



**Master of Science in  
Pharmacy Leadership and Administration**

**Graduate Student  
Policies and Procedures  
Handbook**

**Department of Pharmacy Practice and Translational Research  
University of Houston College of Pharmacy**

2021

## M.S. Program in Pharmacy Leadership and Administration

### Course Requirements for Master of Science Degree

The MS program is offered by the Department of Pharmacy Practice and Translational Research (PPTR). The curriculum focuses on Pharmacy Leadership and Administration in Health-System Pharmacies. The student must complete a minimum of 36 credit hours (Cr Hr) for the MS degree including a major thesis/project. In accordance with the University of Houston guidelines, the department may approve a maximum of 9 Cr Hr of transfer credits from another institution.

A minimum cumulative grade point average of 3.00 (A= 4.00) must be maintained in all graduate level courses required for the MS degree in order to obtain an advanced degree from the College of Pharmacy. All courses outlined in the MS degree plan are considered graduate level courses as defined either by the department and/or thesis/project committee.

### MS, Pharmacy Leadership and Administration Degree Plan with a Thesis/Project

| Term                      | Course Title                      | Credit Hours | Course Number | Course Status |
|---------------------------|-----------------------------------|--------------|---------------|---------------|
| Fall I                    | Lean Six Sigma                    | 2            | PHLA 6206     | PE            |
|                           | Leadership Seminar                | 1            | PHLA 6100     | R             |
|                           | Advanced Health System Management | 2            | PHLA 6221     | R             |
|                           | Biostats                          | 3            | PHCA 6308     | PE            |
|                           | Elective                          | 3            |               | OE            |
| Spring I                  | Leadership Concepts I             | 1            | PHLA 6120     | PE            |
|                           | Leadership Seminar                | 1            | PHLA 6100     | R             |
|                           | Regulatory Compliance             | 2            | PHLA 6240     | PE            |
|                           | Research Methodology              | 2            | PHLA 6250     | PE            |
|                           | Strategic Analysis                | 1.5          | MANA 6A83     | PE            |
| Summer II                 | Healthcare Finance                | 2            | PHLA 6260     | PE            |
|                           | Thesis (Proposal Development)     | 1            | PHLA 7199     | R             |
|                           | Leadership Concepts II            | 2            | PHLA 6220     | PE            |
| Fall II                   | Leadership Seminar                | 1            | PHLA 6100     | R             |
|                           | Thesis (Project Completion)       | 2            | PHLA 7299     | R             |
|                           | Capstone                          | 3            | PHLA 7320     | R             |
| Spring II                 | Leadership Seminar                | 1            | PHLA 6100     | R             |
|                           | Leadership Transitions            | 1.5          | PHLA 7A20     | PE            |
|                           | Workforce Competency              | 2            | PHLA 6213     | PE            |
|                           | Thesis (Scientific Writing)       | 2            | PHLA 7299     | R             |
| <b>Total Credit Hours</b> |                                   | <b>36</b>    |               |               |

#### Course Status

R = Required; Course is required

PE = Prescribed Elective; Elective course is highly recommended as a component of degree plan

OE = Open Elective; Elective can be selected from any available options for the student

## Course Descriptions

### Health-systems related coursework

#### ***PHLA 6221: Advanced Health System Management***

Cr: (2). Prerequisites: Graduate standing or consent of instructor. Overview of healthcare law, policy, and contemporary topics in hospital and health system management.

#### ***PHLA 6240 Regulatory Compliance***

CR (2) Prerequisites: Graduate standing or consent of instructor. Overview of regulatory considerations and compliance including practical application of quality improvement methodology.

#### ***PHLA 6260: Healthcare Finance***

Cr. 2 Prerequisites: graduate standing or consent of instructor. This course examines both micro and macro aspects of financial management of health care systems. Approaches to financial record keeping, financial analysis and budgeting will be reviewed. Financial policies implemented by governmental and private third parties will be analyzed.

#### ***PHLA 7320 Capstone Course***

CR (3) Prerequisites PHLA 6221. Overview of drug use in health systems including regulatory, practice management, operations, formulary management, human resources and marketing.

#### ***PHLA 6213 Pharmacy Workforce Competency***

CR (2) Prerequisites: PHLA 6221. This course will introduce the ideas and processes behind the evaluation/assessment and development of employees' capabilities in the pharmacy setting. Topics will include methods of assessment, validation, training development, and employee engagement.

### Research or theory-related courses

#### ***PHLA 6206 Lean Six Sigma***

Cr. 2 Prerequisites: Graduate standing or consent of instructor. This short burst course will target pharmacy specific case study to teach the students powerful quality tools related to organization effectiveness empowered using Lean/Six Sigma principles.

#### ***PHCA 6308: Biostatistics and Experimental Design***

Cr. 3 Prerequisites: Graduate standing or consent of instructor. Applications of experimental design techniques and statistical methods in health care and pharmacy, including topics such as hypothesis testing, contingency tables, correlation, regression, and analysis of variance.

#### ***PHLA 6250: Research Methodology***

Cr. 2 Prerequisites: PHCA 6308, graduate standing or consent of instructor. Principles of research and its application in practice.

#### ***PHLA 7199 & PHLA 7299: Master's Thesis Project***

Cr – Variable Prerequisites: Consent of instructor and formation of graduate committee with project developed in the area of PLA research. This course will generally be used to develop the proposal for your master's project (Summer II), completion of the project (Fall II) and submission of the manuscript (Spring II).

**Leadership coursework:****PHLA 6100: Leadership Seminar (Fall and Spring semesters)**

Cr: 1 Prerequisites: Graduate standing or consent of instructor. This seminar is intended to develop the student's understanding of and capacity for leadership within the pharmacy profession. Topics will include leadership development, strategic plan, project management, and community engagement.

**PHLA 6120 Leadership Concepts I**

Cr: 1. (1-0). Prerequisites: Graduate standing or consent of instructor. This longitudinal course will target emerging pharmacy leaders to teach the students principles around human behavior and the impact within the workplace.

**PHLA 6220 Leadership Concepts II**

Cr: 1. (1-0). Prerequisites: Leadership Concepts I or consent of instructor. This short burst course will target emerging pharmacy leaders to teach the students essential principles of leadership.

**PHLA 7A20 Leadership Transitions**

Cr: 1. (1.5). Prerequisites: Graduate standing or consent of instructor. Career guidance targeted on the initial transition from student to practitioner.

| Core           | Course                            | Credit Hours | Core Total Credit Hours |
|----------------|-----------------------------------|--------------|-------------------------|
| Leadership     | Leadership Concepts I             | 1            | 12                      |
|                | Lean Six Sigma (Yellow Belt)      | 2            |                         |
|                | Leadership seminar                | 1            |                         |
|                | Leadership seminar                | 1            |                         |
|                | Strategic Mgmt                    | 1.5          |                         |
|                | Leadership Concepts II            | 2            |                         |
|                | Leadership seminar                | 1            |                         |
|                | Leadership Transitions            | 1.5          |                         |
| Health-Systems | Leadership seminar                | 1            | 11                      |
|                | Advanced Health System Management | 2            |                         |
|                | Regulatory Compliance             | 2            |                         |
|                | Healthcare Finance                | 2            |                         |
|                | Capstone                          | 3            |                         |
| Research       | Workforce Comp                    | 2            | 10                      |
|                | Biostats                          | 3            |                         |
|                | Research Methodology              | 2            |                         |
|                | Thesis (Proposal Development)     | 1            |                         |
|                | Thesis (Project Completion)       | 2            |                         |
|                | Thesis (Project Defense)          | 2            |                         |

## **MS Thesis Advisor Selection**

Following the completion of the first year, the student will be expected to select a faculty mentor who will generally also serve as the student's major project/thesis advisor. This must be a mutually agreeable decision between the student and the faculty mentor.

The faculty mentor is responsible for monitoring all aspects of the student's academic and research progress. Students should consult their mentor in selecting electives, selecting field of research, etc. Students are advised to read the thesis and coursework requirements before selecting their faculty mentor.

After selection of mentor, if the student is unable to work satisfactorily with the mentor, the student may find another mentor as long as the student is not on academic probation. In all instances, the Graduate Program Director will review the written evaluations of the student by the mentor; review the reports of the student's committee meetings and attempt to assist the student in either resolving the problem or identifying another advisor. However, documentation of repeated notifications to the student to correct deficiencies in performance without evidence of appropriate action by the student to correct these deficiencies may result in the student's dismissal from the graduate program.

The student's faculty mentor will monitor the academic and/or research progress of the student. The evaluation of a graduate student's research should include an assessment of the student's ability to read and understand research articles and evaluate the literature, to design sound research protocols, to write scientific research articles, to conduct research without constant faculty supervision, and to master necessary statistical techniques, etc. This evaluation is extremely important to ensure that the student and advisor maintain a clear understanding of what is expected from the student. Areas of concern or problems must be immediately identified and the student informed along with a plan to overcome a deficiency or problem.

In addition, each graduate student must meet with their advisor and their thesis/project committee at least twice during an academic year, following the establishment of that committee.

## **Major Project/Thesis**

One of the major tasks of the student and major advisor is to identify the major project/thesis committee for the student. The committee will generally consist of 1) the major advisor, 2) another UH faculty member, 3) the student's major project advisor from their respective institution and another member of the institution. The major advisor should be consulted on the selection of the committee.

Completion of the major project/thesis generally occurs over three semesters. The written proposal for the project is generally developed during the Spring I semester with submission of the written proposal (MS Word doc) with oral proposal defense (MS PPT or equivalent) occurring no later than the end of the Summer. The project data collections, analysis, and write-up occurs in the Fall-Spring semesters with the student enrolling in the final thesis course during the semester of the defense. The student will submit the results of their project in a written manuscript (MS Word) in a format suitable for publication in a journal chosen by the student and major advisor. The written manuscript will be complemented by a 20-25 oral presentation summary of the project and results (MS PPT or equivalent). NOTE: This written manuscript is mandatory for approval of the project by the project/thesis committee.

For each stage of the project/thesis process, the major advisor and student should prepare the first draft based on input for the rest of the committee. Prior to scheduling oral defense, the entire committee should have at least one week to review the manuscript and provide critical feedback. The Graduate Academic Advisor should be consulted for room booking, public advertisement, and other issues related to the defense. A copy of the defense announcement also should be sent to the Chair of the Department of Pharmacy Practice and Translational Research, the Associate Dean of Graduate Programs, and the Dean of the College of Pharmacy. The announcement should contain the student's name, thesis title, faculty mentor's name, location, date, time of the defense, and indicate that it is a thesis defense.

The defense must have an open public session and a closed session with the committee. The public portion should be presented as a seminar with ample time provided for discussion of the findings by the attendees (usually 25-30 minutes +15 minutes for questions). The faculty mentor is responsible for informing the Graduate Academic Advisor if the student has defended the thesis successfully. A student may be given a second opportunity if necessary for an unsuccessful defense. Students that fail the MS Thesis defense the second time will be informed of their options by their faculty mentor.

The final approved thesis must be signed by the student, advisor, committee, and Dean. The student must apply for graduation at the University of Houston Graduation Office in E. Cullen and pay a graduation-processing fee. Typically, this deadline is at the beginning of the semester that the student wishes to graduate. It is the student's responsibility to check with the advisor and apply accordingly. The department's Graduate Advisor will assist the student in electronic submission (link to submission site is below).

### **What is required for thesis proposal and proposal defense?**

Thesis proposal:

- MS Word document up to end of methods section
- DRAFT to graduate committee 14 days prior to defense
- 15-20 min ppt presentation highlighting proposal
- Attendance: graduate committee

Thesis defense:

- MS Word document complete suitable for manuscript submission
- DRAFT to graduate committee 14 days prior to defense
- 15-20 min ppt presentation highlighting proposal
- Attendance: graduate committee, public, and anyone interested in attending

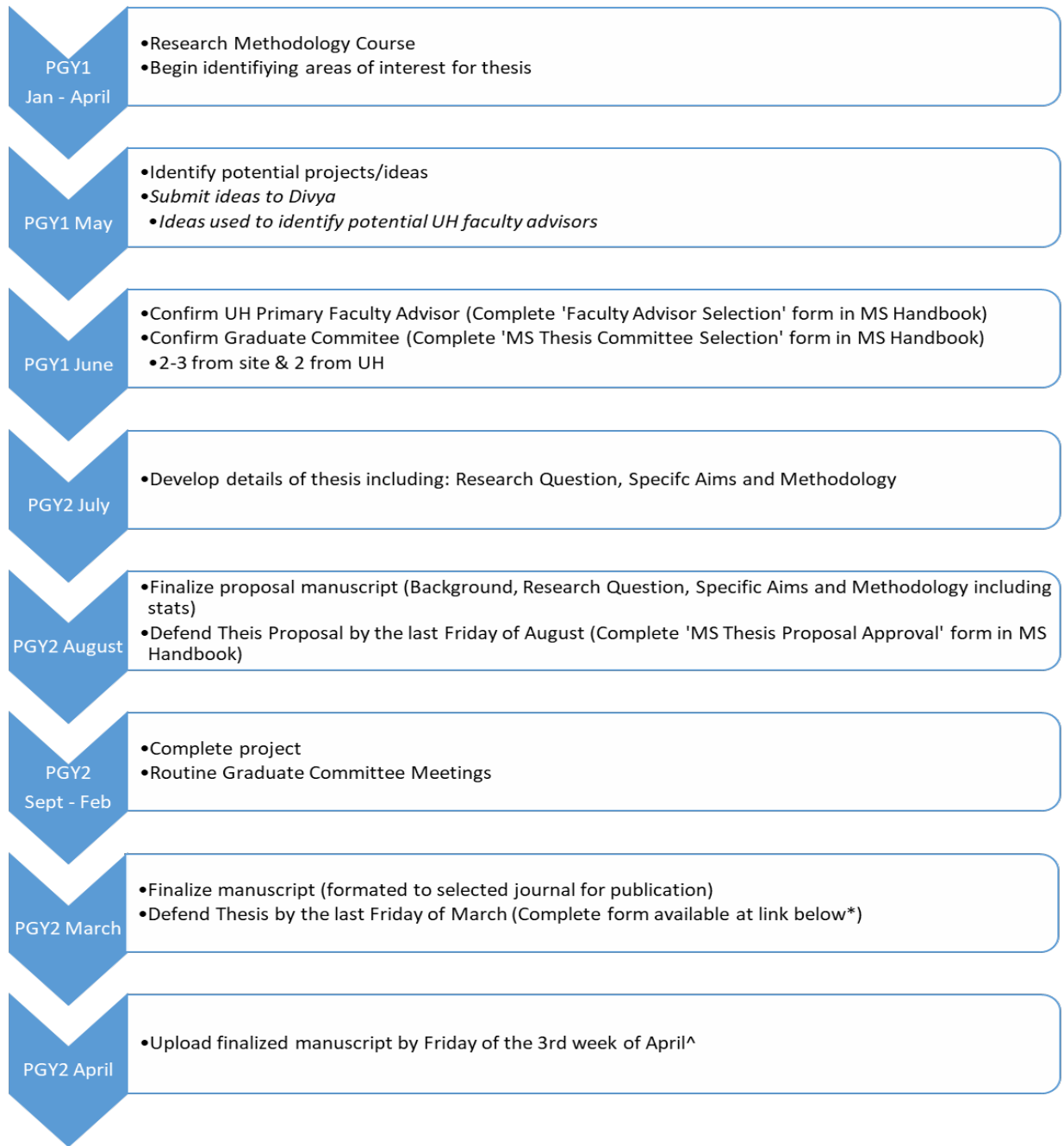
### **Deadlines:**

Thesis Proposal: last Friday of August

Thesis Defense: last Friday of March

Thesis Upload: Friday of the 3<sup>rd</sup> week of April

Expected Timeline for Thesis Development and Completion



**\*Link for updated forms:** [Thesis & Dissertation Information - University of Houston \(uh.edu\)](https://uh.edu)

#### **^Thesis Upload Steps:**

**Step 1:** As you prepare your thesis, use the template for your front matter (template available via link above)

**Step 2:** Use the new thesis approval form to obtain the final approval and signatures of your thesis committee (form available via link above). Submit this form to GAA for the dean's signature.

**Step 3:** Convert your document to a PDF

**Step 4:** Upload your thesis to Turnitin and send the report to Me

- Wait for approval before going to next step

**Step 5:** Upload your PDF to the Vireo system: <https://uh-etd.tdl.org/>

## **Concurrent Enrollment**

Students enrolled in Graduate Studies at the University of Houston College of Pharmacy are able to enroll in coursework at the University of Texas School of Public Health (UTSPH), located in the Texas Medical Center through concurrent enrollment. The process for concurrent enrollment is as follows:

1. Check the UTSPH course listings and identify which course you are interested in taking. Please pay close attention to the campus at which the course is offered. You will need to select the 'Houston' campus only.
2. Email the instructor to discover if you are able to, and have their permission to take the course.
3. Complete the Inter-institutional Application for UTSPH ( First time registration only)
4. Complete Concurrent forms for UH and UTSPH
  - a. Concurrent form for UH includes the course name, number, instructor's signature, your advisors signature, the program director's signature, (international students require) the signature of the international office, and the UH registrar's signature.
  - b. If you require assistance in the procurement of signatures, please visit the Graduate Advisor.
5. Once all signatures have been acquired, the paperwork must be taken to the UTSPH registrar's office for processing. This includes creation of student profile, addition to the course, and the payment of tuition and fees. Fees will be assessed separately for concurrent courses. A course "place holder" will be added to your myuh.edu student profile, in order to reflect your accurate hours of enrollment. The place holder course is non-billable.
  - a. Concurrent enrollment may possibly have an impact on your financial aid, or fellowship. If your billable enrollment is under 7 hours at UH, your financial aid will be adjusted accordingly. If you have any questions or concerns regarding the impact on fellowship or financial aid, please see the Graduate Advisor.
6. Once the registration process at UTSPH is complete, please request a scanned copy of all your paperwork be sent to you with the UTSPH signatures. This will need to be forwarded to the Graduate Advisor's office for your student file.

Students are only permitted to complete 12 hours of concurrent enrollment during their entire course of study with University of Houston.

## **Probation and Dismissal Rules**

1) Every graduate student must maintain a 'B' average or 3.00 GPA throughout the MS program curriculum. Failure to do so will automatically place the student on probation for the following semester. Once on probation, the student has one semester (Fall or Spring) to improve their grades. If the student is not able to improve their performance and if their GPA is still below 3.00 the student may have to withdraw from the program. Students who have their GPA below 3.00, but have shown dramatic improvement in course grades, may petition for an extension to the MS Program Advisory Committee.

2) Graduate students are allowed only 2 'C' grades throughout the MS program. Students will be automatically put on probation upon receipt of their second 'C' grade and will be withdrawn from the program upon receipt of their third 'C' grade.

3) In addition, the student will be automatically put on probation if they receive a grade below a 'C' in any one course. Individuals who receive a grade below 'C' have one semester to improve their grades. Students who are on probation and who show dramatic improvement in course grades may petition for an extension to the MS Program Advisory Committee.



4) Additionally, students receiving a grade below 'C' in any core course is required to repeat the course during its next offering. In addition, a student with a D, F, or I as the most recent grade in a graduate level course for a degree plan will not be eligible for graduation.

### **Academic Honesty**

Please visit the [University Graduate Catalog](#) for the policy regarding academic honesty.

### **Graduate Student Grievance Procedures**

Grievances resulting from relationships between students and faculty (courses or otherwise) should be handled according to the university-wide procedure described in the Graduate Catalog. Please check the [Graduate Student Grievance Policy and Procedure](#) for updated policy.

The following points are particular to this program: The student should first attempt to resolve the grievance with the faculty member. If an acceptable solution cannot be agreed upon, the grievance should be presented in writing along with supporting documentation to the Graduate Academic Advisor in the Department, who chairs the Departmental MS Program Advisory Committee. This formal grievance must state when the student discovered the issue, describe the grievance, provide evidence to support the grievance, and indicate the desired resolution. The formal grievance must be filed no later than 30 days from the point in time when the grievant had knowledge or should have had knowledge of the problem being grieved, and within 10 working days after the decision is made that the grievance cannot be settled informally. The Director will refer the matter to the MS program Advisory Committee who will attempt to mediate the grievance and arrive at a decision acceptable to both parties. The Committee will attempt to mediate the grievance and arrive at a decision acceptable to all parties involved within 10 working days. The Graduate Academic Advisor, who will be advised of the situation before the resolution is finalized, must also accept this resolution. If an acceptable resolution cannot be reached by mediation, the committee will hold a meeting with all parties involved, and recommend a resolution to the Graduate Academic Advisor. The Chair may accept the recommendation of the Committee, return the grievance to the Committee for further consideration, or resolve the grievance in another manner. The Chair must make a decision within 10 working days of receiving the written formal grievance, notifying all parties of the decision in writing. A written record of the entire process (including the original grievance filed, all responses and evidence, and the final report of the outcome) will be kept on file in the department.

In the event that either party involved in the grievance is dissatisfied with the outcome of this process, that party may file a formal written appeal with the College of Pharmacy Graduate Studies Committee. The Graduate Studies Committee is composed of 5 college faculty members and two graduate students, all of whom have voting rights. This committee will have 10 working days to take action on the appeal as described above and forward their recommendation to the Dean of the College of Pharmacy. The Dean may accept the recommendation of the Graduate Studies Committee, return the appeal to the Graduate Studies Committee for further consideration, or resolve the appeal in another manner. The Dean must make a decision within 10 working days of receiving the Committee's recommendation, notifying all parties of the decision in writing.

If either party involved is dissatisfied with the outcome of the College process, they may petition for a University level review as described in the graduate catalog. Note, a grievant at no point can move to the next level of the grievance process before formally completing the process at a preceding level. For example, a grievant may not proceed with a grievance at the University level without following the college process.

**Required Forms:**

Thesis/Project Committee Selection Form (pg 11)

MS Thesis Proposal Approval Form (pg 12)

Refer to website for updated Thesis format (UHGS Front Matter) and Final Thesis Approval Form (Written Thesis/Dissertation Approval Form)

[Thesis & Dissertation Information - University of Houston \(uh.edu\)](http://uh.edu)

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**MS Thesis Committee Selection Form**

Date: \_\_\_\_\_

Student's Full Name \_\_\_\_\_

Anticipated Field of Research \_\_\_\_\_

The names and affiliation of the Committee Members should be indicated below. By signing next to their information they have agreed to serve as committee members.

|    | Committee Members      | Affiliation of Member | Accepted (Signature) |
|----|------------------------|-----------------------|----------------------|
| 1. | _____                  | _____                 | _____                |
|    | Faculty Advisor, Chair |                       |                      |
| 2. | _____                  | _____                 | _____                |
|    | Committee Co-Chair     |                       |                      |
| 3. | _____                  | _____                 | _____                |
|    | Committee Member       |                       |                      |
| 4. | _____                  | _____                 | _____                |
|    | Committee Member       |                       |                      |

Received and approved by: \_\_\_\_\_  
**Graduate Program Director for MS, PLA**

*A copy of this document will be provided to both, the student and the faculty advisor.*

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**MS Thesis Proposal Approval Form**

**Date:** \_\_\_\_\_

Student's Full Name \_\_\_\_\_

Thesis Title \_\_\_\_\_

This form is to indicate that the above mentioned student has successfully defended his/her thesis proposal and is approved to move forward with their research. The committee agrees that the expected semester of graduation will be \_\_\_\_\_.

In keeping with the departmental policy, the student must schedule final defense by \_\_\_\_\_ in order to qualify for graduation in their projected timeframe.

Approved by:

Committee Chair: \_\_\_\_\_

Committee Co-Chair: \_\_\_\_\_

Committee member: \_\_\_\_\_

Committee Member: \_\_\_\_\_

Received and approved by: \_\_\_\_\_

**Graduate Program Director for MS, PLA**

*A copy of this document will be provided to the student and the faculty advisor.*