brian	Hicks	HSM	Second Year
Weiser, Aaron	Pasupathy	HSM	Second Year
White, Ryan	Khatri	HSM	Second Year
Wyrwich, Mary	Rathert	HSM	Second Year
Xia, Jingyan	Gong	HSM/HI	Second Year



MENTOR PAIRINGS Continued

Student Name	Mentor	Program	Year in Program
Avhad, Aditi	Boren	MHA	First Year
Berger, Phillip	Wakefield	MHA	First Year
Bhakare, Niranjan	Pasupathy	MHA	First Year
Bogert, Kevin	Rathert	MHA	First Year
Busick, Christopher	Khatri	MHA	First Year
Cheney, Andrew	Leung	MHA	First Year
Corley, Jon	Kim	MSHI	First Year
Dannatt, Kaci	Boren	MHA	First Year
Halamicek, Paige	Wakefield	MHA	First Year
Harris, Tyler	Hicks	MHA	First Year
Hernandez, Cory	Alafaireet	MHA	First Year
Hillis, Tyler	Phillips	MHA	First Year
Hussain, Aftab	Pasupathy	MHA	First Year
Hyduke, Kyle	Rathert	MHA	First Year
Jackson, Norma	Pak	MHA	First Year
Jensema, Caleb	Davis	MHA	First Year
Joshi, Tanvi	Boren	MHA	First Year
Kimberling, Ashley	Leung	MHA	First Year
Kriegshauser, Alexander	Rathert	MHA	First Year
Miller, Gregory	Rathert	MHA	First Year
Myers, Kyle	Phillips	MHA	First Year
Omosule, Anthony	Pasupathy	MSHI	First Year
Phairembam, Shilpa	Khatri	MSHI	First Year
Ramineni, Pravallika	Popescu	MHA	First Year
Rana, Rabin	Yoo	MSHI	First Year
Scherff, Alexandria	Alafaireet	MSHI	First Year
Shah, Zalak	Popescu	MSHI	First Year
Steidinger, Amber	Leung	MHA	First Year
Taylor, Svetlana		MSHI	First Year
Walsh, Alison	Boren	MHA	First Year
Wang, Depeng	Gong	MSHI	First Year
Weiss, Brian	Leung	MHA	First Year
Winchester, Jared	Pak	MHA	First Year



Yeh, Sejin	Khatri	MHA	First Year
------------	--------	-----	------------

WELCOME LETTER FROM HMIGSA



Dear 1st year HMI students,

Congratulations on taking the next step toward furthering your education by choosing the University of Missouri Graduate School. I would like to personally welcome you to the university and more specifically, to the Department of Health Management and Informatics! I can assure you that a very exciting year lies ahead and that you have appropriately chosen a road which is sure to enhance your skills both personally and professionally, as you look to pursue a career in healthcare.

Graduate school is more than an education, it is an opportunity to expand your horizons and build a fundamental network that you will maintain throughout the rest of your life. The friendships established within your own class, and throughout the department, will prove invaluable as you prepare for internships and job placements in the next few years.

Within the department, as an additional opportunity for promoting your professional growth, leadership and social networking skills, we have the Health Management and Informatics Graduate Student Association for joining. The organization (HMIGSA) is designed to enrich your education by connecting first and second year students in social, philanthropic and professional activities, while providing channels to reach out for guidance at any time.

Social Hours & Intramurals

Your first year of graduate school will be both intense and fun-filled, but time will fly. In order to maintain such a pace, it is necessary to kick back and enjoy a night off from time to time! From day one, HMIGSA will plan activities around your busy schedule to get members active and having fun. Tailgates, social hours, intramurals (such as football, soccer and basketball) and end of the semester parties are a great way to relax and ease the stress.

Service Events

The addition of volunteer service and commitment is a component of any well-rounded career. By serving our community and assisting those we can, HMIGSA plans to donate our time and money during events hosted around the Columbia area. Our Philanthropy Chair is dedicated to finding fulfilling opportunities throughout the fall and spring for helping us to give back all that we can. Our first major event, Bike MS, falls on September the 10th and 11th, at the Boone County Fairgrounds. There are options to participate as a cyclist or as a volunteer, and if we get enough interest we could sponsor a team for the event.

Professional Development

Each year, the department requires members to join a professional organization of their choice. As the graduate student association, we have attended many of their annual conferences and can assist with the help of finding an organization that best suits your needs. Some examples are: the American College of Healthcare Executives (ACHE),



Medical Group Management Association (MGMA) and Healthcare Information and Management Systems Society (HIMSS).

We are looking forward to meeting all of you in the first week and I highly recommend joining us for our first meeting of the year, the -- “Welcome Back HMIGSA Grill-Out” (flyer on next page) and learning more about the people and the organization. **We reserve the Secretary position for a first-year member, so all who are interested should come to the meeting and find out more about the position!**

If you have any questions at all, feel free to contact myself or any of our officers and we will get back to you as soon as we can! Enjoy your time at the University of Missouri and give it your very best effort!

Aaron Weiser
President, HMIGSA
amwg9f@mail.missouri.edu
620.433.0450



Get out the grill!



**Thursday
August 25th**

5:00 pm

Cosmo Park (Harris Shelter)
Just off I-70 and Stadium Blvd.

The BBQ is free to all HMI
students, faculty and
department members

Welcome Back HMIGSA!

Please join us at Cosmo Park for a good time and even better people. We will have tailgate games, great food and free water/soda.

We encourage you to bring a side item (chips, beans, salads) and an appetite!

We'll fire up the grill around 6:00 pm and we have the shelter all night.

RSVP to our social chair in charge – Mat Koelling (mgkd69@mail.mizzou.edu)