



**COLLEGE OF SCIENCE, ENGINEERING AND TECHNOLOGY  
DEPARTMENT OF NURSING AND ALLIED HEALTH**

**BACHELOR OF SCIENCE IN HEALTH SERVICES MANAGEMENT  
UNDERGRADUATE PROGRAM STUDENT HANDBOOK  
2024-2025**

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## **PROGRAM OVERVIEW**

The Bachelor of Science in Health Services Management curriculum is a 120-credit hour undergraduate degree program. The program has a curriculum with a set of competencies that aligns with the mission of the University, and addresses the skill sets for the types of jobs graduates will require when entering the health services management industry. The curriculum includes the required general education courses; business management courses; the core of health services management courses; and the internship training needed to prepare students to enter entry-level positions in health services organizations.

The core courses will train students in the knowledge of the healthcare sector and healthcare management; communications and interpersonal effectiveness; critical thinking, analytic, and problem-solving skills. Students will learn financial management theory and concepts that are unique to healthcare organizations and the tools required to provide insights into financial decision-making. Coursework will educate students to examine the traditional and contemporary processes and strategies in which healthcare marketers based their decisions, including the market in which healthcare organizations operate, the customers in the market, and the needs, wants, motivation, and behaviors of those customers.

The program will provide students with the knowledge of epidemiology and population health concepts and principles to develop community-based strategies to improve health outcomes. Students will complete course content focused on the leadership, professional and ethical skills that guide the performance, behavior, interaction, judgment and the decision-making of health services workers. They will examine legal issues that affect the healthcare industry and acquire knowledge of regulations and principles unique to healthcare and how the knowledge gained could guide behavior and practice.

The students will gain knowledge and skills of scientific research techniques and principles to carry out a research proposal in healthcare services, with emphasis on problem conceptualization and formulation, and research design and interpretation. Students will have a broad understanding of public health policy issues to explore strategies for decision-making in healthcare, with emphasis to control costs while improving patient care; they will acquire knowledge about market demand, profitability, risk, and regulations that healthcare organizations face in their daily operations.

The students will learn about healthcare information systems and their effects on the work of managers daily, in terms of structure, behavior of healthcare systems, organizations and their members, and patients. Coursework in human resources will allow students to apply human resources concepts and strategies in developing a highly skilled and qualified workforce. Emphasis will be on strategic human resources management thinking, planning, including workforce diversity, job analysis and design, recruitment, selection and retention, workforce development, performance management, disaster preparedness, and competitive compensation. The students will have the opportunity to apply research theories, concepts and strategies to solve a real problem in the delivery of healthcare services. Through a memorandum of agreement, students will be engaged in experiential learning in the form of an internship in healthcare organizations; as well as contributing to the field of health services management.

## **NSU MISSION STATEMENT**

Norfolk State University, a comprehensive urban public institution, is committed to transforming students' lives through exemplary teaching, research and service. Offering a supportive academic and culturally diverse environment for all, the University empowers its students to turn their aspirations into reality and achieve their full potential as well rounded, resourceful citizens and leaders for the 21st century.

## **PROGRAM MISSION**

The mission of the Bachelor of Science in Health Services Management aligns with the mission of Norfolk State University such that through teaching, scholarly activity, and service, the program prepares undergraduate students for entry-level positions in a variety of health services organizations. The program strives to empower students to “achieve their full potential as well rounded, resourceful citizens and leaders for the 21<sup>st</sup> century”.

## **PROGRAM VISION**

The Bachelor of Science in Health Services Management will be a premier program to produce “well rounded and resourceful” graduates to help improve the health outcomes of the citizens that they will serve.

## **PROGRAM VALUES**

The Bachelor of Science in Health Services Management embraces the following core values that align with the core values of Norfolk State University:

- **Excellence** – We are dedicated to fostering a culture of excellence by transforming the lives of students through teaching, research and service.
- **Student-Centered** – Students are our top priority, and we are committed to helping them become leaders for the 21<sup>st</sup> century. We are preparing them to help healthcare organizations to operate at their highest efficiency.
- **Diversity & Inclusiveness** – We foster a multicultural program respecting all people, cultures, ideas, beliefs, identities, socio economic backgrounds, and perspectives. We train our students to turn their aspirations into reality and achieve their full potential in a multi-cultural society.
- **Integrity and Civility** – We expect everyone to be accountable for his or her actions and to engage in honest, ethical behavior. We value the contributions of each person, treating all with respect and civility, and affirm our shared responsibility for the program and its success.
- **Engagement** – We continually enhance the program's role and influence in communities through education and outreach activities.

- **Pride** – We display great admiration for the program and its contribution to the University, healthcare industry, and nationwide communities.

## **PROGRAM DESCRIPTION**

The Health Services Management Program prepares individuals to enter the administrative side of the health care field as entry-level managers. The program is organized around a core of lower level general education courses, a core of business management taken in the intermediate years, and further generic orientation to the unique managerial processes in the health services industry in the form of an internship and on the job experiential learning in the last year. The program is offered fully online and face- to- face based on student demand.

## **PROGRAM GOALS (distinct from student learning goals)**

Program goals address the domains of teaching, scholarly activity, and professional development and service.

### Teaching

- Goal 1: Provide a program with a curriculum that prepares students for entry- level positions in health services organizations.

### Scholarly Activity

- Goal 2: Provide a program whose faculty and students are engaging in scholarly activities.

### Professional Development and Service

- Goal 3: Provide a program whose faculty members are committed to professional development, and service to the University and professional organizations.

## **PROGRAM STUDENT LEARNING GOALS**

The learning goals address what students will know upon completion of the program.

- Goal 1: Provide students with the foundational skills and knowledge in general management for improving the performance, effectiveness, and productivity of healthcare organizations.
- Goal 2: Provide students with the basic level of competencies in epidemiology that have social relevance to address issues such as population health and chronic diseases.
- Goal 3: Develop students' research consumer skills to understand the research process and acquire knowledge that contribute to the practice of Health Services Management Research.

## PROGRAM CURRICULUM

### FIRST YEAR

Course	Course Title	Hours
SEM 101	Spartan Seminar	1
ACC 201	Principles of Financial Accounting	3
ACC 202	Principles of Managerial Accounting	3
ENG 101	College English I	3
ENG 102	College English II	3
HRP 120	Medical Terminology	3
SEM 102	Spartan Seminar	1
HED 100	Personal and Community Health	2
PED 100	Fundamentals of Fitness for Life	1
CSC 150	Computer Literacy	3
MTH 151	College Algebra or MTH 131, MTH 132, MTH 153	3
XXX XXX	Natural Sciences: BIO 100, BIO 100L, SCI 101	7
	<b>Total Hours Required</b>	<b>33</b>

### SECOND YEAR

Course	Course Title	Hours
SEM 201	Spartan Seminar	1
ECN 211	Principles of Microeconomics	3
ECN 212	Principles of Macroeconomics	3
ENG 203	Advanced Communication Skills or BUS 330	3
ENG 285	Public Speaking	3
HSM 300	Health Services Management	3
HSM 300L	Health Services Management Lab	1
HSM 310	Health Personnel Management	3
PSY 210	Introduction to Psychology	3
MTH 250	Elementary Statistics Concepts or PSY 270, SOC 355, POS 345, DSC 270	3
XXX XXX	Social Sciences: BUS 175, ECO 200, HIS 101, HIS 103, SOC 101	3
XXX XXX	Cultural Humanities: ENG 383, MUS 234	3
	<b>Total Hours Required</b>	<b>32</b>

**THIRD YEAR**

Course	Course Title	Hours
HRP 310	Current Trends in Healthcare Delivery	3
HSM 311	Legal Aspects & Ethics of Health Care Delivery	3
HSM 331	Health Financial Management	4
BUS 365	Organizational Behavior and Theory	3
HSM 368	Healthcare Marketing	3
HSM 387	Population Health	3
HSM 397	Healthcare Information Systems	3
XXX XXX	Humanities ENG 207, MUS 301, FIA 201	3
XXX XXX	Cultural Social Science: HIS 335, HIS 336, HIS 371, HRP 320	3
	<b>Total Hours Required</b>	<b>28</b>

**FOURTH YEAR**

Course	Course Title	Hours
HSM 451	Comprehensive Health Planning	3
HSM 454	Long- Term Care Administration	3
HSM 460	Public Health Administration	3
HSM 470	Managerial Epidemiology	3
HSM 494	Health Services Management Internship	6
HSM 497	Health Services Management Problems and Research	3
XXX XXX	Free Electives	6
	<b>Total Hours Required</b>	<b>27</b>

SUBJECT AREA	Hours
General Education Core	40
Major Requirements	74
Free Electives	6
<b>Total Degree Hours Required</b>	<b>120</b>

**COURSE DESCRIPTION****HSM Core Courses****HSM 300:** *Health Services Management*

Orientation to the health delivery system and the role of the health services manager and/or supervisor which provides organization theory and practical information about health administration. Investigation of the organizational and environmental context within which a health manager works.

**HSM 300L:** *Health Services Management Lab*

Study of various problems and work settings of a health manager. Visit to various community

health facilities required. The course introduces techniques to help students learn how to apply basic rules of APA style in writing assignments, literature reviews, research proposals, and presentations.

**HSM 310: *Health Personnel Management***

Principles and practices in personnel recruitment, selection, management, and utilization. Emphasis on unique characteristics of professional, technical, skilled and unskilled health-care workers. In-depth study of legal responsibilities, contract administration, grievance procedures, and in-services training and education.

**HSM 311: *Legal Aspects & Ethics of Health-Care Delivery***

Presentation of the historical perspectives, status, and future projections in the field. Concepts of corporate liability, malpractice, and professional negligence. Informed consents, incident reporting, and the importance of accurate and complete records. Emphasis on the prevention of legal actions. Examination of the role of ethics and moral decision-making in the everyday life of the health-service manager with special emphasis on the various professional Codes of Ethics.

**HSM 331: *Health Financial Management***

Overview of economic theory and practice in the financial interactions between consumers and providers of health-care services, including all forms of public and private prepayment mechanisms. Broad orientation to financial management problems and practices is provided.

**HSM 368: *Healthcare Marketing***

This course provides a broad background in marketing with an emphasis in the foundations of healthcare marketing, market management, interpersonal skills for the healthcare marketer, and strategic actions of the healthcare marketer.

**HSM 387: *Population Health***

This course is an overview of the essentials of population health practices to address the prioritized healthcare needs of populations with a goal of making recommendations to improve access to care, improve quality of care and reduce cost of care. Health issues will be examined from a population health perspective.

**HSM 397: *Healthcare Information Systems***

This course focuses on the impact of government policy and healthcare reform on healthcare information technology (HIT), the various elements of an information system, HIT governance and strategic planning, key operational and technical processes for maximizing HIT efficiencies and effectiveness, electronic health records and financial applications, and major techniques used to evaluate HIT investment.

**HSM 451: *Comprehensive Health Planning***

History of the development of health planning in the United States with understanding the principles, policies, and tools related to the planning process. Examination of the philosophical foundations of various methodologies of the planning process.



**HSM 454: *Long- Term Care Administration***

Study of the long-term care health-delivery system to gain a working knowledge of the holistic approach to the care of the elderly and long-term care individuals. An overview of the emotional and physiological needs of individuals who require long-term care. Emphasis on finances, management, standards, and compliance for quality.

**HSM 460: *Public Health Administration***

Study of public health administration at the local, state, and national level. The focus is on the administration skills needed to achieve the goals of public health. Emphasis is on leadership and management, health policy, finance and marketing, public health surveillance, health systems, and disaster preparedness and responses. Exposure to information systems and performance improvement change efforts to assist in effective decision making.

**HSM 470: *Managerial Epidemiology***

This course will illustrate how health services managers can use epidemiological concepts and tools to improve management decisions. Emphasis is placed on population health management, managerial epidemiological analyses, assessment of medical care processes/outcomes are taught in this course. Some of the topics covered will be study designs, descriptive epidemiology, quantitative measures, and related terminology.

**HSM 494: *Health Services Management Internship***

On-the-job experience in selected institutions and agencies providing first-hand knowledge of the operational world by devoting full-time effort to observing and participating in management functions (minimum of 250 work hours). Routine written reports, a major management project, and periodic peer-advising are required with faculty direction provided by telephone and on-site visitations.

**HSM 497: *Health Services Management Problems & Research***

This course provides an introduction to research design. Applying statistical and research techniques to a problem in healthcare, each student will be required to develop a research proposal to its completion.

**Health Related Profession (HRP) Courses****HRP 120: *Medical Terminology***

Study of medical terminology abbreviations, prefixes, suffixes, root words, and technical terms with emphasis on proper spelling and usage.

**HRP 310: *Current Trends in Healthcare Delivery***

Study of the health care industry, governmental and voluntary care organizations in healthcare, the functions of health care providers, the organizational patterns of health care facilities, current issues, and forces impacting on the health care delivery system.

**HRP 320: *African American Health***

This course will systematically examine the health care issues of African Americans in comparison to other racial/ethnic minority populations. The racial disparities in the leading

causes of deaths identified by the Centers for Disease Control and Prevention will be examined in the context of the five social determinants of health (physical environment, access to health services, biological and genetics, social environment, and individual behavior). Additionally, the course will examine the delivery of health care as impacted by health-related events and the changing social, political, and economic influences.

### **INTERNSHIP**

Currently, the internship course, HSM 494, is taught online by instructors in the Department of Nursing and Allied Health, until the program resumes in-person internships at healthcare organizations. In the online classroom, students learn the functions of management through real world case studies and healthcare related projects.

#### **Please, note the following:**

- The internship course **is required** of all students.
- The program **does not permit** job experiences to substitute for the internship course.

### **DEPARTMENTAL HSM POLICIES**

All students are responsible for maintaining academic standards in the program.

#### **Transfer Credits**

The program will accept transfer credits from other accredited institutions that match the HSM curriculum if the NSU Office of Admissions previously approved those credits. Students must earn a C or greater to get credit for the transfer credits.

#### **Minimum Passing Grade**

The minimum passing grade for all core HSM courses is a "C"  
A grade of "C-" or lower is a failure and students must repeat the course.

#### **Grading Scale (percentage)**

100-94 = A

93-90 = A-

87-89 = B+

83-86 = B

82-80 = B-

79-77 = C+

76-73 = C

72-70 = C-

69-67 = D+

66-63 = D

62-60 = D-

Below 60 = F.

### **Licensure in Long Term Care Administration (LTCA)**

- The Health Services Management program **does not offer** the internship required for licensure in Long- Term Care Administration (LTCA). Therefore, students planning to seek licensure in LTCA will be responsible for arranging their own internship.

### **PROFESSIONAL OPPORTUNITIES FOR STUDENTS**

- Students have the option to join the American College of Healthcare Executives (ACHE) as a student associate at <https://www.ache.org/about-ache/join-ache/student-associate>
- Further information about ACHE is at the following website: <https://www.ache.org>

### **PROGRAM PROFESSIONAL ORGANIZATION**

The HSM program is a member of the Association of University Programs in Healthcare Administration (AUPHA). The following website provides information about AUPHA:

<http://www.aupha.org/home>

### **HSM STUDENTS**

- Active in the Health Services Management Student Association.
- Members of Upsilon Phi Delta Chapter through the Association of University Programs in Health Administration (AUPHA).
- Engaged in community outreach such as sickle cell and breast cancer events.

### **LIBRARY AND LEARNING RESOURCES**

Norfolk State University supports all NSU students, regardless of their location. Most of a student's research needs can be found on the library's website, including the ability to email a librarian for assistants, search the library's catalog, and search over a hundred online resources. Visit the website at <https://library.nsu.edu>

### **Textbooks**

The University Bookstore is located in the New Student Center on campus. Visit the website at <https://norfolkstate.bnccollege.com>

## **ACADEMIC AND STUDENT SUPPORT SERVICES**

### **Office of Extended Learning**

The Office of Extended Learning (OEL) supports NSU online. NSU Online provides links to a variety of services and programs to support students. Among these services and support is an orientation to Blackboard, the learning management system supporting instructional delivery and design. The OEL team provides faculty and student support for the suite of e-learning tools used by the University. Visit the website at <https://www.nsu.edu/Academics/Academic-Programs/Online-Learning>

### **Writing Center**

The Center strives to cultivate active writers across all disciplines. Students may focus on editing a draft, polishing a project, and organizing content. Visit the website at <https://www.nsu.edu/writing-center>

### **Career Services**

The career services team works directly with students by providing programs, activities, and resources designed to enhance their professional presence and fundamental skills for workplace success. The team provides face-to-face service to our residential students, as well as virtually, in support of our distance education students. For further information, visit the following website:

<https://www.nsu.edu/Campus-Life/Services-Resources/Career-Services>

### **Counseling Center**

The mission of the Counseling Center is to assist students in achieving their fullest academic potential by providing culturally sensitive counseling and facilitating student development throughout their matriculation at the University. The Center provides a range of free professional services to students to assist with their personal concerns. Visit the website at

<https://www.nsu.edu/Campus-Life/Services-Resources/Counseling-Center>

### **Office of Accessibility Services and International Students**

The mission of Office of Accessibility Services and International Students (O.A.S.I.S.) is to promote the academic success of students with disabilities through high-quality educational assistance, faculty and staff seminars, workshops and training, and assistive technology training for all students, faculty, staff and administrators. Visit the website at

<https://www.nsu.edu/Campus-Life/Services-Resources/Disability-Services>

## **TUITION AND FEES**

The University's governing Board of Visitors establishes annual tuition and fees.

Visit the following website to find information about NSU tuition and fee schedule:

<http://www.nsu.edu/tuitionandfees.aspx>

The Student Accounts Department is the general billing and collections office.

Individual account representatives are available to assist you and answer your questions. Visit the following website to find further information: <http://www.nsu.edu/studentaccounts>

Students may be eligible for federal financial aid and are encouraged to complete FALSA to determine eligibility.

## **STUDENT CONDUCT**

Information about student conduct is available at

<https://www.nsu.edu/Campus-Life/Services-Resources/Dean-of-Students/Student-Conduct>

## **STUDENT CONDUCT PROCESS**

Information about student conduct process is available at

<https://www.nsu.edu/Campus-Life/Services-Resources/Dean-of-Students/Student-Conduct/Student-Conduct-Process>

## **GRADUATION REQUIREMENTS**

The program requires a minimum of 2.0 overall GPA and a minimum of 120 credits, including 40 credits of general education courses, 74 credits of major requirements, and 6 credits of free electives.

## **DEPARTMENT LOCATION AND CONTACT**

### **Location**

Allied Health Programs are in the Nursing and General Education (NGE) Building, third floor, Suite 311.

### **Contact**

Telephone: 757-823-8389

Fax: 757-823-8355

Allied Health Programs Website: <https://www.nsu.edu/allied-health>

## **APPENDIX A**

### **NORFOLK STATE UNIVERSITY**

#### **Department of Nursing, Allied Health, and Public Health**

#### **Handbook Acknowledgements and Signature Page**

Students are expected to examine critically, analyze, and otherwise evaluate the University, its programs, policies and procedures using processes that appeal to reason and do not compromise the academic mission, climate or integrity of the University. Students are expected to assume full responsibility for and will be held liable for their individual actions.

I (Full name/Student ID#)\_\_\_\_\_ have read and understand the entirety of my Nursing/Allied Health/MPH (circle) Program Handbook and agree to abide by all policies, procedures, and guidelines set forth by the program, the department, and the University.

#### **Honor Code**

On my honor, I pledge to do work to the best of my ability with no assistance on graded assignments or tests. I also pledge to report any breach of the honor code to the appropriate faculty member.

I understand and agree to comply with the NSU Honor Code.

NAME (Print)\_\_\_\_\_

DATE \_\_\_\_\_

SIGNATURE\_\_\_\_\_

#### **Syllabus Agreement**

I have thoroughly read and understand the content set forth in my course syllabus and agree to abide by the assignment instructions, grading criteria, and submission details within. I acknowledge that I have been given the opportunity to clarify any concerns at the beginning of the semester, and do not have questions or concerns at this time.

NAME (Print)\_\_\_\_\_

DATE \_\_\_\_\_

SIGNATURE\_\_\_\_\_

### **Social Media/Cell Phone Policy**

I have read and understand, and will abide by, the social media and use of Cell Phone regulations.

NAME (Print)\_\_\_\_\_

DATE \_\_\_\_\_

SIGNATURE\_\_\_\_\_

### **Student Confidentiality Statement**

Nursing, Allied Health, and Public Health programs have distinct expectations of students regarding the confidentiality of patient related information, including classroom (face to face and virtual) content, clinical content, and student's individual acquisition of information.

I am aware that as a student I will receive information about patients, clients, or communities in written form and in verbal discussions with faculty and agency staff. I agree to abide by Federal HIPAA guidelines and individual agency policies related to the sharing of client information. I understand that I am to hold all information in strict confidence and will consult a faculty member prior to sharing any part of clinical or classroom (face to face and virtual) content related to patients or clients. I agree that I will not send or receive patient/client information via electronic means unless instructed to do so by a faculty member. I understand that I am not to share any protected information from class or clinical with individuals who are not a part of that class or clinical experience, including my family and friends. I understand that violation of confidentiality laws/policies may result in my immediate dismissal from my program.

Failure to sign this form will result in dismissal from the program.

NAME (Print)\_\_\_\_\_

DATE \_\_\_\_\_

SIGNATURE\_\_\_\_\_

### **CINE Lab Student Statement of Understanding**

ALL STUDENTS ARE RESPONSIBLE FOR ADHERENCE TO THE ESTABLISHED CINE LAB POLICIES.

I have reviewed, understand, and will abide by the established NSU Nursing and Allied Health Program's policies contained within my Handbook and the statements listed above as they relate to the CINE Lab.

NAME (Print)\_\_\_\_\_

DATE \_\_\_\_\_

SIGNATURE\_\_\_\_\_

### **Departmental and Course Grading Policies Statement of Adherence**

Course assignments, exams, quizzes, and projects (etc.) are graded at the discretion of the instructor. Grading procedures are clearly set forth at the beginning of the semester in the course syllabus. As a student, it is my responsibility to thoroughly review all grading criteria and assignment deadlines at the beginning of the semester and seek clarification for any questions I might have in advance of the assignment due date. I understand that class assignment grades cannot be appealed via the grade grievance process. I further understand that only final course grades are eligible for review via the appeal process, and that the basis for an appeal is that the grade was awarded through prejudice or caprice. The burden of proof rests with the student, and I agree to abide by this NRAH policy.

NAME (Print)\_\_\_\_\_

DATE \_\_\_\_\_

SIGNATURE\_\_\_\_\_