



# TWU

**Master of Health Systems Management (MHSM)**

**Master of Business Administration/Master of  
Health Systems Management  
(MBA/MHSM)**

MHSM and MBA/MHSM dual degree programs are designed to prepare future executives to assume responsible positions in health care and related organizations.

**Class Locations:  
Dallas (Parkland),  
Denton,  
Plano, and  
Ft. Worth**

**Requirements to enter MHSM & MBA/MHSM programs:**

- Undergraduate Degree from Accredited University
- Undergraduate GPA of 3.0
- All official transcripts
- Two letters of recommendation
- Current resume
- Online Application to Graduate School

The GMAT or GRE have **not** proven to be highly predictive of student success. TWU School of Management has currently suspended these tests for admission into our MHSM & MBA/MHSM Dual programs.

*International Students need to contact the International Office for further requirements that may be needed.*

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**Included in this information packet are:**

- Frequently Asked Questions
- MHSM & MBA/MHSM Course sequence
- Master's Degree Plans
- Course Descriptions
- Explanation of Distance Education
- Class locations
- Application procedure
- Financial Aid and Scholarship information
- Frequently Used Numbers

# Frequently Asked Questions

## MHSM and MBA/MHSM Programs

### 1. Are there any program pre-requisites?

No. The MHSM and dual MBA/MHSM programs do not assume that entering students have any particular academic background. However, it is expected that entering students are able to use the MS-Word word processing and MS-Excel spreadsheet programs.

### 2. Can I attend the program on a part-time basis?

The program is designed to meet the needs of part-time students. All classes are held either on weeknights or on Saturdays. Students who want to pursue their studies on a full-time basis can do so by taking a full-time course load. It is not unusual for a student to begin the program on a full-time basis and then switch to a part-time course load midway through the program.

### 3. What are the admissions requirements?

Since the MBA and MHSM programs use a joint admissions process, the requirements for both programs are the same (with the exception of the EMBA's 5-year experience requirement). Apply online with a \$50 non-refundable fee (\$75 for International applicants). Also, supply all official transcripts, current resume, and two letters of recommendation.

**Note:** If you apply for the dual MBA/MHSM program, you will need to fill out the application twice, once for the MBA and once for the MHSM.

### 4. What if I want to apply for the dual MBA/MHSM program do I have to pay another application fee?

If you are applying for the dual MBA/MHSM program you would need to complete two applications but you do not need to pay twice. On your second application, when selecting the method of payment choose “**cashiers check or money order**” and then proceed to complete your application.

### 5. Is the GMAT or GRE required for admission?

No. There is no GMAT or GRE requirement for admission to the MHSM program.

**6. To whom should I direct admissions related questions?**

Since the School of Management makes admissions decisions for the MHSM program, you should direct any admissions related questions to the Graduate Admissions Director in the School of Management on the Denton campus.

**7. Can I start in the MHSM program and change to the dual MBA/MHSM program later?**

Yes. Since both programs use the same admissions criteria, all that is required is for the student to submit an application to the Graduate School for the MBA program. However, this must be done before a student graduates from the MHSM program.

**8. Can I complete the program online?**

No. The MHSM program is not an online program. Some courses in the program meet partly in the classroom and partly online. Other courses meet mostly in the classroom. The type of material in the course determines the format used.

**9. How long will it take to complete the program?**

That depends on how many credit hours per semester you take. The dual MBA/MHSM program is 57 hours, so at a rate of 6 hours (two courses) per semester, the program would take 9.5 semesters or just over three years. Generally speaking, most part-time students finish the dual program in three years or less. Similarly, the 45-hour MHSM program would take 7.5 semesters, or about two years, on a part-time basis.

**10. Can I begin the program in any semester or only in the Fall?**

The program is designed so that you can begin in any semester including the Summer semester.

**11. When and where are the classes held?**

HSM classes follow the traditional semester schedule and meet on weeknights at the Parkland Campus. It is important to note that some HSM classes meet on campus every week and some follow a modified schedule meeting on campus only a few times a semester with the remainder on the internet. BUS classes use an accelerated format and meet all day on three separate Saturdays at an off-campus site in Plano, Fort Worth and Mid-cities.

**12. What classes should I take first?**

The program classifies the following courses as "entry" level courses in the sense that they are intended to be taken early in the program or contain prerequisite material for other courses:

HSM 5003: Management of Health Services Organizations  
HSM 5033: Health Services Human Resources Management  
HSM 5053: Quantitative Methods  
HSM 5183: Health Resources and Policy Analysis  
HSM 5903: Special Topics – Analysis and Management of Health in Populations  
BUS 5433: Accounting

The program recommends that students with no prior coursework in financial accounting take the BUS 5433 Accounting course as soon as possible because it is the first in the program's three-course finance sequence: BUS 5433 -> HSM 5063 -> HSM 5263. If you took financial accounting as an undergraduate, then it is not essential that you take BUS 5433 before HSM 5063.

In addition, the program recommends that you take the HSM 5053 Quantitative Methods course early in the program because, although it is not a strict prerequisite, it contains material that is very helpful in other courses.

Two HSM courses are designed to be taken towards the end of the program. Students should enroll in the Capstone course, HSM 5933, only in their final semester and after completing the finance sequence. Students should enroll in the Legal course, HSM 5433, in the later part of their program.

Since the required BUS courses are offered every semester, the program suggests that students take the HSM courses early in the program and use the BUS courses to balance their schedule.

### **13. What is the MBA with an emphasis in health systems management?**

This is an option in the MBA program that allows students to substitute HSM courses for BUS courses. Since it isn't a formal program, the selection of courses is left to the student subject to the approval of their MBA program advisor.

### **14. I started a graduate program in health care administration at a different university, but would like to transfer. Will my course credits be accepted?**

The Graduate School permits the MHSM program to accept up to 12 transfer credit hours. However, there are a number of conditions. First, transfer credit is not automatic, the courses must be approved by the MHSM program. Second, the course grade must be an A or B. And, third, in the semester in which the student graduates, the transferred credits can be no more than six years old.

**15. I recently graduated from TWU's MBA program. Can I come back and get the MHSM degree by completing just the HSM courses in the dual MBA/MHSM program?**

Technically, no, because the Graduate School treats you as enrolling in a new degree program that requires 45 hours of coursework. However, the Graduate School will permit you to transfer up to 18 hours of prior coursework in the MBA to the MHSM. Since the required BUS courses plus the electives total 18 hours, you need only take the 27 hours of HSM courses to satisfy the 45 hour MHSM degree requirement. So, from a practical standpoint, the answer is yes. As noted in the prior question, the transfer credits must have a grade of A or B, can be no more than six years old in the semester that you graduate, and must be approved by the MHSM program.

**16. Why the program is called "Health Systems Management"?**

In 2006, the program changed its name from Health Care Administration to Health Systems Management to reflect changes in the health care industry. The term "Health Care Administration," like the earlier "Hospital Administration," derives from a period in which health services organizations had primarily charitable objectives and were managed using principles from the public health and public policy disciplines. The new name was chosen to reflect the industry's transition to the provision of services by complex organizations, through coordinated provider systems, managed using sophisticated methods developed in the business and management science disciplines. At the same time, the program also moved into the School of Management.

**17. I am an international student, can you help me with visa problems?**

The MHSM program does not issue letters or manage visa problems. Students from other countries should contact TWU's International Student Office, or the Graduate School, for help.

**18. I cannot begin the program in the semester for which I was admitted, how do I defer admission?**

To defer your admission, send a request to the Graduate Admissions Director in the School of Management requesting that your admission be deferred. Include your name, student ID number, and the semester you expect to enter. If the School of Management approves your request, it will notify the Graduate School and you will receive notification from them.

**19. What is the website address for MHSM and MBA/MHSM information?**

The address for the School of Management webpage is [www.twu.edu/som](http://www.twu.edu/som) on which you will find links to the MHSM and MBA/MHSM pages.

**20. Who should I contact for general information?**

The MHSM and MBA/MHSM programs are housed in the School of Management which provides administrative support. Questions regarding admissions, financial support, and other non-academic or administrative activities should be directed to the School of Management at (940)-898-2121 between 8 a.m. and 5 p.m. on Monday through Friday, or via email to [EMBA@twu.edu](mailto:EMBA@twu.edu)

**21. What if I need to speak to a faculty member?**

Since the MHSM program does not have a dedicated secretary, the best way to reach faculty is through email. Dr. Rob Maurer, who is responsible for the finance, economics, and quantitative methods areas, can be reached at [rmaurer@twu.edu](mailto:rmaurer@twu.edu) . Dr. Pat Driscoll, who is responsible for the management, human resources, and legal affairs areas, can be reached at [pdriscoll@twu.edu](mailto:pdriscoll@twu.edu).

# General Program Requirements

## Dual MBA/MHSM Degree Program

*Credit Hours:* 57 semester credit hours approved by the student's faculty advisor.

*Required Core Courses:* 48 semester credit hours. Individual course plans may vary depending on a student's background and prior academic preparation.

BUS 5133: Marketing Management

BUS 5433: Managerial Accounting

BUS 5453: Business Leadership

BUS 5523: Management and Organization

BUS 5663: Managerial Decision Making

BUS 5923: Global Business

BUS 5963: Management of Operations

HSM 5003: Management of Health Services Organizations

HSM 5033: Health Services Human Resources Management

HSM 5043: Legal Foundations of HSM

HSM 5053: Quantitative Methods in HSM

HSM 5063: Financial Management for HSM

HSM 5183: Health Resources and Policy Analysis

HSM 5263: Advanced Financial Management for HSM

HSM 5903: Special Topics – Analysis and Management of Health in Populations

HSM 5933: Capstone Seminar

*Electives:* 9 semester credit hours. Students, in consultation with their faculty advisor, will select three approved elective courses to obtain additional breadth or depth in a particular area of health systems management.

***Note:*** *Students may only register for a maximum of 9 credit hours. (3 courses per academic semester). At the graduate level 9 credit hours is considered full time.*



# General Program Requirements:

## MHSM Degree Program

*Credit Hours:* 45 semester credit hours approved by the student's faculty advisor.

*Required Core Courses:* 36 semester credit hours. Individual course plans may vary depending on a student's background and preparation.

BUS 5133: Marketing Management

BUS 5433: Managerial Accounting

BUS 5523: Management and Organization

HSM 5003: Management of Health Services Organizations

HSM 5033: Health Services Human Resources Management

HSM 5043: Legal Foundations of HSM

HSM 5053: Quantitative Methods in HSM

HSM 5063: Financial Management for HSM

HSM 5183: Health Resources and Policy Analysis

HSM 5263: Advanced Financial Management for HSM

HSM 5903: Special Topics – Analysis and Management of Health in Populations

HSM 5933: Capstone Seminar

*Electives:* 9 semester credit hours. Students, in consultation with their faculty advisor, will select three approved elective courses to obtain additional breadth or depth in a particular area of health systems management.

***Note:*** *Students may only register for a maximum of 9 credit hours. (3 courses per academic semester). At the graduate level 9 credit hours is considered full time.*

## Expected MHSM Course Rotation Schedule

<b>Expected HSM Course Rotation Schedule</b>	<b>Semester Rotations</b>		
	<b>Fall</b>	<b>Spring</b>	<b>Summer</b>
HSM 5003: Management of Health Services Orgs	<b>X</b>		<b>X</b>
HSM 5033: Health Services Human Resource Mgmt		<b>X</b>	<b>X</b>
HSM 5043: Legal Foundations of HSM	<b>X</b>	<b>X</b>	
HSM 5053: Quantitative Methods in HSM	<b>X</b>	<b>X</b>	
HSM 5063: Financial Management for HSM	<b>X</b>	<b>X</b>	
HSM 5183: Health Resources and Policy Analysis	<b>X</b>		<b>X</b>
HSM 5263: Advanced Financial Mgmt for HSM		<b>X</b>	<b>X</b>
HSM 5903: Analysis & Mgmt of Health in Populations	<b>X</b>	<b>X</b>	
HSM 5933: Capstone Seminar in HSM	<b>X</b>	<b>X</b>	



# MBA/MHSM Course Descriptions

Courses with an asterisk\* can be taken as electives.

## **BUS 5133 – Marketing Management**

Course Description – Study of major marketing problems from the point of view of the marketing executive; sales force organization; sales promotion, credit management, cost control, and advertising. Credit: Three hours.

## **BUS 5433 – Managerial Accounting**

Course Description – Use of accounting information in decision- making; statement of changes in financial position; budgets, responsibility accounting, and quantitative techniques. Credit: Three hours.

## **BUS 5453 – Business Leadership**

Course description – Study of the dynamics of leadership of small groups to large organizations. The application of leadership theory is stressed for both profit and not for profit environments. Credit: Three hours.

## **BUS 5523 – Management and Organization**

Course Description - Study of the management and administrative roles in business organizations, including hospitals, schools, and government. Principles of management and specific concepts about organizations including behavior, motivation, status, group dynamics, leadership, information- decision systems, organizational structure, managerial planning and control. Credit: Three hours.

## **BUS 5663 – Managerial Decision Making**

Course Description - Advanced topics in statistical inference relating to decision-making and research in business and economics; probability theory, tests of hypotheses, a sampling and experimental design, multiple correlation and non-parametric statistical methods. Credit: Three hours.

## **\*Bus 5703 – Coaching and Mentoring**

Course Description – Techniques for guiding individuals, groups and organizations to be effective, productive, and fulfilled. Contrasts between coaching and mentoring, between self-development and work performance, and between personal and organization coaching or mentoring. Credit: Three hours.

## **\*Bus 5723 – Training and Development**

Course Description – Roles of the training manager, the training developer and the trainer in improving employee performance. Business plans for a training department; training standards, policies, budgets; marketing, developing, and delivering successful training programs; monitoring, evaluating and reporting training results. Credit: Three hours

## **\*Bus 5903 – ST: Project Management**

Course Description - The course is organized around the project management life cycle to mirror the way a real-world project would be executed. It provides you with essential project management concepts and ties them into the Project Management Body of Knowledge developed by the Project Management Institute. It includes a discussion of the integration of parent organization's strategies into project selection and management; as well as risk management and assessment in the project management process. Credit: Three hours.

**\*Bus 5903 – ST: Strategic Information Systems**

Course Description - Transformation is the key to survival in today's highly competitive markets. This course will focus on how organizations can successfully use IT to transform themselves and achieve the competitive advantage in the new digital economy from a global perspective. This course focuses on innovative uses of information systems and technology relevant to business functions. Its real-world orientation, solid theoretical backing, and global perspective provide comprehensive coverage of the information systems field. Case studies and group activities help reinforce concepts in e-commerce, knowledge management, business process reengineering and network computing.

**\*Bus 5903 – ST: E-Business**

Course Description – E-business (electronic business), derived from such terms as "e-mail" and "e-commerce," is the conduct of business on the Internet, not only buying and selling but also servicing customers and collaborating with business partners. Today, major corporations are rethinking their businesses in terms of the Internet and its new culture and capabilities. Companies are using the Web to buy parts and supplies from other companies, to collaborate on sales promotions, and to do joint research. Increasingly, much direct selling is taking place on the Internet of computer-related equipment and software. With the security built into today's browsers and with digital certificates now available for individuals and companies, much of the early concern about the security of business transaction on the Web has abated and e-business by whatever name is accelerating. This course provides an overview of the elements of e-Business such as strategy, technology, relationships, and related issues and examines the rise and fall of the dot-coms of the 90s and the prospectus for future stability of the market.

**\*Bus 5903 – ST: Conflict Resolution**

Course Description – A basic premise of this course is that conflict is inevitable, and if mismanaged can lead to serious consequences that can be costly for the organization. Conflict is healthy if managed correctly. Conflict also provides an opportunity for change. Conflict strategies that worked well in the past will not necessarily continue to work well in the future, and changes that helped one type of firm may harm another. In sum, the goal for this course is to further your academic, professional and personal development. This class will help you become more aware of yourself and your effect on others around you, as well as helping you develop a conceptual framework for understanding the full range of elements present in conflict situations.

**BUS 5923 – Global Business**

Course Description – Similarities and differences in business practices and management styles of global firms across a variety of industries; strategies employed to gain competitive advantage in international markets in the context of NAFTA; impact of history, culture, and current political environment on the global economy. Credit: Three hours.

**BUS 5963 – Management of Operations**

Course Description – Process and project management and development of functional strategies to create value for an employer and their consumers; management tools and approaches for analyzing operations and applications to a wide variety of managerial decisions. Credit: Three hours.

**HSM 5003 - Management of Health Services Organizations**

Course Description - Introduction to the theories, concepts, techniques, functions, and methods of management as they relate to health services organizations generally, with specific emphasis on hospitals. Credit: Three hours.

**HSM 5033 - Health Services Human Resources Management**

Course Description - Techniques for effective management of human resources in health services organizations. The theories of organizational behavior are explored in relation to the functions and principles of human resource management including: planning, staffing, appraising, compensating, and developing employees. Relevant employment and labor relations law relating to health care organizations is examined. Prerequisites: HSM 5003 or permission of instructor. Credit: Three hours.

**HSM 5043 - Legal Foundations of Health Systems Management**

Course Description - Introduction to law as it affects the health delivery system with emphasis on both the theoretical and practical determinants of legal decision making. An examination of the American legal system, its principles and processes, as well as how the law regulates issues related to control of costs through regulation and antitrust laws, and respect for "personhood" in the context of the professional-patient and organization-professional relationship are also addressed. The dynamics between law and ethics are explored. Prerequisites: HSM 5003 or permission of instructor. Credit: Three hours.

**HSM 5053 - Quantitative Methods in Health Systems Management**

Course Description - Fundamental principles of probability theory, statistical inference, linear regression, and management science applied to the analysis of management problems in health care administration. Applications include forecasting methods, deterministic and stochastic approaches to modeling systems behavior, and simulation methods. Credit: Three hours.

**HSM 5063 - Financial Management for Health Systems Management**

Course Description - Examination of the theory and practice of health care financial management and decision making methods. Emphasis is placed on the role of the finance function in measuring, evaluating, and controlling an organization's performance. Topics include financial statement analysis; cash and working capital management; corporate planning, budgeting, and control systems; third-party reimbursement systems; discounted cash flow analysis; and capital investment decision analysis. Prerequisites: HSM 5053, BUS 5433. Credit: Three hours.

**HSM 5183 - Health Resources and Policy Analysis**

Course Description - Determinants of U.S. health policy and resource allocation. Assessment of the impact of health policy on the medical marketplace. Ideological, social, and professional bases affecting health personnel, regulation, and forecasting health service needs. Credit: Three hours.

**HSM 5263 - Advanced Financial Management for Health Systems Management**

Course Description - Examination of the foundations of health care financial management decisions through a combination of case analysis and readings from the literature of health care finance. Emphasis is placed on understanding the role of risk in the financial decision-making process and on integrating the theory of financial decisions with practical problems in health care finance. Topics include: capital markets and the risk-return relation, estimating the cost of capital, valuation models, capital structure decisions, and agency relationships. Credit: Three hours.

**HSM 5903 - Special Topics – Analysis and Management of Health in Populations**

Course Description - Group study of selected topics in Health Systems Management Prerequisite: Completion of all required/core courses. Credit: Three hours.

**HSM 5933 - Capstone Seminar in Health Systems Management**

Course Description - An integrative course which emphasizes application of skills and knowledge acquired in the HSM curriculum. Health care management problems are solved using case studies, role playing, and simulation. Prerequisite: Completion of all required HSM courses. Credit: Three hours.

# **MBA/MHSM Class Locations**

Additional details/maps can be found on [www.twu.edu/som/class-locations.asp](http://www.twu.edu/som/class-locations.asp)

## **Dallas**

Dallas Parkland Campus (HSM Classes)  
5500 Southwestern Medical Avenue  
Dallas, TX 75235-7299  
214.689.6500  
214.689.6583 *fax*

## **Fort Worth**

Education Services Center, Region XI  
3001 North Freeway Exit 54b  
Fort Worth, TX 76106  
(817) 740 - 3600

## **Plano**

Sockwell Center  
6301 Chapel Hill Blvd.  
Plano TX. 75093-6395  
(469) 752 - 4752

## **Denton**

TWU  
304 Administration Drive  
Denton, TX 76204  
(940) 898-2111

## **DFW**

American Airlines Training and Conference Center  
4501 Highway 360 South  
Fort Worth, TX 76155  
(817) 956-1000

# Application Procedure

1. Apply online by completing the Texas Common Application form at: <http://www.applytexas.org> and pay the applicable Graduate School Application fee.
2. Submit official Transcripts (undergraduate and graduate) from every college/university attended to:

## **Application Materials Mailing Address**

Texas Woman's University  
Office of Student Records  
P.O. Box 425649  
Denton, TX 76204

## **Materials Overnight Mailing Address (Mon-Fri)**

Texas Woman's University  
Office of Student Records (ACT Building, 1st Floor)  
304 Administration Dr  
Denton, TX 76204  
Ph: (940) 898-3076

3. Submit two letters of recommendations and your current resume/professional vitae to:

## **Via Email:**

Dr. Paula A. Hughes, Ph.D., Director - School of Management at:  
EMBA@twu.edu  
Copy Linda Wee on email at:  
LWee@twu.edu

## **Or Via Mail:**

School of Management  
Texas Woman's University  
CFO # 510  
PO Box 425738  
Denton TX 76204-5738

To check your status and confirm receipt of materials, please contact:

Office of Student Records: Toll Free 1-(866) 809-6130 or (940) 898-3076.

# Financial Aid and Scholarships

## *Steps to Hassle-Free Financial Aid*

1. Complete the [Free Federal Application \(FAFSA on the Web\)](#) using completed tax returns.
2. Complete all sections of the [TWU Financial Aid Certification and Information Form](#).
3. Have all required financial aid forms and requested information in to the TWU Financial Aid Office by the deadline.
4. Read and respond promptly to any information received from the TWU Financial Aid Office.
5. Complete [TWU Debt Management/Loan Counseling](#) if you have not already done so at TWU, and if you are applying for a student loan. This can be completed at our [Entrance Loan / Debt Management Counseling](#) page.
6. Pre-register at your scheduled time or at least 30 days prior to the beginning of each semester for which you have applied for financial aid.
7. Enroll in at least six semester hours each semester for which you apply for financial aid.
8. Know your satisfactory academic progress requirements. Consult the TWU Financial Aid Office if you are an undergraduate student and plan to drop below 12 semester hours, or if you are a graduate student and plan to drop below 6 semester hours.
9. Have a declared major on record in the [Registrar's Office](#) if beyond the freshman classification.
10. Keep your mailing address, e-mail address and phone number up to date with the [Registrar's Office](#), [TWU Portal](#) Account and [TWU OneCard](#).
11. Activate your [TWU OneCard](#) as soon as you receive it. You cannot receive a financial aid refund without activating your [TWU OneCard](#).
12. Accept your Federal Stafford Loan, Parent Loan and/or Graduate PLUS Loan when awarded by going to the [TGSLC Loans by Web](#) website. You may reduce your loan or decline the entire loan amount at this web site.

# Scholarship Information

**The Scholarship application will be available on pioneer portal mid-October. The deadline for 2011-2012 scholarship application is March 15th 2011.**

Texas Woman's University offers several scholarship opportunities for both new and continuing students. You may complete a scholarship application on-line. Students who are awarded scholarships will receive a personalized scholarship offer letter from the TWU Financial Aid Office. Students must return the letter by the deadline to avoid having the scholarship cancelled. Students not awarded scholarships will also be notified.

## Out-of-State Waivers

Out-of-state students who are awarded \$1,000 or more in TWU academic scholarship funds may qualify to pay tuition at the Texas resident rate. Eligible students will be notified if they qualify for an out-of-state tuition waiver.

## Eligibility

To be considered for scholarships students must meet the following criteria:

- Complete and submit a TWU Scholarship Application to the TWU Financial Aid Office by March 1.
- New students will receive the scholarship application along with information mailed to them by the TWU Admissions Office.
- Have a cumulative grade point average of 3.0 or higher for undergraduates and 3.2 or higher for graduate students.
- Have all required admission applications and academic transcripts in the TWU Admission's Office or Graduate Admission's Office by March 1.
- Enroll full-time (minimum of 12 hours for undergraduates; minimum 9 hours for graduate students and 6 hours for graduate assistants). **EXCEPTIONS:** You are graduating the semester of the award or your degree program requires less than full-time enrollment (Example: Clinicals, student teaching, thesis, dissertation).
- Declare a major if you are an undergraduate student and have attempted at least 24 semester hours, or you are a graduate student and have attempted at least 12 semester hours.

**No Scholarship funds will be available from the programs listed on the TWU Scholarship Application if you submit your scholarship application or complete your admissions file, if applicable, after March 15.** (Prospective high school graduates may submit to the TWU

Admissions Office a partial academic transcript for scholarship evaluation.)

# Scholarship Hints

The following is a list of helpful hints useful for students when applying for scholarships.

- Meet deadlines. Do not wait until the last minute or deadline date to complete the application(s). Some organizations require official transcripts and/or letters of reference. Allow time to assemble all required information.
- Read through the scholarship information and application before writing on the application form.
- Follow directions explicitly.
- Complete the application by typing or printing in black ink. Do not use cursive writing when completing an application. Make sure all information on the application is neat, accurate, and legible.
- Only submit requested information. Additional information may result in your application not being favorably considered. Do not submit letters of recommendation, photos, resumes, or transcripts unless they are requested.
- Maintain a record of your applications and the dates submitted. Keep a copy of the application and all other information submitted to the organization.
- If you are asked to write an essay, use accurate grammar, spelling, and punctuation. Have someone proofread your work.
- Send thank you notes to scholarship donors.
- Reapply each year, if required.

\*These awards are automatically renewable for up to four years or receipt of a bachelor's degree as long as a cumulative grade point average of 3.0 or more is maintained.

For more information on scholarship listing and other scholarship sources visit on web at:

<http://www.twu.edu/finaid/default.asp>

## Frequently Used Numbers

Admissions/Enrollment	(940) 898-3188
Bookstore	(940) 898-3102
Bursar (Cashier)	(940) 898-3570
Career Services	(940) 898-2950
Distance Education	(940) 898-3409
Disability Support Services	(940) 898-3835
Dr. Hughes	(940) 898-2155
EMBA Admin.	(940) 898-2199
Financial Aid	(940) 898-3064
Governor Jackson	(940) 898-3051
Grad. School -- Fax	(940) 898-3412
Graduate School	(940) 898-3415
Human Resources	(940) 898-3555
International Education	(940) 898-3338
IT Help Desk	(940) 898-3971
Payroll	(940) 898-3561
Registrar	(940) 898-3036
Scholarships	(940) 898-3055
School of Management	(940) 898-2111
SOM Grad. Assistants	(940) 898-2121
SOM Dept. Fax	(940) 898-2283
Student Life	(940) 898-3615
Student Records	(940) 898-3076
Study Tour	(940) 898-2105

### **TWU Main Switchboard (940) 898-2000**

HCA Emphasis (Dallas)	(940) 898-6560
Plano Location	(469) 752-4752
Ft. Worth Location	(817) 740-3600
<u>Houston Location</u>	
-- Administration	(713) 794-2000
-- Admission & Registration	(713) 794-2320
-- Campus Manager	(713) 794-2333
-- Cashier	(713) 794-2329
-- Financial Aid	(713) 794-2315