

THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON DC

THE STUDENT HANDBOOK  
2009-2010

# THE DEPARTMENT

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The MHSa program is a professional graduate program whose goal is to train students to become the future managers and leaders for American and international health service organizations. It is expected that students present themselves as professionals both in manner and in dress. Students must continually keep themselves updated by reading all communications from advisors, the department chair, the student association, and the school of public health. Students are strongly encouraged to participate in the many educational and professional development experiences that the MHSa program offers during the year. It is an expectation that students make every effort to participate in local and national professional association meetings.

## **History of the HSML Program**

The George Washington University School of Public Health and Health Services Department of Health Services Management and Leadership achieves excellence in learning and research in health services management and contributes to the society through quality education, community service, and professional growth and development. The program's hallmark strengths are its emphasis on experiential learning, relationships with the unique national and international healthcare policy resources in Washington, DC, the center for Health Services Research and Policy, and access to the vast resources of The George Washington University.

The Master of Health Services Administration degree provides concentrated study in the management of health services organizations. Healthcare administration is an interdisciplinary field of inquiry, both basic and applied, that examines the use, cost, quality, accessibility, delivery, organization, financing, and outcome of health care services to increase knowledge and understanding of the structure, processes, and effects of health services for individuals and populations. It combines studies in social sciences, management theory, and public health to prepare students for management careers in healthcare organizations.

The key issues facing graduates in the HSML department are financing the rising costs of health care, efficient and effective delivery of services, quality health care access for all patients, free market competition, long term care, home health care, quality control, technology assessment, hospital-based marketing, alternative health delivery systems, and service delivery in developing countries.

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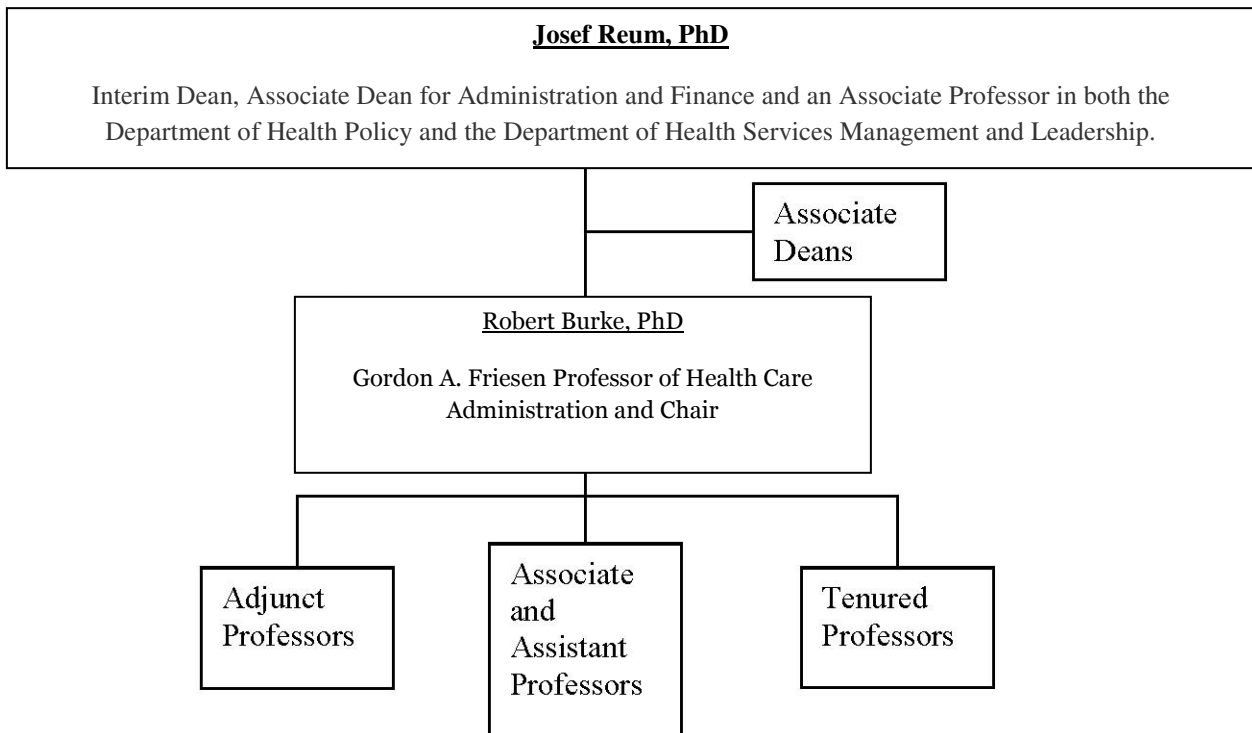
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## Current HSML Student Statistics\*

- Number of First-Year Students: 25
- Number of Second-Year Students: 26
- Number of Residency Students: 18
- Number of Internship Students: 3

\*Figures are for 2009-2010 academic year

## Department Chain of Command



## HSML Faculty

- Douglas G. Anderson MHA, FACMPE: Assistant Professorial Lecturer of Health Services Management and Leadership
- Brian Biles, MD, MPH: Professor of Health Policy and of Health Services Management and Leadership
- Robert Burke, PhD: Gordon A. Friesen Professor of Health Care Administration and Chair of the Department of Health Services Management and Leadership
- Kurt Darr, JD, ScD: Professor of Health Services Management and Leadership;

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**Department of Health Services Management and Leadership**

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Director of the MPH Concentration in Public Health Management

- Barbara DeBuono, MD, MPH: Visiting Professor of Health Services Management and Leadership and of Global Health
- Steven Eastaugh, ScD: Professor of Health Services Management and Leadership
- Leonard H. Friedman, PhD, MPH: Professor of Health Services Management and Leadership and of Health Policy; Program Director of the Master of Health Services Administration Program
- Bianca Frogner, PhD: Assistant Professor of Health Services and Management and Leadership
- Joesf Reum, PhD: Interim Dean, Associate Dean for Administration and Finance and an Associate Professor in both the Department of Health Policy and the Department of Health Services Management and Leadership.

## HSML Student Behavior/Expectations

### 1. Listservs

All students are expected to follow announcements and other important news that are transmitted through our various listservs. Please contact the following individuals to be added to a listserv:

- HSML Listserv (Department/Student Association Information) – Angela Raphael at **hsmrsa@gwu.edu**
- SPHHS Listserv (School of Public Health, courses, and job opportunities) – Robin Delk at **sphrad@gwumc.edu**

### 2. Classes

Students are expected to attend all classes, be punctual, and be prepared (e.g., read and complete all assignments prior to class). In addition, students are to participate in all class discussions and exercises. Papers, presentations, and other assignments must be done on time and be of the highest quality, as would be expected in any businesses environment. Should you not be able to make class or be late to class, you are to inform the instructor via phone or email.

Most HSML classes consist of a significant amount of group work and presentations. Group work is a great way to learn from fellow students; it is important that student's are able to accommodate meetings outside of class. Please keep this in mind

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if you are planning to work part or full time.

### 3. Part/Full Time Status

Full time students in the GW MHSA program are defined as having 9 or more credits of classes per semester. Any student registering for less than nine credits is considered part-time. Please let us know if you are considering changing your status; we are happy to advise.

### 4. Training and Requirements for Graduation

All HSML students must complete the HIPAA Primer course offered online by GW, the Human Participants Protection Education for Research Teams offered online by the NIH, and 8 hours of Professional Development (*Note: Professional conference hours in NCHE, ACHE, and other various organizations count and can help you complete this requirement!*) Students should not wait until the last minute to complete these requirements.

### 5. Academic Integrity

All students must adhere to the Code of Academic Integrity. The code defines academic dishonesty as cheating of any kind, including misrepresenting one's own work, taking credit for the work of others without crediting them and without authorization, and the fabrication of information. The full code can be found at: <http://www.gwu.edu/~ntegrity/code.html>

### 6. Community Service

Students are highly encouraged to perform service in their community. One option would be participation in the ISCOPEES program. ISCOPEES student teams devise health assessment and patient education projects at selected community sites, under the direction of university and community faculty. For more information about ISCOPEES, please look at: [www.gwu.edu/~iscopes](http://www.gwu.edu/~iscopes)

### 7. Networking Activities

Students are strongly encouraged to attend professional organization events each semester. Most students attend conferences hosted by ACHE, NCHE, ACHCA, or the Alliance for Health Reform. Our location in the nation's capital also provides unique opportunities to attend "Hill" briefings. Whenever possible, students should attend educational and social students sponsored by the Student Association and Alumni Association (e.g., Gibbs Oration, Executive Roundtable, etc.).

### 8. Accounting/Statistics Requirements

As part of the HSML Department's requirements for admission, all students are

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expected to have completed one introductory accounting course and one introductory statistics course with a grade of B or better. (*Please note: B- is not acceptable*).

## 9. Letters of Recommendation

Students requesting written recommendations from professors need to set up an initial meeting with the respective professor. Students are to give professors 3-4 weeks advanced notice to write the first recommendation. Please note the HSML Faculty is not required to write any recommendations for any students. After the initial recommendation is completed, additional recommendations can be requested on shorter notice

- a. Letters of recommendation needed for residency must be addressed individually. Letters addressed To Whom It May Concern will not be accepted.
- b. All letters of recommendation for residency must go through the residency coordinator before being sent.

## Residency/Internship

### • Residency (9 credits)

Most MHSA students continue with a one year residency program after they complete their first two years of coursework. Under the residency, students sign up for 3 credits per semester (Summer, Fall, and Spring) in their final year of study after they have completed the 41 credit requirement of core and elective class requirements. During the residency, the HSML department will be in constant communication with the student and preceptor about his/her experiences. Once begun, all residency students are expected to complete their residency within the one-year timeline.

Students determine what type of residency that want to do (Acute Care and Ambulatory Care Management, Practice Management, Post-Acute Care Management, Consulting, etc.) and what area of the country they would like to work in. These crucial factors must be decided early on if a student is looking at a specific region of the country. Students also develop a plan of action for their residency search and meet with their advisors.

Most residency/fellowship applications are due by November 1<sup>st</sup> of each year, however some deadlines are on a rolling basis. Students should allow ample time for their professional references to be written. Students are encouraged to ask for professional references in June and begin applying and gathering application materials in mid-July. Students who apply for an administrative fellowship rather than an administrative residency are to provide the residency coordinator with written documentation that he or she is eligible to apply. Some fellowship opportunities

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require that a student has a degree prior to beginning their placement. The student is to confirm with the fellowship site that they are eligible to apply.

Specific details on the residency program can be found at the end of this booklet in the residency manual.

- Internship (3 Credits)

MHSA students do have the option of completing a 3-credit capstone internship program *during* their second year of coursework and take three additional HSML elective courses in order to petition for graduation in two instead of three years. Only students with a significant amount of work experience are recommended to pursue this option and once a student commits to this option, he/she cannot change their mind. Please note that while all students can petition for this, no student (regardless of past experience) is guaranteed to be approved. All petitions are taken before committee and determined on a case-by-case basis.

# PROFESSIONAL DEVELOPMENT

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An important component of healthcare management is professionalism. These sessions are designed to facilitate the transition that students must make to become a professional. This includes personality/management traits assessments –i.e. Myers-Briggs testing, resume preparation, networking advice, management strength/weakness analysis, residency preparation, and much more. Sessions are typically between one to two hours and often include breakfast or lunch depending on the time of the session.

Students should note that they must complete 16 of the 22 Professional Development courses to be cleared for residency. Professional Developments are scheduled on Fridays throughout the semester; students should plan to keep their Fridays open accordingly.

## **Executive in Residence**

Every month during the fall and spring semesters, a distinguished alumnus comes to campus for an extended period of time to discuss real-world experiences, bringing to life the theories taught in the classroom. The Executive in Residence (EIR) participates in numerous activities which include luncheons, presentations, and mock interviews. These alumni also meet individually with students to explore their career aspirations and to talk about opportunities in the field. Past executives in residence include Arthur Shorr, Ronald Peterson, and Jack Buckley.

## **Professional Associations**

Many HSML students are members of professional organizations and attend many conferences. Below is a list of the major associations with which HSML students participate. Other associations are listed in the appendix

### **American College of Healthcare Executives (ACHE)**

<http://www.ache.org/>

The American College of Healthcare Executives is an international professional society of 30,000 healthcare executives who lead hospitals, healthcare systems and other healthcare organizations. ACHE is known for its prestigious credentialing and educational programs and its annual Congress on Healthcare Leadership, which draws more than 4,000 participants each year. ACHE is also known for its journals, the Journal of Healthcare Management and Frontiers of Health Services Management and its magazine, Healthcare Executive, as well as ground-breaking research and career development and public policy programs. Through such efforts, ACHE works toward its goal of being the premier professional society for healthcare leaders by providing exceptional value to its members.

### **National Capital Healthcare Executives (NCHE)**

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# PROFESSIONAL DEVELOPMENT

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<http://nche.ache.org/>

The National Capital Healthcare Executives (NCHE) is an organization of professional healthcare executives from the National Capital region. It was originally founded in 1961 and includes over 350 healthcare executives who represent a wide variety of healthcare institutions including hospitals, health agencies, foundations, consulting firms, military and other federal and state government agencies, and related private organizations.

## **The National Association of Health Services Executives**

<http://www.nahse.org/>

The National Association of Health Services Executives (NAHSE) is a non-profit association of Black health care executives founded in 1968 for the purpose of promoting the advancement and development of Black health care leaders, and elevating the quality of health care services rendered to minority and underserved communities. Since its inception, NAHSE has sponsored and participated in local and national programs and projects designed to improve quality, access and availability to health services and to expand educational opportunities in the field of Health Services Administration.

## **Health Information Management Systems Society (HIMSS)**

<http://www.himss.org/>

HIMSS (Healthcare Information and Management Systems Society) is the healthcare industry's membership organization exclusively focused on providing leadership for the optimal use of healthcare information technology and management systems for the betterment of human health. Founded in 1961 with offices in Chicago, Washington D.C., and other locations across the country, HIMSS represents approximately 17,000 individual members and some 275 member corporations that employ more than 1 million people. HIMSS frames and leads healthcare public policy and industry practices through its advocacy, educational and professional development initiatives designed to promote information and management systems' contributions to ensuring quality patient care.

## **Health Information Management Systems Society – National Capital Area (HIMSS-NCA)**

<http://www.himss-nca.org/>

The National Capital Area Chapter of the Health Information Management & Systems Society (HIMSS-NCA) has a diverse membership spread throughout Maryland, Washington DC, and Virginia. Our members represent hospitals, managed care organizations, integrated delivery systems, non-profit healthcare organizations, as well as government agencies such as the Military Health System, Veterans Health Administration, and the Department of Health & Human Services.

# PROFESSIONAL DEVELOPMENT

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## **Alliance for Health Reform**

<http://www.allhealth.org/>

America's health care system is always a work in progress. Every year brings new challenges and new proposed solutions. In the heat of debate, opinion leaders need an unbiased source of information so they can understand the roots of the nation's health care problems and the trade-offs posed by competing proposals for change. The Alliance for Health Reform exists to provide that information. We offer a full array of resources and viewpoints, in a number of formats, to elected officials and their staffs, journalists, policy analysts and advocates.

# THE HSML STUDENT ASSOCIATION

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The HSML Student Association was founded to provide a vehicle for constructive student involvement, recognition, and representation in the university and healthcare community. It affords students the opportunity to attend events and take part in activities that foster skills learned in the classroom.

The SA holds meetings once a month during the fall and spring semesters.

Membership is extended to all SPHHS graduate students with a management concentration (MHSA, MPH – Public Health Management, Specialist track, BS, and MBA with concentration in HSA).

Membership is not mandatory but is vital to a complete experience at GW. All current and incoming students are strongly encouraged to attend and take part in activities and projects.

## **Some of the activities that the SA organizes include:**

1. Executive in Residence:
  - Typically held monthly, the EIR gives a lecture and spends time giving mock interviews for students and is one of the events initiated and sponsored by the HSML Alumni Association.
2. Site Visits to local healthcare institutions
3. Participation in local, regional and national healthcare professional associations
4. Social and Networking Events
  - End of semester banquets and barbecues
  - Local social outings
5. Interaction with Alumni Association
  - Student Alumni Mentor Program
  - SA Board members participate in Alumni Association Board meetings
  - Networking with Alumni is encouraged, be sure to check <http://www.gwhsmpaa.org>
6. Peer Mentoring Program
  - New students are paired with returning students in the fall term
7. Communicating local events, opportunities and important information
  - Monday Morning Memo
  - Weekly Progress Reports
8. Monthly Meeting with Department Chair
  - Board members meet with the Chair to discuss important events, projects, and student concerns
9. Resume Book
  - Resumes are compiled for distribution to other programs and current and potential residency sites as a marketing tool
10. Student Handbook

# THE HSML STUDENT ASSOCIATION

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- Important information for new students is compiled for distribution at orientation
11. Website
- Developed in 2006, an important new tool for scheduling of events and communicating local opportunities, social events and important program related issues
  - The website is available at <http://www.gwu.edu/~hsmlsa>

## **Board Members**

### President

- Represents and communicates student concerns to faculty, school, and alumni
- Oversees meetings of the membership and the board
- Coordinates events at ACHE
- Ex officio member on all committee and projects

### Vice President

- Coordinates the Executive Roundtable
- Serves as the external point of contact for the SA
- Liaises with local professional organizations
- Sits on the NCHE Board of Directors

### Treasurer

- Maintains all financial records
- Maintains a list of active membership
- Coordinates Fundraising
- Prepares a budget for the term

### Communication Chair

- Monitors the listserv and disseminates information through the Monday Morning Memo
- Coordinates the Elections Process
- Updates Bylaws

### Professional Development Chair

- Coordinates the EIR program
- Coordinates the SAMP program with Alumni Chair
- Coordinates Site Visits

### Networking Chair

- Organizes functions that enhance social interaction among members
- Organizes Annual end of year banquet (December)
- Coordinates intramural sports activities

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## Recruitment Chair

- Coordinates with faculty in recruiting and welcoming incoming and accepted students
- Works with Admissions Office during Open House and Orientation events
- Coordinates tour and meet and greets with faculty, staff and students for interested applicants and incoming students

## Immediate Past President

- Provides continuity of activities through support to the President
- Non-voting Board member

## Student Essay Competitions

### 1. ACHE Student Essay Competition

The American College of Healthcare Executives Student Essay Competition was developed to stimulate and demonstrate the abilities of future healthcare executives to identify and describe important issues and developments in their chosen profession. Health management topics may range from strategic planning and policy to community and inter-organization relations. The competition is open to students currently enrolled in a graduate health administration program and is either an ACHE Student Associate or an active affiliate of ACHE in another status. Finalists will be invited to attend the Congress on Healthcare Leadership as guests of ACHE with transportation and accommodation expenses for two night paid by ACHE. The two winning entries will be published in future issues of *Journal of Healthcare Management*.

[http://www.ache.org/Faculty\\_Students/student\\_essay.cfm](http://www.ache.org/Faculty_Students/student_essay.cfm)

### 2. KaiserEDU.org Essay Contest

KaiserEDU.org has developed an essay contest for undergraduate and graduate-level student in any discipline. Students are asked to submit an essay on a specific topic provided by KaiserEDU.org. Entries will be judged by a panel of professional with experience in health policy and politics. Winners will receive a monetary prize and their essays will be posted on KaiserEDU.org.

<http://www.kaiseredu.org/studentessay.asp>

### 3. Eric Sellers Scholarship

To honor the memory of Eric Sellers, MHSA '01, the Sellers' family and the HSML Alumni Association offer two scholarships for HSML Student to attend the annual ACHE Congress on Healthcare Leadership. To be eligible students must be a full-time student (taking 9 credits or more) and have a grade point average of 3.5 or

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greater. A short essay is also required. The topic of the essay is announced annually.

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# THE ALUMNI ASSOCIATION

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## Alumni Association

Members of The George Washington University's Health Services Management and Leadership Alumni Association, representing more than 3,500 graduates, act as mentors and guides for students in the Department of Health Services Management and Leadership at the School of Public Health and Health Services. Alumni make regular visits to campus to lead group discussions, provide career guidance, serve as guest speakers and help students build a network of connections with health care professionals.

Some of the student-related activities of the Alumni Association include:

- The Gibbs Oration
- The Student-Alumni Mentoring Program (SAMP)

## The Gibbs Oration

The George Washington University Health Services Management and Leadership Alumni Association hosts the Gibbs Oration for students, faculty, and alumni each year during the fall semester.

The Gibbs Oration is presented in honor of Frederick H. Gibbs. Professor Gibbs was first appointed to chair the program in 1958 and he guided it through the formative years, stepping down in 1967 but remaining in a teaching capacity until 1972. Professor Gibbs had a distinguished career as a soldier, teacher, researcher, administrator and consultant. He was a member of numerous health professional organizations and authored a wide variety of professional papers and articles. Professor Gibbs was truly one of the great pioneers in developing graduate education in health services administration in the United States.

Professor Gibbs' influence has extended into succeeding generations through his professional careers and personal development of those he taught. His insistence on excellence pushed students and graduates to the outermost limits of their capabilities. One measure of his success is reflected in the many distinguished careers of those fortunate enough to have been his students. His strong character left a clear imprint on the Department of Health Services Management and Leadership.

Every year, a distinguished alumnus is chosen to speak as the distinguished "Gibbs Orator." Students have the opportunity to listen to the Oration along with a number of other lectures, and enjoy networking with faculty and alumni.

## The Student-Alumni Mentoring Program (SAMP)

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Health Services Management and Leadership students are all strongly encouraged to participate in the Student-Alumni Mentoring Program beginning in their first year of study. During the fall semester, students are matched to alumni mentors based on the results of student questionnaires.

## **SAMP Goals:**

SAMP is designed to support the development of future healthcare leaders and make a lasting contribution to the healthcare field by:

- Providing an opportunity for students to apply classroom setting to real-world situations.
- Enhancing students' knowledge of industry issues and "hot topics" through the provision of timely and relevant information.
- Allowing alumni to serve as "professional advisors" in a variety of areas including class selection, project work, community service and civic opportunities, resume preparation, interviewing and networking skills, and identification of career paths.
- Enhancing alumni access to a diverse talent pool for research projects, internships and job placements while establishing formal as well as informal linkages to the Department of Health Services Management and Policy.
- Strengthening the reputation and promoting awareness of the Department and the GWU School of Public Health and Health Services nationally and internationally.

## **Expectations of Mentors:**

- Be accessible to your student (within agreed upon parameters).
- Invest time in learning about the aspirations, attributes and interests of your student.
- Periodically identify special learning opportunities for your student in your organization or within your professional networks.
- Assist the student in developing his or her network of professional contacts.
- Take risks in sharing information, trusting that the student will respect the private nature of certain exchanges, and honor any commitments to and confidences of your student.
- Periodically validate the value and use of the counsel you are providing.
- Offer honest, caring and constructive feedback to your student on a regular basis.
- Provide formal and informal feedback to your SAMP contact people regarding program strengths, opportunities for improvement and prospective mentors.

## **Expectations of Students:**

- Respond to requests from the SAMP contact people concerning your participation in the program and maintain contact with the SAMP contact people throughout the fall and spring semester to monitor your progress with the program. Remember, the SAMP committee cannot address issues that we are not aware of –

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- communication is the key to a successful mentoring relationship!
- Maintain contact with your mentor (within agreed-upon parameters).
  - Invest time in learning about your mentor's organization and professional roles.
  - Request counsel from your mentor and follow up on how the information was helpful.
  - Respect and honor all commitments made to the mentor with respect to their time, your relationship and the confidentiality of communication.

SAMP is a great way for students to develop long-lasting relationships with leaders in the healthcare field. Students are encouraged to keep in contact with their mentor through email, phone conversations, and meetings and discuss coursework, internships, career opportunities, etc.

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## **Graduate Housing at GW**

GW offers both on-campus and off-campus housing options to graduate students.

The Hall on Virginia Avenue (HOVA) is an on-campus residence designated for full-time graduate students. Located at 2601 Virginia Avenue, NW, HOVA provides, safe, affordable residence-hall living convenient to GW's graduate schools and professional programs. <http://gwired.gwu.edu/gwhousing/whereyoulive/grad/hova/>

The Columbia Plaza Housing Program is an off-campus apartment complex that for incoming graduate students. The complex is conveniently located in Foggy Bottom and offers students competitively priced housing in a convenient location. <http://gwired.gwu.edu/gwhousing/whereyoulive/grad/cp/>

## **Other Housing Websites**

<http://www.washingtonpost.com>  
<http://www.apartmentguide.com>  
<http://washingtondc.craigslist.org/>

## **Housing Near GW**

A wide variety of housing options are available throughout the metropolitan area. Personal preference is generally the deciding factor in choosing a home. For GW students, proximity to campus may make a difference in where you want to live. The following areas are considered closest to GWU's downtown campus: Foggy Bottom, Northwest Washington, Dupont Circle, Georgetown, Alexandria, Virginia, and Arlington, Virginia.

## **Apartments Located Near GW**

The Monroe House 522 21<sup>st</sup> Street, NW 202.887.0697  
The Jefferson House 922 24<sup>th</sup> Street, NW 202.337.3900  
The Statesman 2020 F Street, NW 202.331.8827  
The Claridge House 950 25<sup>th</sup> Street, NW 202.337.2240  
The President 2141 I Street, NW 202.331.7800  
The Winston House 2140 L Street, NW 202.785.2200  
The Letterman House 2030 F Street, NW 202.296.5141  
The Savoy 1101 New Hampshire Ave., NW 202.296.8424  
The Empire 2000 F Street, NW 202.785.2622

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The Elise 825 New Hampshire Ave., NW 202.333.7711

Bonwitt Plaza 2401 H Street, NW 202.333.4884

Camden Grand Parc 910 15<sup>th</sup> Street NW 202.789.7200

Circle Arms 2416 K Street, NW 202.296.0090

Corcoran House 1616 18<sup>th</sup> Street, NW 202.332.9500

Columbia Plaza 2400 Virginia Ave., NW 202.293.2000

2112 New Hampshire 2112 New Hampshire Ave., NW 202.462.6004

Potomac Park 510 21<sup>st</sup> Street, NW 202.337.5252

No matter where you decide to make your home, close to campus or far away, there are tradeoffs. If cost is a key issue, remember that the farther away from the city, the less expensive the housing. If you rely on public transportation, keep in mind that living in the city requires less travel time. If you own a car, you should know that parking is generally a problem in the city as street parking is scarce and garages often cost approximately \$10 per day.

### **Metropolitan Neighborhood Descriptions**

Note: As neighborhoods vary within the city, students are well advised to visit the prospective living space and investigate the neighborhood in order to assess the safety of the area. Check the website for important information on leases.

#### **Adams Morgan.**

[www.adamsmorgan.net](http://www.adamsmorgan.net)

This is an urban area near Dupont Circle and Kalorama, centered around Columbia Road and 18<sup>th</sup> St., NW. Adams Morgan has a diverse population, both ethnic and economic, foreign and domestic students, young families, diplomatic officials, recent immigrants and longtime residents of the District. The neighborhood is richly diverse with many international restaurants and markets, including Latin Market on Sunday, plus many inexpensive shops and free festivals. This area is also referred to as Columbia Heights ([www.innercity.org](http://www.innercity.org)) and Dupont Circle North. Housing options and prices vary enormously. Commuting time to GW is 10-20 minutes.

#### **Alexandria, Virginia.**

[www.ci.alexandria.va.us](http://www.ci.alexandria.va.us)

Alexandria, a historic city, offers a wide price range in housing and a wide variety in types of housing, although many landlords may not advertise in newspapers. The main thoroughfare, Shirley Highway (I-395) is very crowded during rush hour. A key

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attraction of Alexandria is Old Towne, a restored colonial area with a wide array of shops and other attractions. The Yellow Line on the Metrorail makes several stops in the Alexandria area. Commuting time to GW is 30-60 minutes.

### **Cleveland Park / Woodley Park.**

[www.clevelandpark.com](http://www.clevelandpark.com)

Located on Connecticut Avenue, these neighborhoods are within walking distance of the National Zoo, a variety of restaurants, shops, and nightspots. Cleveland Park and Woodley Park are elegant neighborhoods with a variety of housing opportunities, including apartments, group houses, and basement apartments in private homes.

Approximately a 40-minute walk

straight up Connecticut Avenue from GW, this area is situated on a busy Metrobus route and there are two Metrorail stations. Commuting time to GW is 15-25 minutes.

### **Dupont Circle.**

[www.dupont-circle.com](http://www.dupont-circle.com)

The Circle is actually the entire area around lower Connecticut Avenue, surrounded by Adams Morgan/Washington Heights to the North. Dupont Circle is a busy office and luxury shopping area, as well as an urban cultural center populated by young people, artists, and musicians. The streets and avenues that radiate from Dupont Circle offer many types of accommodations at various prices,

from older high-rises to smaller apartment buildings and basement apartments or private rooms in homes. Dupont Circle is within walking distance of the University, is a main thoroughfare for metro buses, and is located on the Red Line of the Metrorail.

Commuting time to GW is 10-20 minutes.

### **Embassy Row.**

The area around Massachusetts Avenue is called Embassy Row, due to the profusion of foreign embassies surrounding this grand avenue. Tree-lined streets, elegant homes, upscale hotels, foreign embassies, chanceries, and art galleries constitute this neighborhood just blocks from Dupont Circle. Rental properties in this area are expensive. Within walking distance of campus, metro buses travel along Massachusetts Avenue as alternative transportation. Commuting time to GW is 15-20 minutes.

### **Foggy Bottom.**

Foggy Bottom is GWU's campus and surrounding neighborhood. Housing is convenient, but very expensive and limited. Advantages to living in this area include a very close proximity to campus. The White House, Kennedy Center, Watergate Hotel, Pennsylvania

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Avenue, museums, government agencies, and national associations are located here. Housing options include high-rise apartments and townhouses. Dupont Circle West and West End may also be considered part of Foggy Bottom.

### **Foxhall.**

[www.foxhall.org](http://www.foxhall.org)

Foxhall may be referred to as Arizona Place, Wisconsin, and Upper Georgetown. Available student housing is limited and expensive. Public transportation is limited as well.

### **Friendship Heights.**

Friendship Heights is located around upper Wisconsin Avenue on the DC/Maryland border. Rental rates are high. The area is served by Metrorail and bus service. Commuting time is 20 -45 minutes.

### **Georgetown.**

<http://www.georgetowndc.com/>

The Georgetown shopping area caters to students and young adults, but housing in this area is expensive and at a premium. Many apartments do not rent to students. This area is within 10-15 minutes walking distance from campus or can be reached by any bus on Pennsylvania Avenue.

### **Glover Park.**

This neighborhood is a quiet, secluded area above Georgetown within walking distance of American University and the National Cathedral. The population of Glover Park consists of students, young professionals, and families. Group houses abound in this area, along with smaller garden apartments that rent at reasonable rates. Many restaurants, shops, and Metrobus transportation are available here. Glover Park may also be referred to as Cathedral, Observatory, and Upper Georgetown. Commuting time to GW is 15-25 minutes.

### **Logan Circle.**

[www.logancircle.org](http://www.logancircle.org)

This Circle once contained Victorian mansions that are currently being renovated and revitalized. Due to its proximity to downtown, DC, this area has a mixture of housing accommodations, some considered safer than others. Prices are affordable, but students are advised to visit this neighborhood to decide upon their comfort level. Commuting time to GW is 15-25 minutes.

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## **North Arlington, Virginia.**

[arlingtonvirginiausa.com](http://arlingtonvirginiausa.com)

Northern Arlington's main streets are Lee Highway (Key Bridge), Route 50 (Theodore Roosevelt Bridge), and Wilson Blvd. (Theodore Roosevelt Bridge). All are accessible from GW by Metro on the Orange Line at the Rosslyn, Courthouse, Clarendon, and Ballston stations. There are many types of housing here, including townhouses, garden apartments, large high-rises, luxury apartments, duplexes, and individual homes. Rent is typically lower in Virginia. The commuting time to GW is 15-45 minutes during rush hour.

## **Northeast.**

This is the area around Howard University, Catholic University, Gallaudet University, and Union Station. Now an active urban hub, Northeast was originally farmland and the location of forts during the Civil War. Parts of Northeast can be unsafe after dark and students are advised to use caution. Housing options are less expensive and less luxurious. Metro buses travel regularly through all major arteries within Northeast and both the Yellow and Green Lines of the Metrorail system service neighborhoods in this area. Commuting time to GW is 20-40 minutes.

## **Northwest.**

This is the largest area of the District. It is comprised of several contrasting neighborhoods, including older areas and those being modernized and renovated. It is generally considered the safest area of DC, but it is recommended that students examine this area carefully before renting here. Most neighborhoods here are accommodated by the Metrorail system. Commuting time to GW is 10-30 minutes.

## **South Arlington.**

[Arlingtonvirginiausa.com](http://Arlingtonvirginiausa.com)

This area has many moderately priced accommodations. There are a variety of types of housing available. Crystal City is a section of high-rises off of US Route 1 overlooking the Potomac River; and is accessible by Metrorail on the Blue Line. Large populations of students, especially graduate students, live here. A new development of apartment complexes has been built at Pentagon City, adjacent to the Fashion Center shopping mall. Commuting time to GW is 30-60 minutes.

## **Southeast .**

<http://www.southeastdc.com/>

The neighborhood most famous in this area is Capitol Hill, location of the Library of

## LIVING IN WASHINGTON D.C.

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Congress and most major government offices. Southeast is very historic, consisting of important Federal buildings and residences representing diverse architectural styles. Members of the political set, many Federal employees, and young professionals make this their home. Due to the diversity of the residents, housing options and prices in this area vary. It is recommended that students examine this area very carefully before renting here. Metrobus and Metrorail are available. Commuting time to GW is 30-40 minutes.

### **Southwest.**

[www.swdc.org](http://www.swdc.org)

This is the downtown area near Washington's water front. It is also the location of many federal buildings. There are a wide range of economic and ethnic groups and Southwest is the location of many Federal buildings. New apartment buildings are being built in this area at very reasonable rates. Public transportation is available. Students should examine this area carefully before renting. Commuting time to GW is 20-30 minutes.

### **Spring Valley.**

<http://www.tenleystown.net/>

This is a high-income area, populated by American University students. It is also called Tenley, Tenleystown, Tenley Circle, or Ward Circle and is served by the Metrorail Red Line. Commuting time to GW is 20-40 minutes.

Resources to help you find a roommate for many people, the opportunity to live alone in an efficiency or one bedroom apartment is desirable, but too costly. Two bedroom apartments or group homes are often much more affordable than living alone due to the sharing of all costs. If you begin to look for a roommate, make sure you begin your search for the right person or persons objectively. Check these websites:

<http://gwired.gwu.edu/och/>

<http://www.roommates.com>

<http://www.rent.net>

<http://washingtondc.craigslist.org>

The Foggy Bottom/ GWU Metro stop is located on campus directly outside Ross Hall, home of the School of Public Health and Health Services. Depending on where you live, you can ride the Metrorail or Metrobus. For more information and schedules, contact Metro Information 202.637.7000 weekdays from 6:00 a.m. until 10:30 p.m or visit the website <http://www.wmata.com>.

Metrorail stations are marked by a tall brown column with a large **M** at the top. Inside

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each station is a color coded map to help you plan your trip. It will also tell you the amount of the fare and approximately how much time your trip will take. A farecard must be purchased to ride the Metrorail and is used to enter and exit each station. There are two fare periods for the Metrorail: rush hour (regular fare) and non-rush hour (reduced fare).

Rush hour times are Monday – Friday from 5:30 a.m. – 9:30 a.m. and from 3:00 p.m. – 7:00 p.m. It costs more to ride the Metro during rush hours. Metro operates seven days a week and rail stations open at 5:30 a.m. on weekdays and at 8 a.m. on weekends. Metrorail closes at midnight (2 a.m. on Friday and Saturdays) except for special events such as the annual 4th of July fireworks display when hours are extended.

	Maryland/Virginia	Washington, DC
Efficiency	\$750 - \$1300	\$950 - \$1400
1 Bedroom	\$800 - \$1500	\$900 - \$1700
2 Bedrooms	\$900 - \$1800	\$1500 - \$2700
3 Bedrooms	\$1000 - \$3200	\$1900 - \$4300
Shared apartment	\$400-\$1300	\$500 - \$1500
Entire House	\$1500+	\$1900+

### **Social Scene:**

Georgetown, Adams Morgan, and Dupont Circle are popular areas to go out amongst graduate students. There is a type of place for everyone, where DC has a lot of variety. Cabs in DC run on a zone system, and the amount is determined by the number of zones you are traveling within.

### **Useful Websites:**

[www.dcpages.com](http://www.dcpages.com)

Information on the national Cherry Blossom Festival, things to do, 4<sup>th</sup> of July weekend, Washington Post Weekend, Smithsonian, Kennedy Center, and *What's on Tap*, a listing of all the local happy hours.

<http://godc.about.com/>

Good information about sightseeing, the national mall, and the memorials.

## **APPENDIX**

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### **American Association of Homes and Services for the Aging (AAHSA)**

<http://www.aahsa.org/>

The members of the American Association of Homes and Services for the Aging ([www.aahsa.org](http://www.aahsa.org)) serve two million people every day through mission-driven, not-for-profit organizations dedicated to providing the services people need, when they need them, in the place they call home. Our members offer the continuum of aging services: adult day services, home health, community services, senior housing, assisted living residences, continuing care retirement communities, and nursing homes. AAHSA's commitment is to create the future of aging services through quality people can trust.

### **Healthcare Financial Management Association (HFMA)**

<http://www.hfma.org/>

HFMA is the nation's leading membership organization for healthcare financial management executives and leaders. More than 34,000 members, ranging from CFOs to controllers to accountants consider HFMA a respected thought leader on top trends and issues facing the healthcare industry. HFMA members can be found in all areas of the healthcare system including hospitals, managed care organizations, physician practices, accounting firms and insurance companies.

### **Medical Group Management Association (MGMA)**

<http://www.mgma.com/>

The Medical Group Management Association (MGMA), founded in 1926, is the nation's principal voice for medical group practice. MGMA's 20,000 members manage and lead more than 12,000 organizations in which more than 242,000 physicians practice. MGMA leads the profession and assists members through information, education, networking and advocacy. Its core purpose is to continually improve the performance of medical group practice professionals and the organizations they represent. MGMA serves the spectrum of physician practices from small to large, plus other health care delivery systems such as management service organizations, integrated delivery systems and ambulatory surgery centers.

### **American College of Health Care Administrators (ACHCA)**

<http://www.achca.org/>

Founded in 1962, ACHCA is a non-profit membership organization which provides superior educational programming, certification in a variety of positions, and career development for its members. Guided by the vision that dynamic leadership forges long term health care services that are desired, meaningful, successful, and efficient, ACHCA identifies, recognizes, and supports long term care leaders, advocating for their mission and promoting excellence in their profession.

## APPENDIX

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### **American Public Health Association (APHA)**

<http://www.apha.org/>

APHA has been influencing policies and setting priorities in public health for over 125 years. Throughout its history it has been in the forefront of numerous efforts to prevent disease and promote health. The American Public Health Association (APHA) is the oldest and largest organization of public health professionals in the world, representing more than 50,000 members from over 50 occupations of public health.