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

2019
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

<table>
<thead>
<tr>
<th>Term</th>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Course Number</th>
<th>Course Status</th>
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<tr>
<td>Fall I</td>
<td>Lean Six Sigma (Special Topics)</td>
<td>2</td>
<td>PHCA 6298</td>
<td>PE</td>
</tr>
<tr>
<td></td>
<td>Leadership seminar</td>
<td>1</td>
<td>PHLA 6100</td>
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<td>2</td>
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<td>Healthcare Finance</td>
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<td>Thesis (Scientific Writing)</td>
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<td>PHCA 7199</td>
<td>R</td>
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</table>

Total Credit Hours 36.5

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 6321 Advanced Hospital and 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 6298 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 6320 Drug Use and System Management (Capstone Course)
CR (3) Prerequisites PHCA 6321. Overview of drug use in health systems including regulatory, practice management, operations, formulary management, human resources and marketing.

PHLA 6313 Pharmacy Workforce Competency
CR (3-0) Prerequisites: PHCA 6321. 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

PHCA 6298 (Special topics). 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 6298: (Special Topics) Evidence Based Medicine and Research Applications
Cr. 3 Prerequisites: PHCA 6308, graduate standing or consent of instructor. Principles of research and its application in practice.

PHCA 7199: Master’s Thesis Project
Cr. 3 Prerequisites: consent of instructor. Project proposal approved by major advisor and two committee members. 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:

PHCA 6100: Leadership Seminar (All 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 6198 (Special Topics) 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 6298 (Special Topics) 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 6198 (Special Topics) Leadership Transitions
Cr: 1. (1-0). Prerequisites: Graduate standing or consent of instructor. Career guidance targeted on the initial transition from student to practitioner.

University of Houston Electives

PHCA 6198:6298:6398:6498: Special Problems
Cr. 1-4 per semester or more by concurrent enrollment. Prerequisites: graduate standing or consent of instructor.

PHCA 6219: Issues in Health Services
Cr. 2. (2-0). A survey course for students with an administrative interest, which develops the linkage between structure, manpower, access, and utilization of health services.

PHCA 6310: SAS Applications in Statistics
Cr. 3. (3-0). Prerequisites: graduate standing or consent of instructor. Practical experiences in conducting statistical analysis using the SAS statistical package to analyze, evaluate, and report data.

PHCA 6311: Financial Aspects of Health Care Management
Cr. 3. (3-0). 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 critically analyzed.

PHCA 6312: Pharmacoconomics in Outcomes Research
Cr. 3. (3-0). Prerequisites: graduate standing or consent of instructor. This course focuses on the economic methods used in evaluating drug therapy decisions. The course will cover the tools needed to assess the costs and outcomes of medications and pharmacy services. Emphasis will be on disease-state management issues with examples from pharmaceutical outcomes research.

PHCA 6316: Pharmacoepidemiology
Cr. 3. (3-0). Prerequisites: graduate standing or consent of instructor. This course focuses on epidemiological principals with application to pharmacy. The course introduces concepts, methods, and nomenclature in pharmacoepidemiology and its applications to current public health problems.

PHCA 6317: Secondary Data Analysis
Cr. 3. (3-0) Prerequisites: graduate standing or consent of instructor. Principals and applications of secondary data analysis in PHOP research with focus on methodologies for processing and analyzing national survey and administrative data.

**MS Major Advisor Selection**

Following the completion of the first semester, the student will be expected to select a permanent 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 both of whom must sign the Mentor Selection Form (see appendix). An advisor should not consider signing the Mentor Selection Form until the student has an opportunity to meet multiple faculty members and has provided the completed form.

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 the permanent 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.

**Monitoring of Graduate Student Progress**

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. A summary of the committee's deliberations and recommendations should be prepared by the student's advisor and presented to the student and to each of the committee members. A copy of this report should also be forwarded to the Graduate Advisor for the MS program to be placed in the student’s file.

**Major Project/Thesis committee**

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.

**Thesis Deadlines:**
- Project Proposal Defense: completed by last Friday of August
- Final Project Defense: completed by last Friday of March
- Submission of Manuscript: completed before residency completion

**Scheduling of MS proposal and project defenses**

For each stage of the project/thesis process, the major advisor and student should prepare the first draft of the proposal and manuscript 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 student 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 students 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 of 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.

**Submission of Thesis Document**

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).

For more information on electronic submission please visit http://www.uh.edu/gs/current-students/Electronic%20Dissertations%20and%20Thesis/index.php

Format of thesis document

The thesis/project must be formatted in the following order:
1. Blank sheet of paper at the beginning of each copy submitted
2. Copy Authorization Page
3. Title Page - Must show the month and year of graduation
4. Signature Page – Should be uploaded without signatures
5. Acknowledgments - (Preface or Forward); Optional
6. Dedications – Optional
7. Copy of manuscript in format for journal submission
8. Blank sheet of paper at the end of each copy submitted for binding

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.

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.

**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. The following points are particular to this program: The student should first attempt to resolve the grievance with the faculty member off the record. 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.
Grievance Policy and Procedure (University of Houston)
(Please check the Graduate Student catalog for an updated copy)
for
Graduate, Professional, and Post-baccalaureate Students

The following university-wide policy and procedure, for graduate, professional, and post-baccalaureate (PB) students, apply to the redress of grievances concerning academic and instructional matters and other issues for which there are no other existing grievance procedures.

1. Every effort shall be made by the graduate/professional/PB student and the faculty member(s) involved to settle their differences amicably and informally to redress the grievance. If appropriate or necessary, the Graduate Academic Advisor* shall participate in this informal effort to resolve this grievance. If appropriate, the aid of a disinterested mediator should be sought to aid resolution.

2. In the event that an informal resolution is not possible, the graduate/professional/PB student may petition the Graduate Academic Advisor* by filing a formal written complaint within 10 working days after the decision is mutually made that the grievance cannot be settled informally. The letter should provide details regarding the complaint and redress sought. After receipt of the letter, the Graduate Academic Advisor* must respond in writing within the time specified according to the department’s* established procedures for dealing with such matters.

3. In the event that either the grievant or the respondent is unsatisfied with the outcome of the departmental level process (items 1 and 2 above), that party may petition the dean of the college against which the grievance is held (or his/her designee) by filing a formal written complaint. The dean of the college must respond in writing within the specified time according to the college’s established procedures for dealing with such matters. (Students in colleges without departments skip this step and go directly to step 4. below.)

4. If either the grievant or the respondent is unsatisfied with the outcome of the college level process, that party may petition for a university level review by the Graduate and Professional Studies Grievance Committee (GPSGC) which is under the purview of the Dean of Graduate and Professional Studies. This petition must be in writing and filed with the Dean of Graduate and Professional Studies within 30 calendar days of the final disposition at the college level.

Review at the university level shall be for the purpose of determining if department/college grievance policies and procedures were followed, whether the grievant and respondent were given appropriate due process, or if new information, not considered at the department/college level, has been discovered. Procedural violations which would not affect the substantive result or are not substantially prejudicial to either party are not grounds for appeal. Therefore, in the written petition for a university level grievance, the petitioner must address one or more of the issues articulated above. The written petition should also state the requested outcome of the university level review.

Upon receiving a written appeal, the Dean of Graduate and Professional Studies will review the petition and the reports from the department/college grievance process. (S)he will, within 10 working days, determine whether to return the grievance to the department or college, reject the appeal, or refer the grievance to a GPSGC committee. If (s)he decides to refer the appeal to a
GPSGC committee, the dean will notify the chairperson of the Graduate and Professional Studies Council (GPSC) who will appoint a GPSGC committee within 10 working days of receiving such notification.

The GPSGC will consist of two graduate/professional students and three faculty members, none of whom will be from the respondent's department or program or from the department or program in which the grievant is enrolled. The faculty members will be appointed by the chair of GPSC on an ad hoc basis. The chair of GPSC will also select the student members from a pool of graduate students provided by each of the colleges. The chair of the committee will be elected by the members of the GPSGC. All members of the committee will have voting privileges. The GPSGC will review the written petition and will ask for a written statement from the respondent. The committee may also request other documents as it sees fit. Within 30 calendar days of being formed, the GPSGC should schedule a hearing with the interested parties. No record of the hearing will be required and the deliberations will be completed with reasonable speed. If a recording is made (at the discretion of the committee), it should be made available to all parties in the dispute. Counsel for each of the parties involved may be present with that person, but will not be allowed to speak at the hearing. Expert resources should be available to the committee in an advisory capacity as needed. The GPSGC will report its findings, the rationale for the findings, and its recommendations in writing to the Dean of Graduate and Professional Studies within 10 working days of the hearing, who will make a decision within 10 working days following receipt of this information. The Dean of Graduate and Professional Studies will forward a copy of this decision in writing to the aggrieved, the faculty member, the dean of the college and to the GPSGC. Either party may file, within 10 working days of notification, a written appeal of the decision made by the Dean of Graduate and Professional Studies with the Senior Vice President for Academic Affairs and Provost. The Provost may conduct a plenary review and his/her decision, presented within 10 working days, will be final.

5. A graduate/professional student with a pending grievance regarding academic issues, if employed in a graduate student appointment, will retain privileges and/or salary, subject to a review of the individual situation by the department/college.

*In cases where the college does not have departments, the college level grievance policy and procedure replaces that of the department or program.

**Guidelines for Graduate/Professional/PB Grievance Hearings**

- Grievances heard by the Graduate and Professional student Grievance Committee (GPSGC) shall be for the purpose of reviewing whether the department/college complied with their own policies and procedures, whether the student received due process, or for the consideration of new information which was not available at the department/college hearing.
- It is reasonable for the committee to set time limits for each party to present their case.
- Either party may bring an advisor to the hearing, but the advisor may not speak at the hearing. The GPSGC may request a representative from the university’s General Counsel’s office to attend as an observer.
- Notification of the hearing schedule to all parties must be done in writing through certified mail with return receipt requested.
- Information provided to the committee by either party will be shared with the other party prior to the hearing.
• The chairperson of the GPSGC should determine whether the parties are allowed to directly question each other or each other’s witnesses. As an alternative, questions may be directed through the chairperson.
• The GPSGC should produce a written report to the Dean of Graduate and Professional Studies. This report should describe the process used, the charges, evidence, and rebuttal, and give the committee’s conclusion regarding the allegations. It should also recommend an outcome to the case. Outcomes could be affirmation of the department/college decision, modification of the decision, or remanding the case back to the department/college for consideration.

APPENDIX CONTENTS
Major Advisor Selection Form (pg 13)
Thesis/Project Committee Selection Form (pg 14)
MS Thesis Proposal Approval Form (pg 15)
MS Thesis Approval Form (pg 16)
Example of the first three pages of the MS thesis/project (pg 17-19)
# Master of Science in Pharmacy Leadership and Administration

## Faculty Advisor Selection Form

Date: __________

This letter is to indicate that I have selected Dr. as my major advisor for my master program. I have met with the respective faculty member and we have mutually agreed on this decision.

I have selected a committee co-chair: Dr. (Complete only if applicable, if not state “Not Applicable”)

___________________________  
Student Name and Signature  

___________________________  
Faculty Mentor Name and Signature  

*(Both student and faculty signatures are required.)*

Received by:  

Graduate Program Director for MS, PLA

*A copy of this document will be provided to both, the student and the faculty advisor.*
# Master of Science in Pharmacy Leadership and Administration

## MS Thesis Committee Selection Form

<table>
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<tr>
<td>Student’s Full Name</td>
<td>_____________________________</td>
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<tr>
<td>Anticipated Field of Research</td>
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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.

<table>
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<tr>
<th>Committee Members</th>
<th>Affiliation of Member</th>
<th>Accepted (Signature)</th>
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<td>Faculty Advisor, Chair</td>
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<td>Committee Co-Chair</td>
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<td>Committee Member</td>
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<td>Committee Member</td>
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</tbody>
</table>

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.
Master of Science in Pharmacy Leadership and Administration

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: __________________________

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IN

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