Undergraduate Health Systems Management (HSM) Student Handbook

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# Table of Contents

Welcome Message .................................................................................................................. 4

I. Loyola University Chicago Mission, Values and Promise .................................................... 5

II. Marcella Niehoff School of Nursing (MNSON) Mission and Values .................................... 5

III. Overview of Undergraduate Health Systems Management (HSM) Program ...................... 5
within the Marcella Niehoff School of Nursing ...................................................................... 5

IV. MNSON Health Systems Management Program ................................................................ 6
   A. Beliefs about Health Systems Management ..................................................................... 6
   B. Beliefs about Health Systems Management Education ....................................................... 6
   C. Program Outcomes ............................................................................................................. 7

V. Academic Support ............................................................................................................. 7
   A. Academic Advising ............................................................................................................ 7
   B. Services for Students with Disabilities (SSWD) ................................................................. 7
   C. Special Health Accommodations ...................................................................................... 8
   D. Changing a Major ............................................................................................................. 8

VI. Communication Systems .................................................................................................. 8
   A. Email Policy ....................................................................................................................... 8
   B. LUC Learning Management System ................................................................................. 8

VII. Admission into the Health Systems Management Program .............................................. 8

VIII. Academic Standards for Health Systems Management Program ...................................... 9
   A. Grading System .................................................................................................................. 9
   B. Final Examinations .......................................................................................................... 10
   C. Grade Requirements ....................................................................................................... 10
   D. Senior Year Internship ................................................................................................... 10
   E. Senior Year Capstone ..................................................................................................... 11
   F. Academic Probation .......................................................................................................... 11
   G. Alterations in Program Plan ............................................................................................ 11
      1. Withdrawal ................................................................................................................... 11
      2. Leave of Absence (LOA) ............................................................................................ 11
3. Coursework completed outside of LUC ................................................................. 12
H. Dismissal from the MNSON for Poor Scholarship .................................................. 12
I. Dismissal from the MNSON for Reasons Other than Poor Scholarship ............... 13
J. Support & Guidance ............................................................................................... 13
K. Appeal Process ...................................................................................................... 13
L. Failure to Progress Probation ............................................................................... 14
M. Appeal to Register for Over 18 Hours ................................................................. 14
N. Academic Grievance Procedure ........................................................................ 14
IX. Health Systems Management Minor ................................................................... 14
X. Access to UHSM Courses for Students Not Enrolled in the Major or Minor .... 15
XI. Academic and Professional Integrity .................................................................... 15
XII. Opportunities within the MNSON ...................................................................... 15
   A. Student Organizations and Service ................................................................. 15
   B. Academic Awards ............................................................................................ 16
   C. Independent Study ........................................................................................... 16
   D. International Experiences ............................................................................... 16
Welcome Message

On behalf of the faculty and staff of Loyola University Chicago’s Marcella Niehoff School of Nursing (MNSON) I would like to welcome you to our school! It is our goal to make this educational experience a positive and rewarding time of growth and to guide you toward meeting your professional goals. In order to help your smooth progression through the Undergraduate Health Systems Management (HSM) program, this handbook will be your reference guide. Use the handbook to become acquainted with the policies, procedures and services within the Undergraduate HSM program; academic and professional expectations will be explained as well as the process for preparing for your senior year internship experience. The handbook will also give you information on student organizations, awards, academic support and international experiences. Links to Loyola University Chicago's academic policies are provided. The many websites and policy documents that are referenced throughout the handbook are accessed by a simple “click” on the underlined text in the Table of Contents when viewing this handbook online. When changes occur regarding policies or procedures, the handbook will be amended and all students will be notified of the amendments. We hope the handbook is informative and supports you throughout your academic journey.

It is the responsibility of each student to review the handbook as a way of preparing for academic life and facilitating your successful progression toward graduation. Please visit our offices to meet our faculty and academic advisors for additional guidance and assistance. We look forward to assisting you on your path toward a BS degree.

Sincerely,

Vicki A. Keough, PhD, APRN-BC, ACNP, FAAN
Dean and Professor
Marcella Niehoff School of Nursing
I. Loyola University Chicago Mission, Values and Promise
Loyola is Chicago’s Jesuit Catholic University—a diverse community seeking God in all things and working to expand knowledge in the service of humanity through learning, justice, and faith. The Marcella Niehoff School of Nursing curriculum is based on the Loyola University Chicago Mission, Values and Promise.

Definitions and more information regarding the university Mission, Values and Promise can be found at [http://www.luc.edu/mission/](http://www.luc.edu/mission/).

II. Marcella Niehoff School of Nursing (MNSON) Mission and Values
The MNSON provides a transformative education in the Jesuit Catholic tradition, preparing leaders in the health professions to enhance the health of persons, communities, and the larger global environment through the discovery, application, and dissemination of knowledge; and service with others.

The MNSON is an integral part of Chicago’s Jesuit Catholic University. In concert with the Jesuit Catholic educational mission of the university, the MNSON values excellence in practice, service, education and research. The MNSON community strives to embody the Jesuit ideal of living and caring for others.

III. Overview of Undergraduate Health Systems Management (HSM) Program within the Marcella Niehoff School of Nursing
In 2006, the MNSON established the undergraduate HSM program to meet the growing need for healthcare administrators grounded in socially just and ethical management practices. This degree program is a non-clinical major that explores the structure of health systems, the policy environment and management of health service organizations. Graduates are prepared for entry level positions in the growing field of health care management or entry into graduate and professional programs such as health systems administration, public health or law. Information about the undergraduate program of Health Systems Management can be found at: [http://www.luc.edu/hsm/bshsm/](http://www.luc.edu/hsm/bshsm/).

The undergraduate HSM program is one of several degree programs offered within MNSON (the oldest baccalaureate nursing program in the state of Illinois). The four-year Bachelor of Science in Nursing (BSN) program attracts students for their initial university experience. The Accelerated BSN (ABSN) program, instituted in 1992, offers a fast-track to professional nursing for those who have already earned a baccalaureate degree in another field of study. The RN to BSN program is a degree completion track for registered professional nurses. One of the newest baccalaureate degree programs within MNSON is Exercise Science. Launched in 2012, this program prepares graduates for positions in health and exercise related fields.
Graduate programs, including the Master of Science in Nursing (MSN), the Doctor of Nursing Practice (DNP) and the PhD in Nursing degrees, prepare professional nurses for advanced practice and leadership roles in research, education, clinical practice and health care administration. MNSON also houses the nationally recognized Dietetic Internship and Master of Science in Dietetics programs for graduate students.

IV. MNSON Health Systems Management Program

A. Beliefs about Health Systems Management
The complexity of the United States health care industry demands leadership that is focused on the needs of all citizens. Health care leaders are responsible for creating, providing and evaluating health care activities. Effective leaders understand the need for making high quality, accessible health care services available to an increasingly multi-cultural society and to all people regardless of ability to pay. Competent leaders in health care employ management and leadership theories to manage the financial, technological, and human resources required to assure high quality care to all. This discipline is grounded in values, ethics, and social justice, and those employed in this discipline demonstrate the ability to adapt to an ever-changing health care environment.

B. Beliefs about Health Systems Management Education
The MNSON faculty believes an education in Health Systems Management must be rooted in values, ethics and social justice, with a solid commitment to the health care needs of all people including underserved populations. The curriculum is conceptually based on the framework of cost, quality, and access. The broad-based curriculum incorporates experiential learning activities, scholarly inquiry, business fundamentals, and exploration of the policies and practices that contribute to and can ameliorate health care disparities. The Chicago area provides students with a wide range of service-learning and internship opportunities that support the development of ethical and values-based leadership skills in keeping with the Jesuit tradition.

While the faculty is committed to appreciating the uniqueness of each student and accommodating individual learning needs, students are expected to assume responsibility for their learning. The individual life experiences that each student brings to the program will influence the way each student develops his/her own management style. The undergraduate curriculum emphasizes:

- Health Care Delivery Systems
- Population Health
- Resource, Quality and Information Management
- Cultural Competence
- Critical Thinking, Communication & Collaboration
C. Program Outcomes
Faculty and administrators are engaged in a collaborative effort to recruit, retain, educate, and graduate health care professionals who contribute to the well-being of society. The goal of the undergraduate health systems management program is to prepare graduates to perform effectively in entry level positions. At the completion of the program the graduate has the knowledge and skills to:

1. Demonstrate an understanding of the U.S. healthcare system, including its organization, structure, performance and terminology

2. Synthesize knowledge of economic, socio-cultural, legal, population health and policy issues as a basis for managing health systems

3. Identify the strategic, tactical and operational issues that drive the healthcare industry as a whole as well as the inter-relationships between its various segments

4. Apply organizational and management theories and principles in a variety of health care settings

5. Apply skills of information management, quality improvement and performance measurement effectively in a variety of health care settings

6. Integrate values, ethics and social justice into the management and leadership of health systems in keeping with a Jesuit Catholic tradition

V. Academic Support

A. Academic Advising
The freshman and sophomore student is advised through the Office of Academic Advising and Services (Sullivan Center) and concurrently through the Marcella Niehoff School of Nursing (MNSON). Junior and senior student advising is conducted in MNSON. The student may refer to LOCUS under the tab “Advising” for detailed information about their assigned advisor and advising hours. Academic advisors will meet with the student to discuss their program plan.

B. Services for Students with Disabilities (SSWD)
All requests for accommodations are considered on a case-by-case basis. The student requesting accommodations should meet with an SSWD staff member, as early as possible, preferably before the beginning of their first term at the university. The student is required to provide official documentation of
the disability from an appropriate professional. Contact information is available at www.luc.edu/sswd.

C. **Special Health Accommodations**

Documentation from a healthcare provider is required whenever a student has a health issue that demands certain precautions or accommodations that do not violate university or agency policies, yet allow the student to fulfill the objectives of the course. These situations may include, but are not limited to: pregnancy, special dietary needs, and other medical conditions that require modification and/or restrictions for student participation in service-learning or internship experiences. Documentation from a healthcare provider is required when the accommodations are no longer necessary.

D. **Changing a Major**

The health systems management student may change their major. The student should contact their MNSON Academic Advisor for information.

VI. **Communication Systems**

A. **Email Policy**

MNSON has established e-mail as an official means of communication using each student’s official LUC e-mail account. The School of Nursing will only send e-mails to the student’s university e-mail account. If the student chooses to use a personal account, it must be re-routed to their Loyola e-mail. The website that can be used for this process is http://pellonia.luc.edu/iuadmin. The student is responsible for checking their LUC accounts daily for important course, internship and MNSON information and announcements.

B. **LUC Learning Management System**

Faculty use Loyola University Chicago’s learning management system. The learning management system provides the student with all course information including the syllabus, course documents, calendar, assignments, grades, and, at times, lectures. The learning management system can be accessed online from the LUC homepage. The student can access the learning management system for each course once they have registered through LOCUS (Loyola’s Online Connection to University Services) at http://www.luc.edu/locus. The Loyola University Chicago UVID and password must be used to access web-based course information.

VII. **Admission into the Health Systems Management Program**

- HSM students may be admitted to the HSM major as freshmen, internal or external transfers.
- A minimum cumulative GPA of 2.5 is required to transfer into the HSM major.
VIII. Academic Standards for Health Systems Management Program

Each student is required to abide by Loyola University Chicago policies as well as MNSON policies. LUC policies may be found in the university catalog. 
http://www.luc.edu/academics/catalog/undergrad/reg.shtml. MNSON policies are identified below:

A. Grading System

The general grading scale for the Health Systems Management program in the MNSON is as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>(94-100)</td>
</tr>
<tr>
<td>A-</td>
<td>(92-93)</td>
</tr>
<tr>
<td>B+</td>
<td>(89-91)</td>
</tr>
<tr>
<td>B</td>
<td>(86-88)</td>
</tr>
<tr>
<td>B-</td>
<td>(84-85)</td>
</tr>
<tr>
<td>C+</td>
<td>(80-83)</td>
</tr>
<tr>
<td>C</td>
<td>(77-79)</td>
</tr>
<tr>
<td>C-</td>
<td>(75-76)</td>
</tr>
<tr>
<td>D+</td>
<td>(72-74)</td>
</tr>
<tr>
<td>D</td>
<td>(69-71)</td>
</tr>
<tr>
<td>F</td>
<td>(68 and below)</td>
</tr>
<tr>
<td>WF</td>
<td>Withdrawal/Failure</td>
</tr>
<tr>
<td>W</td>
<td>Withdrawal</td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
</tr>
<tr>
<td>P</td>
<td>Pass</td>
</tr>
<tr>
<td>NP</td>
<td>No Pass</td>
</tr>
<tr>
<td>NR</td>
<td>Registered Never Attended</td>
</tr>
</tbody>
</table>

Quizzes, Exams and Assignments

In addition to course policies, MNSON abides by the following:

- Exams and quizzes must be taken on the day scheduled. If illness or other serious circumstance arises, the course instructor is to be notified before the exam or quiz begins.
- Assignments are due on the date specified unless an extension is negotiated with the course instructor prior to the deadline date.
- The course instructor will determine the consequence of late or missing assignments.
- Cell phones, water bottles, hats (excluding religious head covering), and pocketed sweatshirts are not permitted during examinations.
B. Final Examinations

Final examinations are given during the scheduled examination period in each session. The student is expected to take their exams as scheduled. The student with more than 3 exams on a given day may contact the Associate Dean for Undergraduate Programs for consideration of possible exam schedule revision. The student who is unable to attend a final examination must contact their instructor prior to the exam.

C. Grade Requirements

All Health Systems Management required courses must be successfully completed with a grade of “C minus” or better. If a student fails to achieve a “C minus” grade, the course must be retaken. A course can only be repeated once.

D. Senior Year Internship

- A minimum cumulative GPA of 2.5 is required at the completion of the previous semester.
- All pre-requisite coursework must be complete prior to the start of the internship semester.
- Internship Orientation session must be attended in the previous semester.
- All required documents as outlined in the HSM Senior Internship Handbook must be submitted within prescribed timelines.
- Students may only attend internships after completing all health, security and other human resource requirements as required by the internship agency.

Students are responsible for their own transportation to and from internship sites. It is imperative that students plan for transportation needs prior to the senior internship semester.

Changing internship placements cannot be accommodated.

MNSON and the HSM Program abide by HIPAA law. Confidentiality is to be maintained in all forms of written and spoken communication including any communication on Facebook, blogs or other forms of social media. Failure to abide by HIPAA law may result in dismissal from the internship, the HSM program, MNSON and/or Loyola University Chicago.

Students are expected to abide by all agency-specific requirements regarding confidentiality and proprietary information. You may be asked to sign a Confidentiality or Non-Disclosure Agreement at your internship site. Confidentiality is to be maintained regarding all matters and content related to the business operations and policies of internship sites.
No HSM student is to be involved in direct or indirect patient care at any time during the internship experience. Failure to abide by this policy may result in dismissal from the internship, the HSM program, MNSON and/or Loyola University Chicago.

Refer to complete policies and procedures of the HSM senior internship in the HSM Internship handbook found under “Internship Info” in Sakai. Access the handbook and other internship documents by clicking here.

E. **Senior Year Capstone**

The HSM capstone course (HSM 350) is held at Health Sciences Division Campus in Maywood IL during the same semester as the internship. The course is offered immersion style, which involves 3 full days in February and 3 full days in April of the senior spring semester. Students are responsible for their own transportation to and from the capstone course. It is imperative that students plan for transportation needs prior to the senior capstone semester.

F. **Academic Probation**

Any student whose Cumulative GPA falls below 2.5 will be placed on academic probation. Students are allowed no more than 2 semesters on academic probation.

- **Initial Probation Period.** At the end of the first probationary semester the student must achieve a *Term* GPA of 2.5 or better. Failure to achieve a *Term* GPA of 2.5 or better at the end of the first probationary semester will result in dismissal from the Health Systems Management Program and the School of Nursing.

- **Any student who achieves a *Term* GPA of 2.5 or better at the end of their initial probationary semester, while not yet achieving a *Cumulative* GPA of 2.5 will be continued on probation for one more semester. A student will be allowed this one additional semester to return to good standing, defined as achieving a *Cumulative* GPA of 2.5 or better.**

The student is expected to adhere to LUC and MNSON academic policies. Refer to LUC academic policies at [http://www.luc.edu/academics/catalog/undergrad/reg.shtml](http://www.luc.edu/academics/catalog/undergrad/reg.shtml)

G. **Alterations in Program Plan**

1. **Withdrawal**

   Definition: When a student elects to change enrollment status by removing themselves from the official class roster. Refer to University Policy: [http://www.luc.edu/academics/catalog/undergrad/reg_credithour.shtml#d.en.120577](http://www.luc.edu/academics/catalog/undergrad/reg_credithour.shtml#d.en.120577)

2. **Leave of Absence (LOA)**

   It is expected that the student will maintain registration within the University from the time of initial enrollment until graduation. If this is not possible, a leave of absence (LOA) must be requested prior to the anticipated date of the leave.
The student in the undergraduate HSM program may request a leave of absence that is not to exceed two academic years, consecutively, or interspersed throughout the program. Accruing more than two years of LOA will result in automatic dismissal from the program. The student is advised to contact their MNSON Academic Advisor when considering a LOA. When the student returns from the LOA, they will be assigned to courses according to the current program plan, on a space available basis.

3. **Coursework completed outside of LUC**
   MNSON abides by the policies of LUC regarding coursework taken outside of LUC in addition to policies specific to HSM
   a. Transferring students with previous college credits can submit syllabi and transcripts to evaluate comparability to HSM courses. Documents should be submitted to the Academic Advisor.
   b. Current students planning to transfer course credits from a course taken outside of LUC must obtain approval from their Academic Advisor prior to enrolling. Failure to obtain prior approval may result in non-acceptance of transferred credit hours.

H. **Dismissal from the MNSON for Poor Scholarship**
   Definition: Dismissal is removal from LUC and MNSON according to their respective policies.

   - Per above, any student who fails to achieve a *Term* GPA of 2.5 or better for the initial probationary semester will be dismissed for poor scholarship from the Health Systems Management Program and the School of Nursing.

   - Per above, any student who fails to achieve a *Cumulative* GPA of 2.5 or better after two probationary semesters will be dismissed for poor scholarship from the Health Systems Management Program and the School of Nursing.

   - Any student who does not achieve a “C minus” or better in 2 or more required Health Systems Management courses will be dismissed for poor scholarship from the Health Systems Management Program and the School of Nursing.

   - Any student who fails to achieve a “C minus” or better in the same required course twice, will be dismissed for poor scholarship from the Health Systems Management Program and the School of Nursing.
• Students who maintain a cumulative GPA of at least a 2.0 may be academically eligible to submit an application for transfer to another school/college within the university.

I. Dismissal from the MNSON for Reasons Other than Poor Scholarship
The HSM Program and the School of Nursing reserve the right to dismiss a student regardless of GPA for reasons related to violations in professional role responsibilities, academic integrity or ethical practice.

J. Support & Guidance
The student who is subject to dismissal from the MNSON is advised to meet with their Academic Advisor for support and guidance.

K. Appeal Process
Definition: Reinstatement is the process whereby a student seeks to be readmitted to the MNSON.

The student dismissed from the HSM Program has an opportunity to apply for readmission within one calendar year after dismissal. The student who seeks readmission is required to meet with the HSM Academic Advisor to discuss the process. The Academic Advisor will collect and submit the necessary information to the Chair of the HSM Program Committee. The following materials must be submitted by the student in order to appeal for readmission:
1. Personal Statement
   a. Statement should be no longer than one page single spaced
   b. Statement should include the circumstances that led to your dismissal and the steps you have taken that demonstrate your ability to be successful in the HSM program
2. Two Letters of Recommendation from faculty/instructors
   a. Preferably letters should be from HSM faculty
   b. Letters must be in a sealed envelope and included with the appeal materials
3. Transcripts: If you attended another college/university since the time of your dismissal, you must include an official copy of your transcript in a sealed envelope with your appeal materials.

The Student may request to attend the HSM Program Committee meeting to present the Readmission Application. No one other than the student may attend the committee meeting when presenting for readmission. The HSM Program Committee will inform the student of the final decision within 72 hours of meeting.

A student who has been dismissed from the HSM program more than one time is not eligible to appeal for readmission.
L. **Failure to Progress Probation**
Any student who fails to show timely progression toward completion of his/her degree requirements per his/her program plan, may at the discretion of his or her dean, be placed on probation. A contract defining the terms under which the student can remove him/herself from probation must be completed by the end of the second week of classes in the next semester.

M. **Appeal to Register for Over 18 Hours**
A cumulative GPA of 3.0 or higher is required to register for greater than 18 hours in a semester. Students need to submit an Appeal to Register for Over 18 Hours form to the Academic Advisor of the Health Systems Management program.

N. **Academic Grievance Procedure**
In order to provide a forum for the fair resolution of academic disputes involving individual student complaints of the appropriateness of course grades and accusations of academic dishonesty, the student may refer to the following: [http://www.luc.edu/academics/catalog/undergrad/req_academicgrievance.shtml](http://www.luc.edu/academics/catalog/undergrad/req_academicgrievance.shtml)

IX. **Health Systems Management Minor**

A. Students wishing to fulfill the requirements for a minor in the UHSM Program must:
   1. Complete the Declaration of HSM Minor form and submit to HSM Academic Advisor
   2. Successfully complete 18 credit hours of courses from the major as evidenced by a grade of C- or better.

B. A student who does not pass with a C- or better or withdraws from a required UHSM course must repeat the course and achieve a grade of C- or better. Courses can only be repeated once. If the student repeats the course and does not achieve a grade of C- or better, the student will be dismissed from the UHSM program.

C. The five courses listed are required for the minor
   1. HSM 110 Healthcare in America
   2. HSM 368 Management of Healthcare Organizations
   3. HSM 386 Healthcare Informatics
   4. HSM 330 Healthcare Legal and Regulatory Environment
   5. HSM 340 Healthcare Leadership and Policy

D. The sixth course of the minor can be selected from the remaining courses of the major, that is, courses that are coded with the HSM prefix with the exception of
   1. HSM 350 Continuum of Care
   2. HSM 360-361 Healthcare Internship
E. HSM 325 may be taken but FINC332 is a prerequisite

X. Access to UHSM Courses for Students Not Enrolled in the Major or Minor
   A. The following UHSM courses are open to any student in the University regardless of his/her major:
      1. HSM 110 Healthcare in America
      2. HSM 210 Introduction to Global Health
      3. HSM 220 Aging in America
      4. HSM 230 Healthcare of Vulnerable Populations
      5. HSM 310 Introduction to Project Management

   B. Nursing students can take any UHSM course with the exception of HSM 350 and HSM 360-361.

XI. Academic and Professional Integrity
   The MNSON is committed to providing its students, faculty, staff and guests with an environment that is respectful, safe, and conducive to learning, teaching and employment. Professional behavior is expected at all times. The MNSON abides by the University Academic Integrity policy that clearly defines plagiarism and academic cheating and the consequence of academic dishonesty.

   For more information refer to:
   http://www.luc.edu/academics/catalog/undergrad/reg_academicintegrity.shtml

   1. The consequences of academic dishonesty can be severe, including failure in the course where the dishonesty occurred or greater sanctions including dismissal from the MNSON and/or Loyola University Chicago.

   2. Students are ethically obligated to report any observed dishonesty to the Course Instructor, HSM Program Director or Associate Dean for Undergraduate Programs.

   3. Failure to report observations of dishonesty may result in the same or similar sanctions as those who commit acts of academic dishonesty.

XII. Opportunities within the MNSON
   A. Student Organizations and Service
      The student is encouraged to participate in HSM organizations and service. Current and intermittent opportunities include the following:
      1. Health Systems Management Program Committee – Student Representative
      2. Upsilon Phi Delta – Health Systems Management Honor Society
      3. Health Systems Management Student Council
      4. Community-based service
      5. National and international service
B. Academic Awards
The MNSON recognizes outstanding achievement by awarding the following honors to graduating students:
   1. Dean’s Gold Key
   2. Scholastic Silver Honor Key
   3. Health Systems Management Advocacy and Leadership in Healthcare Award
   4. Health Systems Management Spirit Award

C. Independent Study
The student may have the opportunity to register for Independent Study. The purpose of Independent Study is to provide a focused experience in an area of health systems management interest. Independent studies can vary in credit (1-3 credits) and may be applied to LUC credit hour requirements. The student will meet with their Academic Advisor to discuss how the Independent Study will fit into their total curriculum plan. If the Independent Study meets the program plan, the student completes the Independent Study Form on LOCUS and submits this to the Associate Dean of Undergraduate Programs.

D. International Experiences
Study Abroad – Students interested in studying abroad must meet all the requirements for study prescribed by the Office of International Programs located in the Sullivan Center. For more information contact http://www.luc.edu/studyabroad.