



**UAFS** | UNIVERSITY OF ARKANSAS  
FORT SMITH

2019-20 Graduate Academic Catalog



## CHANCELLOR'S MESSAGE

A new door to the future has opened at the University of Arkansas - Fort Smith.

The Master of Science in Healthcare Administration is a fully online program designed to prepare working professionals and practitioners for management and leadership in the healthcare industry. Healthcare administrators have the opportunity to make a significant contribution to improving the health of the citizens in the communities they serve through planning, directing, and coordinating various aspects of health services, as well as shaping healthcare policy.

This program provides a quality educational experience and professional development that enhances the student's abilities in healthcare management, enabling student achievement of career goals.

If you hope to expand your horizons in healthcare leadership and go beyond where a bachelor's degree can take you, you have come to the right place. I invite you to consider graduate studies at UAFS today.

Sincerely,

Edward Serna, Ed.D.  
Interim Chancellor

# GRADUATE CALENDAR 2019-20

## FALL SEMESTER - 2019

Classes Begin	(M) August 19
Last day to drop graduate courses with 100% refund	(F) August 23
Holiday (Labor Day)	(M) September 2
Last day to drop graduate courses with 50% refund (no refund after this date)	(T) September 3
Last day to drop graduate courses with a W	(F) October 11
Fall Break	(M-T) October 14-15
Thanksgiving Break	(W-U) November 27 - December 1
Last Day of Classes	(R) December 5
Reading Day	(F) December 6
Final Exam Week	(S-F) December 7-13
Commencement	(S) December 14

## SPRING SEMESTER - 2020

Classes Begin	(M) January 13
Last day to drop graduate courses with 100% refund	(F) January 17
Holiday (Martin Luther King, Jr. Day)	(M) January 20
Last day to drop graduate courses with 50% refund (no refund after this date)	(T) January 28
Last day to drop graduate courses with a W	(F) March 7
Spring Break	March 23-27
Faculty Appreciation Ceremony/Undergraduate Research Symposium	(F) April 10
Last Day of Classes	(F) May 1
Final Exam Week	(S-F) May 2-8
Commencement	(S) May 9

## SUMMER TERM - 2020

Classes Begin	(M) June 1
Last day to drop graduate courses with 100% refund	(T) June 2
Last day to drop graduate courses with 50% refund (no refund after this date)	(F) June 5
Last Day to Drop Graduate Course with a W - five week summer course	(F) June 12
Last Day to Drop Graduate Course with a W - ten week summer course	(F) July 3
Last Day of Term (Summer I 10 Week)	(R) August 5

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## STUDENT RESPONSIBILITY

Students enrolled at UAFS are expected to study this catalog carefully to become familiar with all policies, procedures, and regulations. Knowledge of the information contained in the catalog is the responsibility of each student.

The provisions of this catalog are subject to change and should be considered for informational purposes rather than an irrevocable contract between the university and the student

**UNIVERSITY OF ARKANSAS - FORT SMITH**  
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FORT SMITH, AR 72913-3649  
[GRADUATE-PROGRAMS@UAFS.EDU](mailto:GRADUATE-PROGRAMS@UAFS.EDU)



## UNIVERSITY INFORMATION AND NOTIFICATIONS

Offering graduate studies at the University of Arkansas - Fort Smith promotes the mission of the university to prepare students to succeed in an ever-changing global world while advancing economic development and quality of place. Graduate programs, developed and implemented based on the region's economic demands, are designed to prepare students to solve problems and apply knowledge in their advanced professional field of study.

are noncredit courses, seminars, workshops, lectures, travel, telecourses, and teleconferences organized by the Center for Business and Professional Development. UAFS makes campus facilities and resources available to community organizations and seeks to enrich quality of place in the community through sponsored cultural activities and events.

### VALUES

UAFS is:

- **Inclusive:** UAFS fosters a welcoming, diverse campus that embraces and promotes inclusion as an integral component to institutional excellence.
- **Student-focused:** UAFS students have countless opportunities to become leaders on campus and in the community with the help of an engaged campus and intimate learning environments led by attentive professors.
- **Committed to Academic Excellence:** UAFS students receive a top-notch education that prepares them for post-graduate success through practical, hands-on learning opportunities spanning the university's spectrum of diverse course offerings.
- **An Economic and Workforce Developer:** UAFS drives economic growth and development in the greater Fort Smith region by educating a workforce, collaborating with organizations and industries, and promoting the arts.
- **A Driver of Creative Economy:** UAFS works with regional businesses and industries to identify the technical, social, and intellectual skill sets that will promote entrepreneurship and the thinking skills of change.
- **Innovative:** UAFS is an educational pioneer that is constantly examining and pursuing new methods of educating students, whether it be the microcosm of a creative classroom with an inspiring professor or a cutting-edge academic program inspired by local and state needs.

### The UAFS Vision, Mission, Role and Scope, and Values

#### VISION

UAFS will be a national model for preparing students for workforce mobility through education and professional development while serving as the thought leader in the region for workforce training.

#### MISSION

UAFS prepares students to succeed in an ever-changing global world while advancing economic development and quality of place.

#### ROLE AND SCOPE

Founded in 1928, UAFS has grown in stature, role and scope over the years into a singularly distinctive institution. Organized and focused on teaching and learning, UAFS offers multifaceted academic and technical educational opportunities. The university provides these learning opportunities at times and places convenient to students and clients. Programs include single courses of instruction, certificates of proficiency, technical certificates, and associate, bachelor's and master's degrees designed to meet a demonstrated demand of the region. In addition to certificate and degree programs, UAFS provides a wide range of customized, on-site education and training services – both pre- and post-employment – designed to meet the workforce education and retraining needs of business and service organizations.

UAFS provides a variety of public service activities for the people and organizations within its service area. Included

### Accreditations

UAFS is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. The

University is approved by the United States Department of Education, the United States Department of Health and Human Services, and the Arkansas State Approving Agency for veterans' training. College of Applied Science and Technology programs are accredited by the Association of Technology, Management and Applied Engineering (ATMAE). The automotive program is certified by the National Automotive Technicians Education Foundation (NATEF). The legal studies program is approved by the American Bar Association. School of Education programs are accredited by the Council for Accreditation of Educator Preparation (CAEP). Nursing programs at the University are approved by the Arkansas State Board of Nursing. The traditional BSN and RN-BSN online completion programs are accredited by the Commission on Collegiate Nursing Education (CCNE). The surgical technology program is accredited by the Accreditation Review Council on Education in Surgical Technology and Surgical Assisting through the Commission on Accreditation of Allied Health Education Programs (CAAHEP). The dental hygiene program is accredited by the American Dental Association's Commission on Dental Accreditation (CODA). The radiography program is accredited by the Joint Review Committee on Education in Radiologic Technology (JRCERT) and the diagnostic medical sonography program is accredited by the Joint Review Committee of Diagnostic Medical Sonography (JRCEDMS) through the Commission on Accreditation of Allied Health Education Programs (CAAHEP). The University of Arkansas - Fort Smith is an accredited institutional member of the National Association of Schools of Music (NASM). The College of Business programs are accredited by the Association to Advance Collegiate Schools of Business (AACSB). The Master of Science in Healthcare Administration (Online Program) is approved by the Higher Learning Commission. UAFS will seek accreditation for the master of science in healthcare administration online program from the Commission on Accreditation of Healthcare Management (CAHME).

## Concealed Carry Weapons on UAFS Campus

Arkansas Act 562 allows lawful concealed carry weapon (CCW) on public university campuses with certain restrictions. Those who carry on the campus of the University of Arkansas Fort Smith, including on properties the university owns apart from the main campus, are responsible to know Act 562 and other applicable laws. Related university regulations will be enforced thoroughly and fairly.

Those who carry a concealed weapon (as defined under AR Act 562-2017), with the exception of those authorized to carry by virtue of their law enforcement status, must have a current Arkansas Enhanced CCW Endorsement Card on their person while carrying on campus property. Certain activities are exempted and may be designated as gun-free even for those with an enhanced endorsement. With proper notification and signage, intercollegiate athletic events, any grievance or disciplinary hearing last less than nine hours, and storage in a residential facility. There are no other exclusions currently in the law. Persons on UAFS property who are carrying a concealed weapon are required to show their enhanced license to University Police if so requested.

A person on UAFS property who possesses an enhanced license and is in possession of a covered firearm must conceal the weapon. Concealed, under AR Code 5-73-301, means to cover from observation so as to prevent public view. "Storage" is a key concept under this law. Storage in a locked and unattended vehicle is allowed in any publicly owned and maintained lot on campus, if the weapon is otherwise possessed legally. Storage in a residential facility is not allowed.

To report a concern or incident related to Concealed Carry Weapons on campus property, please call University Police at 479-788-7140. The full UAFS Policy and procedure may be found on the [University Police website](#) under Resources.

## Copyrighted Materials

It is the policy of the University of Arkansas System and its institutions to follow the United States Copyright Law and other statutes that protect the rights of copyright owners. All UAFS faculty, staff, and students should use copyrighted materials within the confines of the statutes and seek guidance from the Office of the Vice Chancellor for Finance in determining fair use. Copyrighted materials include, but are not limited to, computer software, audio and video recordings, photographs, and written material. Violators are subject to university discipline, including suspension, as well as legal liability, even if the work did not contain a written copyright notice. It is also a violation to use a campus computer to illegally copy, display, or distribute copyrighted materials, such as software, MP3 files, or MPEG files.

Use of commercial (for-profit) copy shops may not relieve an individual of liability for infringement. It would depend on:

- whether the copying was fair use, and
- whether the copy shop pays royalties

Online courses often contain copyrighted materials that the faculty member is using under the TEACH Act of 2002. Students may use these materials within the online course, but may not save, alter, or redistribute them to those not enrolled in the course.

## Diversity

UAFS recognizes that diversity within the student body, the faculty and staff, and in the educational experience enriches learning and education. Our strong commitment to diversity will help shape the future of the institution and create a learning environment that welcomes all. Students, faculty, and staff are encouraged to bring with them distinct perspectives that encourage thoughtful discussion and collegial deliberation.

## Equal Opportunity/ Affirmative Action Statement

UAFS provides equal employment, admission, and educational opportunities without regard to race, color, age, national origin, religion, disability, veteran status, sexual orientation, or gender identity. UAFS does not discriminate on the basis of disability in admission, access to, treatment, or employment in its programs and activities.

The university is committed to a policy of EEO and to a program of affirmative action. Any person who believes he or she has been discriminated against, or is aware of discrimination against another person, is encouraged to contact: Director of Human Resources/EEO Officer, telephone 479-788-7839.

## Family Educational Rights and Privacy Act (FERPA)

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their education records. They are:

1. The right to inspect and review the student's college education records within 45 days from the day the University receives a request for access. Students should submit to the registrar written requests that identify the record(s) they wish to inspect. The registrar will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the registrar, the registrar shall advise the student of the correct official to whom the request should be addressed.
2. The right to request the amendment of the student's education records that the student believes are inaccurate or misleading. Students may ask UAFS to amend a record that they believe is inaccurate or misleading. They should write the University official responsible for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If UAFS decides not to amend the record as requested by the student, the student will be notified of the decision and advised of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.
3. The right to consent to disclosures of personally identifiable information (PII) contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent. UAFS discloses education records without a student's prior written consent under the FERPA exception for disclosure to school officials with legitimate educational interests. School official includes any person employed by UAFS in an administrative, supervisory, academic, research, or support staff position (including law enforcement unit personnel and health staff); a person serving on the board of trustees; or a student serving on an official committee, such as a disciplinary or grievance committee. A school official also may include a volunteer or contractor outside of UAFS who performs an institutional service of function for which the school would otherwise use its own employees and who is under the direct control of the school with respect to the use and maintenance of PII from education records (e.g. attorneys, auditors, collection agents, the National Student Clearinghouse, or a student volunteering to assist another school official in performing his or her tasks). A school official typically has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for UAFS or assist a school official in doing so. Upon request, UAFS also discloses education records without consent to officials of another school in which a student seeks or intends to enroll.

4. The right to file a complaint with the United States Department of Education concerning alleged failures by UAFS to comply with the requirements of FERPA. The name and address of the office that administers FERPA is noted below:

**Family Policy Compliance Office  
U.S. Department of Education  
400 Maryland Avenue, SW  
Washington, DC 20202-4605**

Directory Information as defined by the United States Department of Education means information contained in an educational record of a student that would not generally be considered harmful or an invasion of privacy if disclosed. Students may request UAFS not release directory information by completing the proper form and submitting it to the Registrar's Office, on the second floor or the Smith-Pendergraft Campus Center. Directory information at UAFS includes name, address, major field of study, degrees and awards received, participation in officially recognized activities and sports, weight and height of members of athletic teams, telephone listing, electronic mail address, photographs, date and place of birth, dates of attendance, grade level, enrollment status (i.e., undergraduate or graduate; full- or part-time, no enrollment), honors received, and most recent educational agency or institution attended.

It is important to note that the institution, at its sole discretion, designates what is considered "directory information," as well as what is released in each circumstance.

Additionally, educational records and personal information may be released in the following circumstances:

- Judicial subpoena of records, upon condition that UAFS makes a reasonable effort to notify the student in advance of the release of records.
- Health or safety emergency, if knowledge of personal information is necessary to protect the health and safety of a student or other person(s).
- In connection with financial aid for which the student has applied or which the student has received, if the information is necessary to determine eligibility for the aid, determine the amount of the aid, determine the conditions of the aid, or enforce the terms and conditions of the aid.

UAFS is required to comply with military requests for student information, in accordance with the Solomon Amendment to the National Defense Authorization Act, 1995/1996, and the Omnibus Consolidated Appropriations Act, 1997.

## Student Conduct

**Student Code of Conduct** - Students are responsible for good citizenship through enrollment at UAFS. It is expected that students conduct themselves professionally and honorably throughout their association with the university. Students are expected to adhere to the codes of conduct prescribed by the professional organizations in their fields of study.

It is the student's responsibility to be familiar with the Student Code of Conduct for their safety and safety of other students. The Student Code of Conduct is an expression of behavioral standards that are intended to allow students and others at UAFS to live, work, study, recreate, and pursue their educational goals in a productive and secure environment. The Code is crafted

to reflect expectations based on values essential to such an environment and to a flourishing academic community, such as honesty, integrity, respect, and fairness. That said, we strive to recognize and honor core tenets of our free society and our academic legacy, such as free speech, the “marketplace of ideas,” and free association. Therefore, much expression that may be offensive, unpopular or both will not be actionable under this Code. Further, those who administer the Code attempt to craft both hearings and sanctions in a manner that takes into account the developmental issues and educational needs of students, as well as the well-being of the university community. For details, view the Student Code of Conduct in the Student Handbook at [uafs.edu/university/student-handbook](http://uafs.edu/university/student-handbook).

**UAFS Alcohol Policy** - Student possession and use of alcohol on university properties, including residential housing, and at official university functions held on campus is prohibited. It is the policy of the university that the illegal or abusive use of drugs or alcohol by employees and students is prohibited on university property or as a part of any university activity whether on or off campus. Irresponsible behavior while under the influence of intoxicants is not to be condoned and may be subject to review and/or action by the appropriate judicial body.

**UAFS Drug Policy** - Possession, use, or manufacture of illicit drugs is strictly prohibited at the University of Arkansas - Fort Smith. Students at UAFS are subject to disciplinary action for violation of federal or state laws regarding the possession, purchase, manufacture, use, sale, or distribution (by either sale or gift) of any quantity of any prescription drug or controlled substance, except for the use of any over-the-counter medication or for the prescribed use of medication in accordance with the instructions of a licensed physician. Possession of paraphernalia associated with the use, possession or manufacture of a prescription drug or controlled substance is also prohibited.

**Alcohol/Drug Abuse** - UAFS recognizes its responsibility to provide a healthy environment in which students may learn and prepare themselves to be fully functioning and productive individuals. Alcohol and other substance abuse is a university concern. When students abuse alcohol and other drugs, academic performance, health, personal relationships, and safety suffer. Abusive levels of alcohol use and other drugs often result in problems such as automobile and other accidents, student fights, property damage, aggravated physical illness, and sometimes death. Students need to know what their responsibilities are as members of the university community and understand the university's expectation and regulations. The abuse of alcohol and other drugs is considered to be detrimental to the attainment of the educational mission of this institution.

UAFS has implemented the following policy regarding substance abuse:

1. Any student found in violation of these procedures will immediately be placed on probation and shall be subject to additional disciplinary actions which may include dismissal from UAFS.
2. The vice chancellor for student affairs or director of housing and residential life will make information available to students about the dangers of drug abuse, the availability of counseling, and the penalties for violations. Such information will be promulgated in the student handbook, visual displays, drug-awareness sessions, etc.

3. Students who have no record of conviction for drug abuse and who voluntarily seek counseling for drug-abuse problems may not be dismissed from the university. However, if a drug-abuse conviction occurs after counseling/rehabilitation has begun, the student is liable for the full range of university disciplinary measures.
4. The vice chancellor for student affairs will be responsible for the implementation of these procedures.
5. Specific degree programs may have additional policies related to prevention and management of substance abuse. Students enrolled in these degree programs are responsible for adhering to College-specific policies as well as university policies.

**Tobacco-Free Campus Policy** - The use of any tobacco product, including electronic cigarettes, is prohibited on the grounds of UAFS in order to establish a healthier and more beautiful learning environment. The tobacco-free environment includes all university property, which according to State Statute 25-17-301, “... shall include all highways, streets, alleys, and rights-of-way that are contiguous or adjacent to property owned or controlled by the institution.

## State Authorization Reciprocity Agreement

UAFS is approved by the Arkansas Department of Higher Education (ADHE) to participate in the National Council for State Authorization Reciprocity Agreement (NC-SARA) to offer online programs and courses to out-of-state students. NC-SARA provides states a mechanism for monitoring the quality of online programs delivered by out-of-state colleges and universities to its citizens. Institutions that are members of SARA are authorized to provide online education to students from all SARA member states.

SARA applies solely to distance education activity conducted across state lines. It does not apply to distance education activity of an institution within its home state or to on-ground campuses in any state.

The University of Arkansas at Fort Smith is accredited by the [Higher Learning Commission of the North Central Association of Colleges and Schools](#). Distance education courses and programs are approved by the [Arkansas Department of Higher Education](#).

UAFS is committed to ensuring that its distance learning programs and courses are intellectually stimulating and professionally rewarding. Online classes are taught by qualified faculty who are highly trained in using the Blackboard LMS for course development and delivery.

### COMPLAINT/GRIEVANCE PROCEDURES

Complaints regarding student grades or student conduct violations are governed entirely by UAFS policy and the laws of the state of Arkansas. The UAFS Academic Grievance Process is outlined in this catalog and the UAFS Student Handbook.

Please note that students who wish to file a complaint relating to an online course or program offered by UAFS must first go through the UAFS procedures for resolution of grievances. If, after exhausting the institutional process, a student feels a complaint has not been adequately addressed, the student may file a complaint with the Arkansas SARA portal, in this case the Arkansas Department of Higher Education (ICAC@adhe.edu).

A student wishing to file a complaint regarding an online course or program should complete the online form found on the [UAFS SARA webpage](#). The complainant will be contacted within five (5) business days after the complaint is received.

## Title IX

Title IX, part of the Education Amendments of 1972, is a federal law that prohibits sex discrimination in education. The Vice Chancellor for Student Affairs has primary responsibility for compliance with Title IX. Any student discipline case involving allegations of sexual harassment, sexual discrimination, gender identity, other forms of discrimination based on protected status, sexual assault, sexual violence, sexual exploitation, stalking, domestic abuse, relationship violence or retaliation related to any of the above will be handled in accordance with the procedures outlined in the University of Arkansas - Fort Smith Campus Policy and Procedure for Sexual Misconduct. Any concerns, questions or incidents regarding Title IX should be directed to the UAFS Title IX coordinator and Vice Chancellor for Student Affairs, Dr. Lee Krehbiel, at (479) 788-7310). UAFS will respond to complaints in a manner that maintains or restores a safe and productive learning environment, while looking into the complaint in a prompt, thorough, and impartial fashion.

## UAFS Policy Statement

The University of Arkansas – Fort Smith is committed to providing an environment that emphasizes the dignity and worth of every member of its community and that is free from harassment and discrimination based upon race, color, religion, national origin, service in the uniformed services (as defined in state and federal law), veteran status, sex, age, pregnancy, sexual orientation, gender identity, physical or mental disability or genetic information. Such an environment is necessary to a healthy learning, working and living atmosphere. Accordingly, all acts of discrimination, harassment, retaliation and sexual misconduct as defined by this policy are prohibited.



## ADMISSION TO GRADUATE STUDIES

Opportunities for advanced study are provided to qualified students seeking graduate education and/or degrees provided under the supervision of the Office of the Associate Provost for Academic Affairs and individual colleges. Students must first be admitted into the graduate school in addition to being admitted into a degree program. Admission to a degree program is not guaranteed until the applicant receives official notification from the college in which the degree is offered. The student may not enroll in any graduate course until this official notification is received. Failure to adhere to this policy will nullify any graduate level coursework undertaken by the student.

### Admission Requirements

Each applicant must satisfy the minimum admission requirements of the Office of Graduate Studies as well as any additional requirements specified by the individual graduate program. All applications and required materials must be submitted to the Office of Graduate Studies.

The minimum admission requirements are as follows:

- An earned bachelor's degree from a United States regionally accredited college or university.
- A completed application for admission and required materials submitted by published deadlines. (See [Graduate Studies website](#) for application deadlines and any additional deadlines/requirements of specific degree programs.)
- Official final transcript(s) from all colleges and universities attended. Transcripts must be submitted in an official, sealed, school envelope or sent electronically from the individual institution(s).
- A nonrefundable graduate application fee.
- Letters of recommendation may be required by the individual programs. (See degree program for specific requirements.)
- A minimum cumulative grade point average of 3.0 based on a 4.0 scale for the undergraduate degree. Degree programs

may require a higher GPA. (See degree program for specific requirements.)

- Appropriate graduate admission test scores. Individual degree programs will specify required exams (GRE, MAT, GMAT, etc.) and minimum required scores. Graduate exam scores may not be more than five years old at time of application.
- Selective service: all applicants are required to be registered with, or exempt from, the Selective Service System in accordance with the Military Selective Service Act, 50 U.S.C. App451 et seq., as specified in Act 228 of the 1997 Acts of the Arkansas General Assembly.
- Additional admission requirements as specified by individual programs (See degree program for specific requirements.)

Required admission documents are kept for one full year. If the student does not enroll after one year, all documents are purged.

### Admission of International Students

International students must meet the admission requirements stated above. If the international applicant does not have a bachelor degree earned from a United States regionally accredited college or university, they must possess an equivalent degree.

- Official final transcripts are required from all foreign and domestic colleges and universities attended. Educational systems that cannot be compared to the United States must be evaluated course by course by an academic credential evaluation service before admission can be finalized. World Education Services (WES) is recommended for this service. Course descriptions and/or syllabi in English may be required for graduate-level courses evaluated for transfer.
- Applicants from countries in which English is not the primary spoken language and the medium of instruction, must provide required TOEFL or IELTS scores. The

minimum TOEFL score is 79 on the IBT (internet based test), 550 on PBT (paper based test), or the IELTS score of 6.5. Scores may not be more than two years old at time of application. Any international student who graduated from a regionally accredited college or university in the United States is exempt from the TOEFL or IELTS language requirement.

The Master of Science in Healthcare Administration (Online Program) is not available for F1 international students living within the United States. Online programs will not satisfy visa requirements. International students may apply for the Master of Science in Healthcare Administration (Online Program) if they are completing this program while living outside the United States.

## Application

Applications for admission can be obtained from individual UAFS graduate program web pages, or students may apply online at [uafs.edu/apply](http://uafs.edu/apply). For admission and general information, email [graduate-studies@uafs.edu](mailto:graduate-studies@uafs.edu) or call 479-788-7518.

To ensure that the application is processed in a timely manner, submit all application materials by published deadlines. Admission application and required documents must be sent to:

**OFFICE OF GRADUATE STUDIES  
UNIVERSITY OF ARKANSAS - FORT SMITH  
5210 GRAND AVE.  
P.O. BOX 3649  
FORT SMITH, AR 72913**

### Transcript Note

- If mailing official transcripts from all colleges and universities attended, they must be in official, sealed, school envelopes that have been sent to the student. Do not open the envelopes, as transcripts not in the original, sealed envelopes, will not be considered official.
- Transcripts may be sent by mail or electronically to the UAFS Records Office from the individual institution(s).
- Transcripts are not required for coursework completed at UAFS.

## Transfer Credit

Graduate credit from a regionally accredited institution may be accepted if the course(s) are appropriate for the student's curriculum, grades of B or better have been earned, and if the courses were completed within the previous six years. Transfer credit must be approved by the program director for the program of study. Prior transfer work will be evaluated through the admission process. Once the student has begun studies at UAFS, he or she must obtain prior approval from the program director to take any graduate course at another institution. Students must complete 80 percent of the program requirements in residence.

## Provisional Student Admission

A person failing to meet one or more of the standards required for admission as a regular student may be eligible for admission if space is available and under specified conditions. These conditions will be determined at the time of admission by the appropriate college and the Office of Graduate Studies.

## Non-Degree Student Admission

A student who has a bachelor's degree, minimum GPA of 3.0, and who wishes to enroll in a maximum of six credit hours in introductory graduate courses without qualifying for a degree program can be admitted as a non-degree student. A non-degree student is not eligible for financial aid. Elevation to degree status must be approved by the appropriate college and the Office of the Associate Provost for Academic Affairs. The student must satisfy all admission requirements.

## Offers of Admission

Upon receipt and review of the complete set of admission materials, students may receive an acceptance letter, dependent on each graduate program's capacity. If the student is admitted provisionally, the offer letter will specify the conditions of enrollment expected of the student with a deadline for compliance. If the specified conditions are met by the time identified in the offer, the student status will change to that of a regularly admitted student. Failure to meet the conditions specified will result a change in status, up to and including termination from the program.

If the student is admitted as a non-degree student, he or she will be limited to a maximum of six credit hours of graduate courses. No additional hours in a program will be permitted unless the student proceeds through the admission process.

Students must reply to the admissions acceptance letter by the deadline date for receipt of all admission materials. The student may not enroll in any graduate course until this official notification is received by the university. Offers of admission are valid for one year from the date of the initial application period.

## Denial of Admission

If a student is denied admission and feels he or she has additional information to share in the evaluation process, the student may submit an admission appeal to the Office of Graduate Studies.

## Citizenship

Students who do not have United States citizenship, legal residency, or an appropriate visa will be charged out-of-state tuition and are not eligible for state or federal financial aid.



## GRADUATE TUITION AND FINANCIAL INFORMATION

### UAFS Graduate Studies Tuition

Tuition charges are based on the number of credit hours taken and residency status. Tuition is established by the University of Arkansas Board of Trustees and is set annually and subject to change without written notice. Students must pay their tuition and fees or set up a payment plan by the posted payment deadlines. Payment plans are available through the Online Business Center on My UAFS.

### Tuition and Fees

Tuition and per-credit hour fees are not capped. They are charged for each hour taken. Tuition and any and all fees may be increased or decreased as deemed necessary by the University of Arkansas System Board of Trustees. The tuition and fees referenced below are for the Fall 2019 semester.

TUITION FOR GRADUATE COURSES		CHARGES PER CREDIT HOUR
Graduate In-State (Arkansas residents)		\$394
Graduate Out-of-State		\$633
Graduate International		\$648
MANDATORY FEES		
Registration - per semester		\$31
Technology - per credit hour		\$15.50
Library - per credit hour		\$3.50
Infrastructure - per credit hour		\$5.50
OTHER FEES		
Distance education course - per credit hour		\$50
Graduate Health Science Program Fee - per credit hour		\$25
Graduate Admission Application Fee (non-refundable)		\$50
Graduate Graduation Application Fee		\$50

## Refund of Graduate Tuition

When a student officially withdraws from a credit course(s), tuition may be refunded according to the following schedule:

DATE OF OFFICIAL WITHDRAWAL	FALL/SPRING SEMESTER
Prior to the start of classes	100%
First week of the semester	100%
Second week of the semester through 11th day of classes (census date)	50%
After 11th day of classes	None

DATE OF OFFICIAL WITHDRAWAL	SUMMER I AND SUMMER II
Prior to the start of classes	100%
First two days of the term	100%
Third through fifth day of classes (census date)	50%
After fifth day	None

## Residency Determination

Students are charged tuition rates based on their legal residency status. Residency in Arkansas must be established at least six consecutive months prior to the beginning of the term for reasons other than attendance at UAFS.

Students are classified as:

- In-State Residency (students who live in Arkansas)
- Out-of-State and International Residency

Any questions regarding residency status must be directed to the UAFS Records Office. Students can visit the Records Office, call 479-788-7230, or email [records@uafs.edu](mailto:records@uafs.edu).

Students who knowingly give erroneous information in an attempt to evade payment of out-of-state fees are subject to dismissal from the university.

### RESIDENCY STATUS OF VETERANS AND MILITARY PERSONNEL AND THEIR SPOUSES AND DEPENDENTS

Any student who meets any of the following criteria shall be classified as in-state, regardless of his or her residence:

1. A veteran who was honorably discharged from a period of not less than 90 days of active duty within three years before the date of enrollment in a program of study.
2. A dependant or spouse of a veteran who meets criteria above. For the purpose of this policy, dependents are unmarried children who are legal dependents of the military person as defined by the IRS.
3. A member of the armed forces.
4. A spouse of a member of the armed forces.
5. A Reserve Officers' Training Corps (ROTC) cadet who has an executed armed forces service contract.
6. A dependant of a member of the active duty armed forces, when the member of the armed forces:
  - a. is stationed in Arkansas pursuant to permanent change of station military orders;
  - b. is continuously domiciled in Arkansas for at least six consecutive months before entering active military service and who maintains Arkansas as the permanent home of record while on active duty, or
  - c. demonstrates a change of domicile from another state to Arkansas at least 12 months prior to separation, discharge, or retirement from active duty. This provision is forfeited if the military person does not return to Arkansas with 36 months after separation, discharge, or retirement from active duty.
7. A veteran using educational assistance under either chapter 30 (Montgomery G.I. Bill – Active Duty Program) or chapter 33 (Post-9/11 G.I. Bill), of title 38, United States Code, who lives in Arkansas while attending a school located in Arkansas (regardless of his/her formal State of residence) and enrolls in the school within three years of discharge or release from a period of active duty service of 90 days or more.
8. Anyone using transferred Post-9/11 GI Bill benefits (38 U.S.C. § 3319) who lives in Arkansas while attending a school located in Arkansas (regardless of his/her formal State of residence) and enrolls in the school within three years of the transferor's discharge or release from a period of active duty service of 90 days or more.
9. Anyone described in 7 and 8 above while he or she remains continuously enrolled (other than during regularly scheduled breaks between courses, semesters, or terms) at the same school. The person so described must have enrolled in the school prior to the expiration of the three year period following discharge or release as described in 7 and 8 above and must be using educational benefits under either chapter 30 or chapter 33, of title 38, United States Code.
10. Anyone using benefits under the Marine Gunnery Sergeant John David Fry Scholarship (38 U.S.C. § 3311(b)(9)) who lives in Arkansas while attending a school located in Arkansas (regardless of his/her formal State of residence).
11. Anyone using transferred Post-9/11 G.I. Bill benefits (38 U.S.C. § 3319) who lives in Arkansas while attending a school located in Arkansas (regardless of his/her formal

state of residence) and the transferor is a member of the uniformed service who is serving on active duty.

12. A member of the armed forces or “covered individual” as identified in Section 702 of the Veterans Access, Choice and Accountability Act of 2014.

The policy shall be read to be amended as necessary for compliance with the requirements of 38 U.S.C. 3679, as amended, and Ark. Code Ann. § 6-60-205. as amended.

## Payment Information

Students must pay tuition and any fees in full or set up a payment plan by the posted payment deadline. If full payment and/or arrangements (financial aid or payment plan) have not been made by the published deadline, students may be assessed a late fee.

Students may make payments online or in the Cashier’s Office located on the second floor of the Smith-Pendergraft Campus Center. For information on payment deadlines, how to pay online, or payment plan options, see *Tuition, Fees, and Payments* on the [Graduate Studies](#) website.

## Financial Assistance and Scholarships

Students wishing to apply for financial aid and/or graduate scholarships must contact the UAFS Financial Aid Office located on the second floor of the Smith-Pendergraft Campus Center or call for information. The Financial Aid Office provides a comprehensive program of federal loans, work study, and third party assistance. Veterans education benefits are also coordinated through the Financial Aid Office. Students enrolled in at least six credit hours are eligible to borrow through the Federal Direct Unsubsidized Loan Program or the Direct PLUS Loan program for Graduate Students if they qualify. Students who are not eligible for the Pell Grant or Supplemental Educational Opportunity Grant may qualify for loans. To determine eligibility, a student must complete the Free Application for Federal Student Aid. The FAFSA should be submitted prior to June 1 and as soon as possible after the previous year’s taxes are completed. The electronic application is available on the Department of Education website, [fafsa.gov](#). This free service is the fastest and easiest way to apply. After all requested documentation has been submitted, the application will be processed by the Financial Aid Office to determine eligibility. Students will then be notified of financial aid eligibility through a financial aid award letter, or an email notification for current students. Students must satisfy the financial aid/loan regulations to continue their award.

UAFS participates in the William D. Ford Federal Direct Loan Program, which is administered by the U.S. Department of Education.

**Direct Unsubsidized Loans:** Interest is charged during all periods, including school enrollment and during grace and deferment periods.

**Direct PLUS Loans:** Additional unsubsidized loans require a credit check during the application process. PLUS loans help pay for educational expenses up to the cost of attendance minus all other financial assistance. Interest is charged during all periods.

**Direct Consolidation Loans:** Borrowers can combine different federal student loans into one loan.

For additional financial aid information and graduate scholarships, contact the Financial Aid Office and/or view financial aid information on the [Graduate Studies](#) website.

### VETERANS EDUCATIONAL BENEFITS - GI BILL®

Active duty and veteran service members and their dependents may be entitled to VA Educational Benefits under a specific GI Bill®. To check eligibility, contact the VA at 1-888-GIBILL-1. Students who have applied for VA Educational Benefits and approved by the VA will receive a Certificate of Eligibility (COE) in the mail. This copy of the COE should be provided to the VA certifying official in the Financial Aid Office. UAFS does not determine eligibility. The VA alone makes the determination of benefit eligibility.

Students using VA Educational Benefits are responsible for knowing and understanding the rules and regulations concerning academic standards as they relate to those benefits. No payment of VA Educational Benefits will be made for auditing a course or for a course that is not verified by the VA certifying official as a course that applies to a degree program or career objective.

Students qualifying for VA Educational Benefits may also qualify for the VA work study program. Students interested must complete VA form 22-8691 (JUL 2012), Application for Work-Study Allowance, and return to the VA certifying official in the Financial Aid Office. If the student is approved by the VA to participate in the program and a position is open, the student will be contacted for an interview by the VA certifying official.

All inquiries concerning VA Educational Benefits should be addressed to the VA at 1-888-GIBILL-1. Complete information about VA Educational Benefit programs and requirements can be found at [www.benefits.va.gov](#).

### FINANCIAL AID OFFICE

[FINAID@UAFS.EDU](mailto:FINAID@UAFS.EDU)

479-788-7090

FAX: 479-788-7095



## ACADEMIC POLICIES AND PROCEDURES

### Student Responsibility

Students are responsible for knowing and complying with the policies and procedures contained herein which govern all students.

### Academic Advising

A master's degree will require a minimum of 30 credit hours beyond the bachelor's degree and consist of 5000- and 6000-level courses. Specific degree programs may vary in the total hours required and program requirements. It is vital that students work carefully with their assigned graduate advisor in planning their program of study. Students will sign a degree plan with their graduate advisor and review program and course requirements. Students will be required to meet each semester with their graduate advisor prior to registration to evaluate progress toward the degree, to ensure required paperwork is complete and deadlines are met. Ultimate responsibility to enroll in and complete degree requirements rests with the student. Students should not assume that courses taken at UAFS or elsewhere without prior advisor approval will apply to the degree. Any exceptions to the degree plan must be approved by the graduate advisor, the Program Director, and the Office of the Associate Provost for Academic Affairs.

### Full-Time Enrollment Requirements

Students taking nine or more graduate credit hours per semester will be considered full-time students. Students will not register for more than 12 credit hours in a single semester. If students wish to enroll for more than 12 graduate credits, they must receive permission from the Associate Provost for Academic Affairs.

### Registration

Once students have met with their graduate advisor, they will Web-register during the posted registration periods. For registration information, consult the [Graduate Studies](#) website for Registration and Class Schedule.

Students may change their schedule as needed during the registration period. Late registration may be permitted; however, if students need to register or change classes during the first week of the term, they must receive permission from the program director.

### Withdrawal from Classes

Students may withdraw from classes prior to the start of the term via Web registration or through their graduate advisor. Once the term has started, students who wish to withdraw from a class or change classes are governed by the following policy:

1. Withdrawals through the 11th day of the fall/spring terms and fifth day of the summer terms are not recorded on the student's permanent record.
2. During the first week of the fall and spring semesters and first two days of the summer term, students will receive a 100 percent tuition refund for a dropped course only if another course is simultaneously added with their graduate advisor. Any course(s) dropped without a corresponding add will be refunded according to the published refund policy
3. To withdraw after the 11th day of the fall/spring term or the fifth day of the summer term:
  - a. Students are required to notify in writing via UAFS email their graduate advisor, the faculty member teaching the course to be dropped, and a financial aid representative in order to withdraw.
  - b. Students may withdraw from the fall and spring full terms through 5 p.m. on Friday of the eighth week of the term. Students will receive a W on their permanent records. Students enrolled in short-term courses

may withdraw through the 50 percent time frame of the course.

- c. Students may withdraw from a five-week summer course through 5 p.m. on Friday of the second week of the course. Students may withdraw from a ten-week summer course through 5 p.m. on Friday of the fifth week of the course. Students enrolled in short-term courses may withdraw through the 50 percent time frame of the course. Students will receive a W on their permanent record.
- d. Failure to attend and/or pay tuition does not constitute official withdrawal. Students who are on financial aid should check with the Financial Aid Office prior to withdrawing from a class. An appeal of the tuition and fee policy, drop dates and late payment fee must be made in writing to the registrar no later than the last day of classes of the term in question. Appeals must demonstrate extenuating circumstances that prevented the student from adhering to the specific withdrawal dates and deadlines in the registration calendar, and must include documentation in support of the appeal.

## Grades

Final and midterm grades are accessible on the university's intranet. Students can review and print unofficial copies of their current grades and transcripts. Only the final grade is posted on the official transcript.

The following grades are used in the grading system and with the following meanings and grade points per hour: A=Excellent (4), B=Good (3), C=Average (2), F=Failing (0), FX=Failing-Dishonesty (0), W=Withdraw (0), IP=In-Progress (0), CR=Credit (0), and AU=Audit (0).

### IN-PROGRESS GRADES

At the end of any semester, a faculty member may assign a grade of IP if extenuating circumstances have prevented the student from completing all course requirements. An IP grade is appropriate ONLY in situations where the student has completed at least 75 percent of the course requirements. The faculty member shall make a professional judgment, on a case-by-case basis, concerning the efficacy of assigning an IP grade.

If a grade of IP is assigned, the faculty member will make a written contract with the student, list work to be completed, and provide a specific date for completion of the coursework. The dean of the college must sign off on the IP grade contract. The faculty member will file the contract with the registrar.

If a final grade has not been assigned by the faculty member by the end of the next spring or fall term, the Records Office will automatically change the IP grade to a grade of F. However, if the contract on file in the Records Office has a later completion date, that contract date is the final deadline for changing an IP to a grade of F. The in-progress grade cannot be extended beyond the original date without the permission of the college dean.

### ACADEMIC GRADE POLICY

Calculation of the GPA, or grade point average, includes all courses numbered 5000 and above taken at UAFS. A temporary grade (IP) and those courses for which no numerical equivalents are defined (CR) are excluded from the computation. Students

may repeat a course one time. Only two C grades can count toward degree requirements. Credit hours earned will be counted only once toward graduation; however, the student's official transcript will show all grades received, and the cumulative GPA will reflect all grades.

## Academic Standing

Students are expected to maintain a 3.0 cumulative GPA for courses required in their program to be in good academic standing.

When a student's cumulative graduate GPA falls below a 3.0 for completed courses numbered 5000 or above taken at UAFS, the student shall be placed on academic probation. The student will be returned to good standing when the overall graduate average has been raised to 3.0 or higher. Any student who receives three Cs will be dismissed from the program.

Students will be notified in writing when they are placed on academic probation or dismissal.

### ACADEMIC DISMISSAL BY PROGRAM

Some programs may impose requirements beyond those of the Office of Graduate Studies for the maintenance of satisfactory academic standing. In any such case, the following requirements are made of the program:

- Specific program requirements are stated clearly in writing and given to each student enrolled in the program.
- For all programs, any student who receives three Cs will be dismissed from the program.
- Students may be dismissed without having been placed on probation. Notifications of dismissal must be made to the student in writing, explaining the reasons for the dismissal.
- A student can appeal a program dismissal by submitting a written appeal to the Office of Graduate Studies.

## Graduate Council

The Graduate Council serves to advise the Associate Provost for Academic Affairs. The Graduate Council shall:

- Review graduate curriculum proposals
- Develop and monitor university-wide policies regarding admission, progression, and graduation of graduate students
- Review and assign graduate faculty status.

### GRADUATE COUNCIL MEMBERSHIP:

- Associate Provost for Academic Affairs, Chair
- Two representatives from each college. Graduate Council representatives will serve for two-year staggered terms. Members of this council will be selected by the college dean and may be reappointed without restriction.

### OTHER/NONVOTING PARTICIPANTS:

- Administrative Support/Administrative Assistant to the Associate Provost for Academic Affairs

## Appeal Process

Students may appeal policy decisions. A letter of petition clearly stating the reason for the appeal must be addressed to the

Graduate Appeals Committee, c/o the Office of the Associate Provost for Academic Affairs. The appeal must be received within seven business days from notification of the policy decision.

## Grade Petitioning

A student who believes an error has been made in the assignment of a final grade must first contact the faculty member to resolve the issue(s). The student must initiate contact no later than the first week of the next term. Should the student remain dissatisfied, he or she may appeal to the program director and then to the dean of the college in which the course originates. If the dean disagrees with the prior responses, the dean will refer the matter to the Graduate Appeals Committee. The dean will respond to the student in writing within seven business days of receipt of the written appeal from the student, either denying the appeal or indicating that the appeal has been referred to the Graduate Appeals Committee. If the dean has upheld the faculty and program director's response, the student may petition the Graduate Appeals Committee and should do so no later than ten business days from notification. Failure to act within that time period disqualifies the student from further pursuit of the matter.

The Graduate Appeals Committee shall be convened within 14 business days of receipt of the written petition. The committee shall submit its recommendation to the Associate Provost for Academic Affairs no later than 21 business days from receipt of the petition. The Associate Provost for Academic Affairs will notify the student of the decision within three business days. The student may make a final appeal to the Provost and Vice Chancellor for Academic Affairs within seven business days upon receipt of the decision. The Provost and Vice Chancellor for Academic Affairs will respond within seven business days with the final decision. The [Grade Petition](#) form is available on the Graduate Studies website.

## Academic Honesty

UAFS is committed to helping students attain the highest level of academic achievement. That achievement is predicated on a foundation of scholastic integrity in all aspects of students' academic work. This absolute standard of academic honesty lies at the heart of any pursuit of learning and the award of any degree or certificate. All students, faculty, and staff of UAFS are responsible for understanding and abiding by the academic honesty policy. The university supports faculty and staff in the good faith application of these policies as they conduct their official duties.

This policy is only one element of the university's commitment to academic honesty; students will find this institutional value, and the practice of scholastic integrity, reflected in many ways in all university programs and services.

Academic dishonesty in any form, including using unauthorized materials, information, or study aids in any academic exercise; plagiarism; forgery; falsification of records; unauthorized possession of examinations; any and all other actions that may improperly affect the evaluation of a student's academic performance or achievement; and the assistance of others in any such act, is forbidden.

A faculty member who has proof that a student is guilty of academic dishonesty must take appropriate action, up to and

including, assigning the student a grade of F for the course and suspending the student from the class. The F will be the final grade and the student will not be allowed to withdraw from the course with a W. A description of the incident and the action taken will be reported to the appropriate dean and will be placed in the student's file in the Records Office.

The student may appeal either the finding of academic dishonesty or the penalty, or both, to the Graduate Appeals Committee within three (3) business days of notification. Upon appeal, a student will be allowed to continue in class until the appeal is adjudicated. The Graduate Appeals Committee acts as arbitrator in such situations, presenting its findings and recommendation to the Associate Provost for Academic Affairs for review. The [Academic Honesty](#) petition form is available on the Graduate Studies website.

In cases of repeated offenses, the Provost and Vice Chancellor for Academic Affairs will take appropriate action, up to and including permanent suspension from the university. A copy of such action will be placed in the student's file in the Records Office. Repeat incidents of academic dishonesty will result in the assignment of a grade of FX on the transcript, clearly indicating the failing grade was the result of academic dishonesty.



## ACADEMIC SUPPORT AND CAMPUS SERVICES

### Boreham Library

The Boreham Library at the University of Arkansas - Fort Smith provides a wide variety of resources to support graduate programs. The library holds a growing number of electronic databases in business, management, leadership, health, and education. Many of these have full text articles and many others are indexes to articles. These include ABI Inform, Business Source Elite, Lexis Nexis, Education Research Complete, Education Next, ERIC, and the Professional Development Center. Abstracts from many other journals are available in databases, and those articles not available in full text may be obtained quickly and provided to users via interlibrary loan using email, fax, or regular mail. In addition, the library provides research guides and tutorials for students from links on the library website. Reference librarians are available to provide general or discipline specific instructional sessions targeted to assigned research projects. Current health sciences faculty often request these sessions. The electronic reserves module of the library automation system allows students to conveniently access articles, class notes, and other homework or related assignments made by faculty. Students are directed to the [Boreham Library's](#) website which has detailed instructions and information concerning library services for off-campus students.

The library also holds extensive electronic resources in health sciences available both in-house and from remote locations. This comprehensive collection includes over 17,000 nationally recognized journal titles in the databases such as Cumulative Index for Allied Health Literature (CINAHL), Cochrane Library, Health Source Nursing, Medline, Pub Med, and Science Direct.

Zotero is the most recent addition to the library's resources. Zotero is a Firefox extension bibliographic tool designed to help gather, organize, cite, and share research sources. It is recommended by hundreds of institutions from around the world, including MIT, Stanford, and Yale. Boreham Library has placed a tutorial link on the library website to assist students who need help using the resource. The library staff works diligently to provide resources and services that can be independently used

by students and provide the flexibility needed for library research and are always available for assistance.

Students enrolled in a totally online program have access to a wide variety of library resources and services. Through a user-friendly library website, students can access from off campus approximately one hundred reference databases holding more than 55,000 full text scholarly journals, newspapers, and other information sources. The library has made a special effort to obtain full-text documents if available. Resources not held by the library may be requested using the library's online interlibrary loan service. This allows students to place and monitor the status of their requests online. Documents can be sent by email or by fax to students. The library has a collection of over 25,000 electronic books which may be easily accessed from the library web site. These e-books are recent titles and cover many subject areas. In addition, faculty may submit articles, class notes, and assignments to the library's electronic reserve module making them available online for students in their specific classes. "Ask a Librarian" reference service with a quick response to questions posed is also offered by the library. Reference librarians have created and placed many discipline-specific research guides on the site to help students with their processes and are available to assist by phone or email, if needed. The library website has information on how students can connect from home to online resources.

All students have access to computers within the library proper and within the 24-hour study zone. Individual and group study rooms provide good space for students working on collaborative projects.

### Career Services

Career Services offers employment assistance and additional graduate school information for current students and graduates. Employment services include resume building and interview skills assistance, job listings, job-market information, and job/career fairs. In addition, Career Services serves as a link between UAFS students and employers in an effort to provide applicable

work experience by way of cooperative education and internship opportunities prior to degree completion. The Career Services Website, CareerLink, allows students to access job listings, post resumes, and send resumes to prospective employers.

A detailed list of services and career development information can be found on the [Career Services](#) website. Career Services is located on the second floor of the library, room 212, and can be reached at (479) 788-7017.

## Online Courses

Courses may be offered through online distance learning. Distance learning is an essential component for fulfilling the academic mission of UAfS. Graduate faculty may conduct instructional presentations and exams through the Blackboard Learning System with many online instructional tools, such as discussion forums, video, web pages, etc. UAfS incorporates synchronous and asynchronous learning via the Blackboard Learning System. Students will submit coursework and projects electronically. Students communicate with their faculty through email, online office hours, and other collaborative tools.

To take online courses, students must have access to a reliable computer with high speed Internet. Technical problems with a computer, Internet or network connection, contact UAfS Technical Support at 479-788-7460 or send an email to [techsupport@uafs.edu](mailto:techsupport@uafs.edu).

Once admitted to the graduate program, each student will receive a secure user name and password that will provide them access to their online courses, My.UAfS intranet, and the UAfS email system.

## Testing Services

For online courses, all presentations, quizzes, and assignments will be completed online. The final exam and some major exams will be required to be completed either on the UAfS campus or through an approved proctoring site. When examinations are administered off campus, the following guidelines apply:

1. The student, in collaboration with the faculty, is responsible for securing the off-campus examination site. Off-campus sites may include: a regionally accredited university/college testing facility; public or private school guidance and counseling officials; for-profit examination centers; government/corporate training/education directors; or authorized United States military education centers.  
Examination sites must be approved in advance by the faculty teaching the course with faculty notification to the Dean. Alternate examination procedures must be approved in advance by the Dean. It is recommended that the secure proctor services be completed during the first two weeks of the course. This allows enough time for the proctor approval process to be completed before a scheduled examination.
2. Proctors at an approved site must certify that the examination was completed under supervision.
3. The student is responsible for any costs incurred for testing at an off-campus site.

## Registrar's Office

The Registrar's Office provides official student records and transcripts, student enrollment verification, processes graduation and registration forms. It is the student's responsibility to maintain his/her correct addresses, telephone number(s), and legal name and to report any changes in information promptly to the Registrar's Office. Students may update their phone number and address through [My.UAfS](#). Students can visit the Registrar's Office or request many services via the [Registrar's Office](#) website or call 479-788-7230.

**UAfS Email-** Students will receive a UAfS email account. The UAfS email is used as the official means of communication between UAfS officials, including faculty and students. All students are expected to check their UAfS email account frequently to stay current with UAfS communications.

**Lions ID Card-** Students can receive their university official identification card from the Registrar's Office. The Lions ID card provides admission for many of the university's sponsored social, cultural, athletics, and recreational events. The card also serves as the Boreham Library card, security clearance for email logon, and other campus services and for proctoring identification for off-campus testing sites. A distance student who is unable to come to campus to obtain their ID can request it via their UAfS email account. This email must include a digital photo of the student (head only), full name, student ID number, and the address where the Lions ID card should be mailed. All requests should be sent to [registrar@uafs.edu](mailto:registrar@uafs.edu).

## UAfS Lions Bookstore

The UAfS Lions Bookstore, located in the Smith-Pendergraft Campus Center, stocks the required textbooks and supplies. The bookstore also offers a textbook rental program and a selection of e-textbooks.

Students are entitled to a full refund on textbooks through the first week of class for any reason, with a valid receipt. Students are also entitled to a full refund on textbooks through the first 30 days of class if the class is dropped and the student presents a valid receipt and drop form. This 30 day return policy applies ONLY to the fall and spring semesters. Book buyback is conducted year round in the bookstore. See store for additional return and book-buyback information.

Students can find textbook information, buy test books, and find general bookstore information on the [UAfS Lions Bookstore](#) website. Textbooks and other resources are also available at off-campus locations.

## Student ADA Services

UAfS seeks to make every effort to offer equal educational opportunities for all students. To ensure a total university experience for students with disabilities, UAfS provides reasonable accommodations and services to students who have physical, emotional, and/or learning disabilities. The underlying philosophy of the program is to provide support, where possible, that will maximize each student's opportunities for academic success.

Working in partnership with the student, the Student ADA Services coordinator will develop an individualized plan for services which may include academic advising and accommodations in testing and instruction. A student with disabilities may present validation of the disability and request services by contacting the Student ADA Services coordinator at 479-788-7577.

Registration with Student ADA Services is a separate process from the application for admission to the university. In order to be considered for accommodations, a student must first submit verification of the condition based on Student ADA Services' guidelines and meet with the Student ADA Services coordinator to discuss accommodation requests.

UAFS is committed to a policy of ensuring that no otherwise qualified individual with a disability is excluded from participation in, denied the benefits of, or subjected to discrimination in university programs or activities due to his or her disability. The university is fully committed to complying with all requirements of the Americans with Disabilities Act of 1990 (ADA), Rehabilitation Act of 1973 (Section 504), and the ADA Amendments Act of 2008, and to providing equal educational opportunities to otherwise qualified students with disabilities. Any student who believes he or she has been subjected to discrimination on the basis of disability, or has been denied access or accommodations required by law, shall have the right to file a grievance. To obtain a copy of Services for Students with Disabilities brochure, which includes application information and the grievance procedure, contact the Student ADA Services Office at 479-788-7577, or the [ADA](#) website for more information.



## GRADUATION REQUIREMENTS

### Degree Program Requirements

The following requirements apply to all graduate degree programs. Candidates must file a graduation application with their program advisor. Upon completion of all requirements for the master's degree, candidates are certified for graduation by the Registrar of the university. Degrees are publicly conferred at each university commencement.

The student's graduate degree program requirements are those specified in the Graduate Catalog at the time a student is accepted into the program and has begun the program of study. If courses are deleted, appropriate course substitutions will be determined with the graduate advisor.

If a student is not enrolled for at least two consecutive semesters (including summer term), the student must re-apply and follow the program requirements of the new catalog.

### Graduation Requirements

Students are responsible for knowing the graduation requirements of their degree program. Students must satisfy all Graduate Studies program requirements and specific degree requirements of their graduate program, and submit an graduation application in order to graduate.

Any student completing degree requirements at the conclusion of the spring or summer semesters must apply for graduation by November 15; any student completing degree requirements at the end of the fall semester must apply by May 1.

A student must complete graduation requirements under provisions of the graduate catalog within a six-year period. If a student does not complete graduation requirements within this time frame, he or she will be required to meet the graduation requirements of the current graduate catalog.

#### **TO EARN A MASTER'S DEGREE FROM UAFS, STUDENTS MUST SATISFY THE FOLLOWING:**

- Complete all course and program requirements of their graduate degree program.
- Students must complete 80 percent of the program requirements in residence. Program residence requirements may vary from the guidelines of the Office of Graduate Studies and are described in the individual program requirements for the degree. The 80 percent rule applies to all programs unless more stringent requirements are listed by individual programs.
- A student must achieve a minimum 3.0 overall grade point average in all courses counted toward the degree unless the individual program has a more stringent grade point average requirement.
- A maximum of two Cs may be used to meet degree requirements.
- A master's degree program requires the completion of a graduate thesis or project. The thesis or project must be prepared in a style and format that is prescribed by the specific degree program. Copies of the signed thesis or project must be submitted to the Associate Provost for Academic Affairs in the Office of Graduate Studies upon completion.



# MASTER OF SCIENCE IN HEALTHCARE ADMINISTRATION (ONLINE PROGRAM)

## Overview of the Program

The Master of Science in Healthcare Administration (Online Program) degree provides the knowledge and skills needed to prepare leaders to deal specifically with the United States healthcare marketplace. Healthcare administrators are responsible for the business and financial aspects of hospitals, clinics, and a variety of other health services organizations. They are partners with other healthcare providers in providing care and serving the needs of patients, their families, and communities. Healthcare administrators are needed to organize and manage in all areas of the industry.

Courses in this degree include information related to health services delivery, healthcare policy, law, and ethics; financial management, managed care, and reimbursements; organizational behavior; information systems management; interdisciplinary approaches to creating systems; and quality improvement and accountability.

The online program is designed to prepare healthcare professionals to successfully manage and lead healthcare organizations. It provides a quality educational experience and professional development that enhances the student's abilities in healthcare management and enables achievement in career goals.

## Employment Opportunities

Demand for medical and health services managers is significant and expected to grow. Accordingly, the need for competent, innovation, and ethical healthcare managers and leaders is crucial. Employment opportunities are available in hospitals, assisted living centers, community and home health clinics, primary care, mental healthcare, physicians' clinics, nonprofits, health-related national associations, insurance companies, and healthcare consulting companies.

## Accreditation

The Master of Science in Healthcare Administration is approved by the Higher Learning Commission of North Central Association of Colleges and Schools and will seek additional accreditation from the Commission on Accreditation of Healthcare Management Education (CAHME).

## Admission Requirements

Students seeking admission to the Healthcare Administration program must adhere to the following requirements:

1. Complete and submit all admission requirements for Graduate Studies to the Office of Graduate Studies. See *"Admission to Graduate Studies Requirements"* for more information.
2. Complete the MHCA application process by published deadlines.
3. Five or more years of leadership experience with a minimum of two years in healthcare. Clinical experience can be considered for leadership experience.
4. Submit current CV or resume.
5. Submit a personal letter of intent describing educational and career goals.
6. Submit two professional letters of recommendation.
7. Submit a letter of support from current or most recent supervisor.
8. After documentation is received, participate in a scheduled interview with the MHCA executive director and a MHCA advisory board member.
9. A student failing to meet one or more of the standards required for admission as a regular student may be eligible for provisional admission, if space in the program is available.

Students who fail to make progress under provisional admission must withdraw from the program.

- International students may apply for the Master of Science in Healthcare Administration (Online Program) if they are completing this program while living outside the United States. International students must meet the admission requirements stated above and the international student admission requirements for Graduate Studies. (See “Admission to Graduate Studies”.) The Master of Science in Healthcare Administration (Online Program) is not available for an international student on a F1 visa living in the United States. Online programs will not satisfy visa requirements.

## Application

Applications for admission can be obtained from individual UAFS graduate program web pages, or students may apply online at [uafs.edu/apply](http://uafs.edu/apply). For admission information or other general information, email [graduate-studies@uafs.edu](mailto:graduate-studies@uafs.edu) or call (479) 788-7518.

To ensure that the application is processed in a timely manner, submit all application materials by published deadlines. Admission application and required documents must be sent to:

**OFFICE OF GRADUATE STUDIES  
UNIVERSITY OF ARKANSAS - FORT SMITH  
5210 GRAND AVE.  
P.O. BOX 3649  
FORT SMITH, AR 72913**

### Transcript Note

- If mailing official transcripts from all colleges and universities attended, they must be in official, sealed, school envelopes that have been sent to the student. Do not open the envelopes, as transcripts not in the original, sealed envelopes, will not be considered official.
- Transcripts may be sent by mail or electronically to the UAFS Registrar’s Office from the individual institution(s).
- If courses/degrees have been completed previously from UAFS, the Office of Graduate Studies will obtain transcripts from the UAFS Registrar’s Office.

Required admission documents are kept for one full year. If the student does not enroll after one year, all documents are purged.

## Program Course Requirements

### FOUNDATION CORE REQUIREMENTS - 18 HOURS

MHCA 5003	Healthcare Systems
MHCA 5013	Healthcare Policy and Governance
MHCA 5023	Organizational Behavior in Healthcare
MHCA 5033	Healthcare Law and Ethics
MHCA 5043	Research in Healthcare Administration
MHCA 5053	Fundamentals of Financial Management in Healthcare

### INTERMEDIATE CORE REQUIREMENTS - 9 HOURS

MHCA 5603	Population Health
MHCA 5613	Leadership and Managing Healthcare Organizations
MHCA 5623	Strategic Planning in Healthcare

### ADVANCED CORE - 9 HOURS

MHCA 6013	Information Systems Management in Healthcare
MHCA 6023	Managed Care and Reimbursement Systems
MHCA 6033	Healthcare Quality Improvement

### THESIS/PROJECT - 4 HOURS

MHCA 6104	Graduate Project in Healthcare Administration
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**Total Hours: 40**

## Recommended Sequence of Courses

### MASTER OF SCIENCE IN HEALTHCARE ADMINISTRATION (ONLINE PROGRAM) MAJOR CODE 7002

#### FALL SEMESTER - 9 HOURS

MHCA 5003	Healthcare Systems
MHCA 5013	Healthcare Policy and Governance
MHCA 5023	Organizational Behavior in Healthcare

#### SPRING SEMESTER - 9 HOURS

MHCA 5033	Healthcare Law and Ethics
MHCA 5043	Research in Healthcare Administration
MHCA 5053	Fundamentals of Financial Management in Healthcare

#### SUMMER SEMESTER - 9 HOURS

MHCA 5603	Population Health
MHCA 5613	Leadership and Managing Healthcare Organizations
MHCA 5623	Strategic Planning in Healthcare

#### FALL SEMESTER - 9 HOURS

MHCA 6013	Information Systems Management in Healthcare
MHCA 6023	Managed Care and Reimbursement Systems
MHCA 6033	Healthcare Quality Improvement

#### SPRING SEMESTER - 4 HOURS

MHCA 6104	Graduate Project in Healthcare Administration
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**Total Hours 40**

## Graduation Requirements

Students must satisfy all graduation requirements as listed in the Graduation Requirements. Students must maintain a minimum 3.0 GPA in degree requirements.



## COURSE DESCRIPTIONS

### **MHCA 5003 HEALTHCARE SYSTEMS** **3 CR (3 LEC)**

Prerequisite: admission into MHCA program  
 In-depth analysis of history, organization, and effectiveness of the United States healthcare delivery system, determinants of health, need, and utilization, profit and nonprofit funding and regulatory structures, government and private sector roles.

### **MHCA 5013 HEALTHCARE POLICY AND GOVERNANCE** **3 CR (3 LEC)**

Prerequisite: admission into MHCA program  
 Prerequisite or corequisite: MHCA 5003 Healthcare Systems  
 Using contemporary healthcare policy issues, examines the role the economy, distribution of health services, health insurance, government programs, healthcare personnel, and health service organizations play in influencing the structure of and changes to the healthcare delivery system.

### **MHCA 5023 ORGANIZATIONAL BEHAVIOR IN HEALTHCARE** **3 CR (3 LEC)**

Prerequisite: admission in the MHCA program  
 Prerequisite or corequisite: MHCA 5003 Healthcare Systems  
 Explores individual and group dynamics within the healthcare environment. Emphasizes leadership and management tools for dealing with diverse individuals and groups in complex organizational settings. Focuses on explaining, predicting, understanding, and influencing human behavior in organizations to help accomplish organizational goals.

### **MHCA 5033 HEALTHCARE LAW AND ETHICS** **3 CR (3 LEC)**

Prerequisite: MHCA 5013 Healthcare Policy and Governance  
 Addresses the major legal and ethical issues of the healthcare system. Focuses on corporate liability, medical malpractice, admission and discharge processes, organizational bylaws, HIPAA, informed consent, patients' rights, medical records and governmental regulation of personnel and healthcare facilities.

### **MHCA 5043 RESEARCH IN HEALTHCARE ADMINISTRATION** **3 CR (3 LEC)**

Prerequisites: STAT 2503 Probability and Statistics I or equivalent, MHCA 5013 Healthcare Policy and Governance, and MHCA 5023 Organizational Behavior in Healthcare

Introduction to research design and scholarly inquiry. Explores the theory, application, interpretation and use of statistical information in healthcare administration and health services research. Examines emerging health services research tools and skills with implications for practice.

### **MHCA 5053 FUNDAMENTALS OF FINANCIAL MANAGEMENT IN HEALTHCARE** **3 CR (3 LEC)**

Prerequisites: MHCA 5013 Healthcare Policy and Governance  
 Prepares healthcare administrators for the financial and managerial decisions involved in a healthcare organization. Topics include financial statement analysis, budget models, healthcare financial accounting, assets and liabilities, investment decision-making, and provider payment methods.

### **MHCA 5603 POPULATION HEALTH** **3 CR (3 LEC)**

Prerequisites: MHCA 5033 Healthcare Law and Ethics and MHCA 5043 Research in Healthcare Administration  
 Examines key concepts of population health management and strategies aimed at reducing health disparities and improving health outcomes by fostering a culture of health and wellness within the context of healthcare reform.

### **MHCA 5613 LEADERSHIP AND MANAGING HEALTHCARE ORGANIZATIONS** **3 CR (3 LEC)**

Prerequisites: MHCA 5033 Healthcare Law and Ethics, MHCA 5043 Research in Healthcare Administration, and MHCA 5053 Fundamentals of Financial Management in Healthcare  
 Expounds on the importance of transformational leadership and evidence-based management within healthcare. Focuses on necessary competencies for exceptional healthcare leaders and examines best practices that lead to high performance within healthcare organizations under health reform.

### **MHCA 5623 STRATEGIC PLANNING IN HEALTHCARE** **3 CR (3 LEC)**

Prerequisites: MHCA 5033 Healthcare Law and Ethics, MHCA 5043 Research in Healthcare Administration, and MHCA 5053 Fundamentals of Financial Management in Healthcare

Examines strategic plan development and implementation by exploring reform-driven changes, organizational culture, physician involvement, the role of marketing and health information technology, and transformational leadership.

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**MHCA 6013** **3 CR (3 LEC)**  
**INFORMATION SYSTEMS MANAGEMENT IN HEALTHCARE**

Prerequisite: MHCA 5603 Population Health and MHCA 5613 Leadership and Managing Healthcare Organizations

Prerequisite or corequisite: MHCA 5623 Strategic Planning in Healthcare

Provides an understanding of different information systems used in the administration of healthcare organizations designed to improve healthcare delivery. Examines the current status of information systems within healthcare systems. Topics include advanced uses of informational systems to monitor decision making, patient outcomes, financial stability and marketing information.

---

**MHCA 6023** **3 CR (3 LEC)**  
**MANAGED CARE AND REIMBURSEMENT SYSTEMS**

Prerequisite: MHCA 5603 Population Health, MHCA 5613 Leadership and Managing Healthcare Organizations, and MHCA 5623 Strategic Planning in Healthcare

Provides a comprehensive overview of the strategic and operational aspects of managed health care and health insurance. Examines the historical roots of health insurance and managed care, how payer networks are structured, provider payment

methodologies, utilization and quality management, fraud and abuse, special markets for payers, and a review of state and federal regulatory and legal underpinnings.

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**MHCA 6033** **3 CR (3 LEC)**  
**HEALTHCARE QUALITY IMPROVEMENT**

Prerequisites: MHCA 5603 Population Health, MHCA 5613 Leadership and Managing Healthcare Organizations, and MHCA 5623 Strategic Planning in Healthcare

Covers varied types of healthcare quality improvement, emphasizing real world applications, the systems approach to quality improvement, and team problem solving. Strategies and practical tactics are presented as approaches to healthcare improvement and quality patient care.

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**MHCA 6104** **4 CR (1 LEC, 3 RSRCH/PRJCT)**  
**GRADUATE PROJECT IN HEALTHCARE ADMINISTRATION**

Prerequisites: MHCA 6013 Information Systems Management in Healthcare, MHCA 6023 Managed Care and Reimbursement Systems, and MHCA 6033 Healthcare Quality Improvement

Focuses on the synthesis of the knowledge acquired and the development of core competencies during the program. The final product is a research thesis or project identifying an issue, concern, or area in need of analysis related to healthcare administration while exploring the standards of excellence and addressing the role of a healthcare administrator.

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# CAMPUS MAP

**UAFS** UNIVERSITY OF ARKANSAS  
FORT SMITH

**LEGEND**

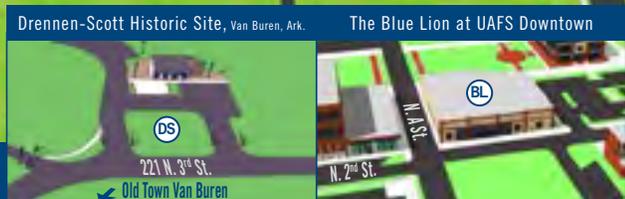
- A** Parking Lot
- I** Police Call Station
- \$** ATM
- BT** Fort Smith Transit Bus Stop
- BR** Bike Rack
- UPD** University Police Department
- FA** Location Code

5210 Grand Ave.  
P.O. Box 3649  
Fort Smith, AR 72913-3649  
888-512-5466  
479-788-7000  
[UAFS.edu](http://UAFS.edu)



TABLE OF CONTENTS

INDEX



- (AM) Amphitheater**
- (AN) 51st Annex**  
Education Renewal Zone  
Greek Life  
ROTC  
University Police Department
- (AF) Athletic Field**
- (BD) Baldor Technology Center**  
Dean, College of Applied Science and Technology  
Boreham Conference Center  
Computer and Information Sciences  
Engineering  
Graphic Design  
Western Arkansas Technical Center
- (BL) The Blue Lion at UAFS Downtown**  
Arvest Gallery
- (BS) Ballman-Speer Building**  
Art  
Speech
- (LI) Boreham Library**  
24-hour Zone Student Lounge  
Doug and Cathy Babb Center for Student Professional Development  
John Lewellen Sr. Outdoor Reading Area  
Library Services  
Student Professional Development Center  
TRIO/Student Support Services
- (BB) Breedlove Building**  
Auditorium  
Music  
Theatre
- (BI) Business and Industrial Institute**  
Dean, College of Business  
David L. Bond Conference Room  
Paul Latture Conference Center
- (BC) Business Center**  
Alumni Center  
Business Services  
Finance, Payroll and Accounting  
Procurement/Travel
- (CC) Smith-Pendergraft Campus Center**  
Vice Chancellor for Enrollment Management  
Vice Chancellor for Student Affairs  
Associate Vice Chancellor for Campus and Community Events  
Admissions  
Advising and Career Services  
Board Room  
Box Office  
Campus Activities Board  
Cashier  
Dining Services/Food Court  
Enrollment Management  
Financial Aid  
Intramurals  
Lions Bookstore  
Office of Non-Traditional Students  
Records/Registrar  
Reynolds Room  
The Sally Boreham Gallery  
Student Activities  
Student Government  
Testing Center  
Welcome Center
- (CF) Crowder Field**
- (CG) Donald W. Reynolds Plaza, Tower and Campus Green**
- (DS) Drennen-Scott Historic Site**  
Museum  
Visitor Center
- (EC) Echols Building**  
Academy of the Arts  
Conference Center  
Institute for Math and Science Education  
Preschool Education
- (FL) Flanders Business Center**  
Center for Business and Professional Development  
College of Business  
Family Enterprise Center
- (FA) Fullerton Administration Building**  
Chancellor  
Provost/Senior Vice Chancellor for Academic Affairs  
Vice Chancellor for Finance and Administration  
Vice Chancellor for University Advancement  
Associate Vice Chancellor for Government and University Relations  
Human Resources  
Institutional Effectiveness  
Marketing and Communications  
Mary Tinnin Jaye Gallery of Art  
Public Information  
University Foundation
- (GB) Gardner Building**  
Social Sciences  
Technology Services
- (GY) Gymnasium/Field House**  
Health Education Center/Fitness Center
- (HS) Pendergraft Health Sciences Center**  
Dean, College of Health Sciences  
Dental Hygiene Clinic  
Powell Student Health Clinic  
UAFS Counseling Clinic  
Weidman Center
- (HT) Holt Building**  
English
- (LD) Lion's Den**  
Residence Hall  
North Hall  
South Hall  
Dining Hall
- (LP) Lion Plaza**
- (MS) Math-Science Building**  
Dean, College of Science, Technology, Engineering & Mathematics  
School of Education
- (PO) Plant Operations**  
Building Maintenance  
Custodial Services  
Document Services/Duplication  
Grounds  
Motor Pool  
Plant Operations Administrative Offices  
Shipping and Receiving  
Telecommunications Services
- (RC) Recreation and Wellness Center**
- (SB) Sebastian Commons**  
Student Apartments  
Bronson  
Callaway  
Donoho  
Furr  
Hanna  
Long  
Orr  
Wortz
- (SC) Stubblefield Center**  
Athletics  
Athletic Club  
Bill and Miss Wanda Srygley Room
- (SH) Sustainable Conservation House**
- (VB) Vines Building**  
Dean, College of Communication, Languages, Arts & Social Sciences  
Criminal Justice  
Gordon Kelley Academic Success Center  
History  
International Relations  
Philosophy  
Psychology  
Student ADA Services  
Upward Bound  
World Languages
- (WP) Wenderoth Park**
- (WB) Windgate Art and Design Building**

CAMPUS 911 ADDRESSES	
51 <sup>st</sup> Annex	425 N. 51 <sup>st</sup> St.
Athletic Field	5401 Kinkead Ave.
Baldor Technology Center	5100 Kinkead Ave.
Ballman-Speer Building	5200 Grand Ave.
The Blue Lion at UAFS Downtown	101 N. Second St.
Boreham Library	813 N. Waldron Road
Breedlove	5120 Grand Ave.
Business Center	5317 Grand Ave.
Business Institute/Flanders	5020 Grand Ave.
Crowder Field	5600 Kinkead Ave.
Donald W. Reynolds Bell Tower	5115 Kinkead Ave.
Drennen-Scott	221 N. Third St., Van Buren
Echols	504 N. Waldron Road
Fullerton Administration	5300 Grand Ave.
Gardner	5316 Grand Ave.
Gymnasium/Field House	5004 Kinkead Ave.
Pendergraft Health-Sciences	715 N. Waldron Road
Holt	5112 Grand Ave.
Lion's Den North Hall	601 N. Waldron, Dining
Lion's Den South Hall	601 N. Waldron, South
Math-Science	720 N. 49 <sup>th</sup> St.
Plant Operations	500 N. 51 <sup>st</sup> St.
Sebastian Commons	801 N. 49 <sup>th</sup> St.
Smith-Pendergraft Campus Center	800 N. 49 <sup>th</sup> St.
Stubblefield Center	532 N. Waldron Road
Student Recreation and Wellness Center	525 N. 51 <sup>st</sup> St.
Sustainable Conservation House	1114 N. 52 <sup>nd</sup> St.
Vines	5320 Grand Ave.
Wenderoth Park	5703 Kinkead Ave.
Windgate Art and Design	535 N. Waldron Road