

**HPAA
Master's Student Guide
2005-2006**

Master of Healthcare Administration (MHA)

Master of Science in Public Health (MSPH)

Master of Public Health (MPH)



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GENERAL INFORMATION

WELCOME

Welcome to the Department of Health Policy & Administration. This guide highlights many of the rules, regulations, policies, and procedures of the Master's Program, as established by the department faculty and by the actions of the Administrative Board of the Graduate School. Each student should become familiar with the material pertaining to his or her degree program, and, together with a faculty advisor, make certain that the selected plan of study complies with the pertinent requirements.

This guide is intended to complement the information contained in the *Graduate School Handbook*. In instances of discrepancy between these guidelines and the *Graduate School Handbook*, the latter takes precedence.

IMPORTANT SITES AND SERVICES

SERVICES	LOCATION	PHONE	WEB SITE
Chapel Hill Transit			www.ci.chapel-hill.nc.us/transit
Disability Services	05 Steele	962-8300	http://disabilityservices.unc.edu
Email	022 Undergraduate Library	962-4357	https://onyen.unc.edu/
Graduate School - forms			http://gradschool.unc.edu/forms.html
Graduate School - Handbook			http://gradschool.unc.edu/publications.html
Health Affairs Bookstore			http://my.unc.edu
Health Sciences Library			http://www.hsl.unc.edu
International Center	Student Union	962-5661	http://internationalcenter.unc.edu/
Funding Opportunities	200 Bynum	843-8392	http://gradschool.unc.edu
HPAA Web Site			http://www.sph.unc.edu/hpaa/
NC Resident Status	217 Bynum	962-6324	http://www.unc.edu/depts/grad/residency/ncres.html
Registration	105A	962-3954	http://regweb.unc.edu
Scholarships & Student Aid	300 Pettigrew	962-8396	http://studentaid.unc.edu/
Student Central			http://studentcentral.unc.edu
Tuition Rates			http://www.unc.edu/finance/cashiers/stufininfo.htm
UNC One Card (ID)	Student Stores	962-1385	http://www.onecard.unc.edu
University Cashier	103 Bynum	962-1568 (info)	http://www.unc.edu/finance/cashiers/cashiers.htm
	105 Bynum	962-6824 (pymt)	(Note: credit card payments incur 2% transaction fee)

Health Policy and Administration Offices and Program

ADMINISTRATIVE OFFICES OF HEALTH POLICY AND ADMINISTRATION

	<u>Room</u>	<u>Phone</u>
Chair's Office		
Peggy Leatt, Chair	1101A.....	843-2748
Laurel Files, Associate Chair	1101B.....	966-7353
Carolyn Ingram, Assistant to the Chair.....	1101	966-9122
Business Office		
Kathy Cheek, Assistant to the Chair for Resource Management.....	1107A.....	966-7392
Amy Ciccotti, Accounting Technician	1107C	966-7393
Carrie Johnston, Human Resources Manager	1107B.....	966-7394
Tawynna Gordon, Accounting Technician.....	1107D	966-2890
Ph.D. Doctoral Program		
Morris Weinberger, Director	1101D	966-7385
Dr.P.H. Doctoral Program		
Edward N. Brooks, Director	1103C	843-4846
Suzanne Havala Hobbs, Associate Director	1121	843-4621
Master's Program		
Bruce Fried, Director	1104E.....	966-7355
Executive Programs		
James Porto, Director	1106C	966-7354
Bennet Waters, Associate Director.....	1106B.....	966-7368
William B. Gentry, Director, Community Preparedness & Disaster Management	1106F.....	966-4228
Jessica Russell, Executive Programs Manager	1106D	966-7364
Tracy Kennedy, Executive Programs Coordinator	1106H	843-1219
Undergraduate Program		
Deborah Bender, Director.....	1105B.....	966-7383
Student Services Office		
Cara Doyle, Registrar	1106A.....	966-7391
Jackie Siler-Coleman, Assistant Registrar	1106I	966-4609
Professional Development		
Oscar Aylor, Director	1102A.....	966-7380
Cathy Padgett, Career Services Coordinator	1106G	966-7390
Systems Specialist		
Paul Barrett.....	1103E.....	966-6445

August 24, 2005

HEALTH POLICY & ADMINISTRATION

Phone #	Name	E-Mail Address	Alias Address	Room
FACULTY				
966-7380	Aylor, Oscar R. (CI Asst Prof), MSHA	Aylor@email.unc.edu	Oscar_Aylor@unc.edu	1102A
966-1069	Baker, Edward L. (Res Prof), MD, MPH	ELBaker@email.unc.edu	Ed_Baker@unc.edu	400 Roberson St.
966-7383	Bender, Deborah E. (Res Prof), PhD, MPH	DBender@email.unc.edu	Deborah_Bender@unc.edu	1105B
843-9752	Carolina Population Center			401F Univ Square
966-7377	Biddle, Andrea K. (Assoc Prof), PhD	ABiddle@email.unc.edu	Andrea_Biddle@unc.edu	1105E
843-4846	Brooks, Edward (CI Assoc Prof), DrPH	BrooksE@email.unc.edu	Ned_Brooks@unc.edu	1103C
843-2494	Dilworth-Anderson, Peggye (Prof), PhD	Dilworth@email.unc.edu		1102D
966-3891	Domino, Marisa E. (Assoc Prof), PhD	MDomino@email.unc.edu	Domino@unc.edu	1104G
966-7353	Files, Laurel A. (Assoc Prof), PhD, MBA	Files@email.unc.edu	Laurel_Files@unc.edu	1101B
966-7355	Fried, Bruce J. (Assoc Prof), PhD	BFried@email.unc.edu	Bruce_Fried@unc.edu	1104E
966-4228	Gentry, William B. (Lect)	WGentry@email.unc.edu		1106F
966-0993	Greene, Sandra B. (Res Assoc Prof), DrPH		SandraB_Greene@unc.edu	725 MLK Jr. Blvd.
966-7361	Harris, Dean M. (CI Assoc Prof), JD	HarrisDM@email.unc.edu	Dean_Harris@unc.edu	1104A
843-4621	Hobbs, Suzanne Havala (CI Asst Prof), DrPH		Suzanne_Hobbs@unc.edu	1121
966-6387	Kaluzny, Arnold D. (Prof), PhD	Kaluzny@email.unc.edu		262 Rosenau
966-7352	Kilpatrick, Kerry E. (Prof), PhD, MBA and Associate Dean of Academic Affairs, SPH	KKilpatr@email.unc.edu	Kerry_Kilpatrick@unc.edu	1103D
966-2501	Konrad, Thomas R. (Res Prof), PhD	Konrad@mail.schsr.unc.edu	Bob_Konrad@unc.edu	725 MLK Jr. Blvd.
843-4998	Leatherman, Sheila (Res Prof), MSW	SheilaLeatherman@aol.com		1120
843-2748	Leatt, Peggy (Prof), PhD	Leatt@email.unc.edu		1101A
966-7770	Lee, Daniel (Asst Prof), PhD	SYLee@email.unc.edu		1104B
966-2739	Lee, Jessica (Res Asst Prof), DDS, MPH, PhD		Jessica_Lee@dentistry.unc.edu	220 Brauer Hall
966-7374	Lohr, Kathleen (Res Prof), PhD	KLohr@RTI.org	klohr@unc.edu	1120
966-7666	Mayer, Michelle (Res Asst Prof), PhD, MPH	Michelle_Mayer@unc.edu		725 MLK Jr. Blvd.
843-5752	Mebane, Felicia (Asst Prof) PhD	FMEbane@email.unc.edu	FMEbane@unc.edu	1104D
843-2576	Morrissey, Joseph P. (Prof) PhD		Joe_Morrissey@unc.edu	1105C
966-5829	Cecil G. Sheps Center			725 MLK Jr. Blvd.
966-8930	Norton, Edward C. (Prof) PhD	ENorton@email.unc.edu	Edward_Norton@unc.edu	1101C
966-8125	Orton, Stephen N. (Prog Coord MAPH), PhD		Stephen_Orton@unc.edu	400 Roberson St.
966-7373	Paul, John (CI Assoc Prof), PhD	PaulJ@email.unc.edu		1102B
843-2728	Pink, George (Assoc Prof), PhD	GPink@email.unc.edu		1105D
966-7123	at Cecil G. Sheps Center for Health Services Research			
966-7356	Porter, Janet E. (CI Assoc Prof), PhD, MBA and Associate Dean for Executive Education, SPH	JPorter@email.unc.edu	Janet_Porter@unc.edu	400 Roberson St.
966-7354	Porto, James V. (CI Asst Prof), PhD, MPA	JPorto@email.unc.edu	Jim_Porto@unc.edu	1106C
843-8619	Reiter, Kristin (Asst Prof), PhD	Reiter@email.unc.edu		1104H
966-5541	Ricketts, Thomas C. (Prof), PhD	Ricketts@mail.schsr.unc.edu	Tom_Ricketts@unc.edu	725 MLK Jr. Blvd.
966-7388	Rozier, R. Gary (Prof), DDS	Rozier@email.unc.edu	Gary_Rozier@unc.edu	1105F
966-1938	Shea, Christopher (CI Instr), MA	CShea@email.unc.edu	Chris_Shea@unc.edu	1101E
966-2670	Silberman, Pam C. (CI Assoc Prof), JD, DrPH		Pam_Silberman@unc.edu	725 MLK Jr. Blvd.
843-2590	Stearns, Sally C. (Assoc Prof), PhD	SStearns@email.unc.edu	Sally_Stearns@unc.edu	1104C
843-1222	Stewart, Scott R. (CI Instr), MSPH		Scott_Stewart@unc.edu	1104I
843-9477	Tolleson-Rinehart, Sue (Res Asst Prof) PhD		suetr@unc.edu	1120
843-0309	Travers, Debbie A. (Res Asst Prof) PhD	DTravers@med.unc.edu		0415, Neuro Hosp.
966-7385	Weinberger, Morris (Prof), PhD	MWeinber@email.unc.edu		1101D
966-7375	Weiner, Bryan (Assoc Prof), PhD	Weiner@email.unc.edu		1102C
843-4998	Zeldin, Leslie (Project Mgr), MPH		Leslie_Zeldin@unc.edu	1102E
966-7387	Zelman, William N. (Prof), PhD	Zelman@email.unc.edu	WZelman@unc.edu	1105A

STAFF

966-7371	Allen, Jean C.	JAllen6@email.unc.edu	Jean_Allen@unc.edu	1104
966-7382	Andrews, Susan	Andresus@email.unc.edu	Susan_Andrews@unc.edu	1104
966-6445	Barrett, Paul	PBarrett@email.unc.edu	Barrett@unc.edu	1103E
843-7244	Beach, Nancy	NBeach@email.unc.edu		1104
	Berryhill, Peggy		Peggy_Berryhill@unc.edu	1106
843-6495	Cantrell, John		John.Cantrell@unc.edu	1107E
966-7392	Cheek, Kathy	KCheek@email.unc.edu	Kathy_Cheek@unc.edu	1107A
966-7393	Ciccotti, Amy	Ciccotti@email.unc.edu		1107C
966-7391	Doyle, Cara	Doylec@email.unc.edu		1106A
966-2890	Gordon, Tawynna	TMGordon@email.unc.edu		1107D
843-5507	Hunt, Linda	LHunt@email.unc.edu	Linda_Hunt@unc.edu	1104
966-9122	Ingram, Carolyn	CEIngram@email.unc.edu		1101
966-7394	Johnston, Carrie	Johnston@email.unc.edu		1107B
843-1219	Kennedy, Tracy	Kennedyt@email.unc.edu		1106H
966-7390	Padgett, Cathy		Cathy_Padgett@unc.edu	1106G
966-7364	Russell, Jessica	JessRuss@email.unc.edu		1106D
966-4609	Siler-Coleman, Jackie	JSiler@email.unc.edu		1106I
966-7386	White, Philip	PCWhite@email.unc.edu	Phil_White@unc.edu	1103I

HEALTH POLICY AND ADMINISTRATION FACULTY AREAS OF INTEREST

Department of Health Policy and Administration School of Public Health The University of North Carolina at Chapel Hill List of Faculty Members and Their Expertise

Name	Area of PhD/Doctoral Study	Special Interest/Expertise
Aylor, Oscar R.	Educational and Healthcare Leadership	Leadership and Governance of Healthcare Organizations, Healthcare Executive Behavior, Hospital Administration and Planning, Trends in the Healthcare Job Market, Biomedical and Organizational Ethics
Baker, Edward L.	Epidemiology and Occupational Health	Workforce Development, Information Systems, Public Health Policy
Bender, Deborah E.	Medical Anthropology and Sociology	International Maternal and Child Health, Access to Quality Care for Latino Immigrant Populations, Quality of Care for Latino Immigrant Populations, Human Resources Management in Healthcare, Integrated (Qualitative/Quantitative) Research Methods
Biddle, Andrea K.	Public Policy Analysis	Evidence-Based Medicine, Technology Assessment, Pharmacoeconomics, Outcomes Research in Children
Brooks, Edward	Maternal and Child Health (DrPH)	Health Services Policy, Access to Health Services, Research Ethics, Healthcare Leadership
Dilworth-Anderson, Peggye	Sociology	Minority aging, Family Caregiving and Aging, Health disparities, Dementia and Caregiving, Long-term Care
Domino, Marisa E.	Health Economics	Health Economics, Mental Health Economics and Policy, Medicaid Policy
Files, Laurel A.	Political Science	Organizational Development and Change, Strategic Planning, Graduate Education
Fried, Bruce J.	Health Policy and Administration	Healthcare Workforce and Human Resources Management, Mental Health Services and Policy, Global Health Systems and International Health, Health Services Management Education
Greene, Sandra B.	Biostatistics (DrPH)	Health care utilization and cost trends, Physician profiling, Health insurance and managed care, Health care planning and certificate of need, Health Care Policy Issues in North Carolina

Name	Area of PhD/Doctoral Study	Special Interest/Expertise
Harris, Dean M.	Law (JD)	Healthcare Law and Ethics, Antitrust Law and Policy, Certificate of Need Regulation, Fraud and Abuse, Healthcare Regulation in Developing Countries
Hobbs, Suzanne Havala	Health Policy and Administration (DrPH)	Food and Nutrition Policy (Domestic and International), Dietary Guidance Policy (Development, Analysis, Implementation), Nutrition in Health Promotion and Disease Prevention, Culture and Language in Health Services Delivery, Alternative and Complementary Health and Nutrition Services, Diet and Health Communication in the Public Interest
Kaluzny, Arnold D. (Professor Emeritus)	Medical Care Organization/Social Psychology	Organizational Design and Performance, Program Evaluation, Alliances in Health Services, Innovation and Organizational Change, Quality Improvement and Management, Cancer Prevention and Control, Evidence-based Management
Kilpatrick, Kerry E.	Industrial Engineering	Operations Research in Health Systems, Healthcare Financing, Health Policy Analysis, Business Case for Quality, Outcomes Research, Program Evaluation
Konrad, Thomas R.	Sociology	Health Workforce, Aging and Long-term Care, Provider-Patient Interaction, Evaluation, Survey Design and Methods, Organization and Delivery of Healthcare to Vulnerable Populations
Leatherman, Sheila	Social Work (Master's)	Quality of care, Health Systems Performance, International Health Policy, Managed Care
Leatt, Peggy	Sociology	Organizational Strategy and Design, Health System Reform, Patient Safety
Lee, Daniel	Health Services Organization & Policy	Healthcare Organization and Delivery, Organizational Change, Organization Studies, Social Networks and Social Capital, Health Professions, Health Care Utilization
Lee, Jessica	Health Policy Analysis	Access to Care for Children, Evidence-based Practice of Dentistry, Program Evaluation, Dental Public Health
Lohr, Kathleen	Public Policy Analysis	Evidence-based Practice, Quality of Care, and Clinical Practice Guidelines, Health Status and Quality of Life Assessment, Health Policy

Name	Area of PhD/Doctoral Study	Special Interest/Expertise
Mayer, Michelle	Health Policy and Administration	Access to Health Care for Children, Quality of Pediatric Care for CSHCNs, Underserved Pediatric Populations, Access to Pediatric Subspecialty Care, Pediatric Workforce
Mebane, Felicia	Health Policy	Impact of News Media on Health Policy, Politics, Health Policy Communication
Morrissey, Joseph P.	Sociology	Mental health, Substance Abuse, Justice Services/Policy, Interorganizational Systems, Managed Care, Depression in Primary Care, Families and Autism
Norton, Edward C.	Economics	Health Economics, Long-term Care and Aging, Econometrics, Managed Care and Mental Health
Orton, Stephen N.	English	Business Communication, Public Health Practice, Business Planning for Public Health
Pink, George	Finance	Health Services Accounting and Finance, Financial Performance Measurement, Nursing Cost Analyses
Porter, Janet E.	Health Policy, Research and Administration	Healthcare Strategic Management, Executive Education/Leadership Development, Children's Hospitals
Porto, James V.	Public Policy Analysis	Disaster Management, Expert Decision -Making, Ethical Decision-Making, and Situational Awareness, Measuring Efficiency and Effectiveness in Public Organizations, Comparative Evaluation Methodology (Data Envelopment), Public Policy Development and Assessment, Socio-Economic Evaluations (CBA, CEA), Political Leadership, Substance Abuse Treatment
Reiter, Kristin L.	Health Services Organization and Policy (finance)	Health Care Financial Management; Health Care Accounting; Hospital Pay-for-Performance
Ricketts, Thomas C.	Health Policy and Administration	Rural Healthcare, Primary Care, Regionalization of Services, Political Philosophy, Policy Implementation and Policy Development, Global and Comparative National Health Policies
Rozier, R. Gary	Dental Health (MPH)	Dental Public Health, Access to Care for Children, Effectiveness of Preventive Services, Program Evaluation
Shea, Christopher	Public Administration (MPA), English (MA)	Business Writing, Organization Studies, Management in the Public Sector

Name	Area of PhD/Doctoral Study	Special Interest/Expertise
Silberman, Pam C.	Health Policy (DrPH)	Managed Care, Uninsured, Medicaid, State Child Health Insurance Program, State Health Policy, Rural Health
Stearns, Sally C.	Economics	Health Economics, Applied Statistical Methods, Health Service Reimbursement Systems, Cost-effectiveness Analysis, Use of Health Services at the End of Life
Stewart, Scott R.	Health Policy and Administration	Health Economics, Cost-effectiveness Analysis, Orphans and Vulnerable Children, Social Costs of HIV/AIDS, Reproductive Health in Developing Countries
Tolleson-Rinehart, Sue	Political Science	Health Politics and Health Policy, American Health System, Political Theory, Women's Health
Travers, Debbie A.	Information and Library Science	Healthcare Informatics, Adoption and Evaluation of Clinical Information Systems, Healthcare Data Standards, Emergency Medicine, Public Health and Bioterrorism Surveillance
Weinberger, Morris	Sociology	Health Services Research, Primary Care, Patient-centered Outcomes Research, Pharmaceutical Care, Quality of Care
Weiner, Bryan	Organizational Psychology	Organizational Change, Adoption and Implementation of Innovations, Patient Safety, Inter-Organizational Relationships
Wells, Rebecca	Health Services Organization and Policy	Safety Net Provider Strategies and Performance, Organizational Change, Inter-organizational Networks/Alliances, Community-Based Coalitions
Zelman, William N.	Sociology	Healthcare Financial Management, Cost Management, Institutional Performance Measures, Instructional Design, Distance Learning

IMPORTANT OFFICES

THE STUDENT SERVICES OFFICE

The Student Services Office is an excellent source of important information at all points in your academic career. This includes admission, curriculum requirements, and graduation. If you need an answer fast, can't find your advisor, or no one else seems to know the answer, your best bet is to look here. The door is always open and you are welcome to stop by any time.

Services Provided

Registration: All incoming students are automatically registered for their first semester. **Continuing students register for subsequent semesters online via Student Central.** General registration instructions and an online directory of classes are available at <http://regweb.unc.edu>. NOTE: If you register on or after the 1st day of class you will be charged a \$20.00 late fee.

Tuition and Fees: In accordance with State law, tuition and fees are assessed on a semester basis and are due *prior to registration*. Payment (*estimated, based upon anticipated courseload*) can be made in person, by mail to the University Cashier, or by phone via credit card. Installment plan information is available from the University Cashier. However, students who register during the early registration period have until the deadline indicated on the bill to pay tuition and fees or to complete the Tuition and Fees Deferment Form (see bill). Non-payment by the due date **will** result in cancellation of registration. Recipients of financial aid, or individuals with service appointments who will have their tuition expenses paid or payroll deducted, must submit verification of aid/payment to the University Cashier.

ID Cards: The UNC One Card is the official ID card for students, faculty, and staff. Your One Card is a multipurpose identification and online account card that provides access to certain facilities & events, and also serves as your UNC Library card. To obtain your card, take a current picture-ID to the One Card Office where your card will be issued.



Mailboxes: Student mailboxes are located in alphabetical order in the hall outside suites 1102 and 1107. Remember to check your mailbox regularly.

The Graduate School: The Student Services Office and the Graduate School work closely together to guide graduate students as they work towards completion of their degree. We encourage all students to refer to the *Graduate School Handbook* (<http://gradschool.unc.edu/handbook/>). Our office is governed by Graduate School policies. If you have questions in regards to transferring credits, taking courses at another university, changing your degree, graduation, etc. please refer to the *Graduate School Handbook* and feel free to contact our office.

FREQUENTLY ASKED QUESTIONS

Answers to the questions below can also be found by reading the *Graduate School Handbook* (<http://gradschool.unc.edu/handbook/>)

How many credits can I register for each semester?

Graduate students are permitted to register for no more than 16 hours in any semester. Overload requests are considered on an exceptional basis and must be approved by Dr. Bruce Fried and Cara Inagaki Doyle. Registration for a minimum of 9 hours is required to maintain status as a full-time student.

How soon do I have to decide which degree I want?

Students are expected to have thoroughly researched the degree programs offered, and to have made an informed selection of which program to pursue during the application process. However, we recognize that interests occasionally do shift. The department expects its two-year degree students to have confirmed their intended degree path by the end of their first semester. This is necessary because the courses taken second semester are different for students in the MHA and MSPH programs. If, during the summer between your first and second year, you feel led to change your intended degree program, it *may* be possible to change degrees and take the necessary courses within the two-year period. However, this may limit your concentration opportunities.

How much of my coursework am I required to complete in residence?

The School of Public Health requires that students fulfill a minimum residency requirement of no less than two full-time semesters. However, most students will need more time to satisfy the course requirements in specific programs.

Can I get more than one degree from this department?

It is not possible to receive more than one master's degree from this department during the same time period, or by double-counting courses. However, if you complete the requirements for both degrees, it *may* be possible to receive one degree and also receive a letter stating that you have fulfilled the requirements for the other degree. See your advisor or the student services manager for further information.

Can I take courses for credit at other universities?

Under certain conditions, students registered for at least three credit hours on this campus may take a maximum of two graduate-level courses, during a fall or spring term, or a maximum of one graduate-level course during a summer term, at any of the following schools:

- UNC-Greensboro
- Duke University
- NC State University
- UNC-Charlotte
- North Carolina Central University

A student must complete a "Request for Inter-Institutional Registration" form, which is available from the University Registrar's Office. The student's advisor must sign the form certifying certain qualifications.

Can credits/grades transfer from other institutions?

With the approval of the program, graduate students are allowed to transfer in up to 20% of the credits required for the degree. Such work must represent graduate-level course work relevant to the degree being sought, with course content and level of instruction resulting in student competencies at least equivalent to those of students enrolled in the current program. Grades earned on transferred work must be equivalent to B or better (B- is not equivalent to B). Transferred work will not be included in residence credit calculation. Requests for course work to be transferred for credit toward a graduate degree are reviewed by the Graduate School upon recommendation by the student's department.

What grades are assigned for graduate courses?

The University uses a non-traditional grading scheme of H, P, L, and F for all graduate programs/students. This scheme does not recognize "+" or "-", and differs significantly from grades awarded by UNC-CH professional programs (Law, Medicine, Dentistry). Consequently, an official University transcript will reflect only the following graduate grades for courses taken within your School of Public Health graduate program:

H	High Pass
P	Pass
L	Low Pass
F	Fail
F*	Fail, administratively assigned
S	Satisfactory progress on research courses, field training, theses, and master's paper
IN	Work incomplete (automatically becomes an F* within 12 months)
AB	Absent from final examination (automatically becomes an F* within 12 months)

[Source: *Graduate School Handbook*]

Can I calculate a grade point average?

Due to the non-traditional graduate grading scheme, which does not assign numerical values to H, P, and L grades, no official grade point average is calculated for graduate students. However, the department does assign point values to grades solely for the purpose of determining an "internal" grade point average and class ranking for nominations to Delta Omega, the Public Health Honorary Society. These grade point averages and class rankings are for internal use only and are *not* released to other organizations.

What grade do I need to maintain academic eligibility?

In order to pass a course, a student must, at minimum, receive a low pass (L) grade; no grade falling below the standard represented by the grade of L is counted for graduate credit. A student who receives a grade of F, or nine or more semester hours of L is ineligible to continue graduate study.

After each semester, the student services manager furnishes the program director and advisors with a list of students who have received one or more Ls or Fs in the program so that students who are "at risk" can be identified. Discussions are held with the advisor, course instructors, and/or the associate chair to decide a course of action. In the case of multiple Ls, if remedial action seems necessary, the student is encouraged either to obtain additional help in future courses, such as tutoring, or to take a lighter course load.

When special circumstances warrant, students made ineligible under the conditions stated above may be reinstated upon petition by the student to the Graduate School. Forms are available from the student services manager. The form is submitted to the chair, who must submit the petition together with a statement endorsing or declining to endorse the student's request. After reinstatement, any additional grade below "P" will result in the student becoming ineligible once again (Source: *Graduate School Handbook*).

Do withdrawals show up on my transcript?

In order to withdraw from a class (i.e., drop a class) and NOT have the withdrawal indicated on your transcript, you must drop the class prior to the "last day for drops" as established by the Graduate School. The date varies each term but is generally prior to the last two weeks of a semester. If you withdraw from a class after the drop date, a W will be displayed on your transcript.

NOTE: Single course withdrawal (drop) is not to be confused with withdrawing from the University, which is required when ALL classes are to be dropped.

Can I have my grade changed?

A permanent grade may be changed upon the initiative of the instructor only in cases of arithmetic or clerical error, and then, only with the approval of the chair and of the dean of the Graduate School. Such a change may be made no later than the last day of exams of the next succeeding regular semester. If a student wishes to formally protest the assignment of a permanent course grade, he or she must follow the specific guidelines described in the *Graduate School Handbook*.

Student Services Office
1106 McGavran-Greenberg Hall
Office Hours 8:00am – 5:00pm

STAFF

Cara Inagaki Doyle
Student Services Manager
(919) 966-7391
doylec@email.unc.edu

Jackie Siler-Coleman
Assistant Registrar
(919) 966-4609
jsiler@email.unc.edu

Jessica Coble Russell
Executive Programs Manager
(919) 966-7364
jessruss@email.unc.edu

Tracy Kennedy
Executive Programs Coordinator
(919) 843-4980
kennedyt@email.unc.edu

Cathy Padgett
Career Services Coordinator
(919) 966-7390
Cathy_padgett@unc.edu

THE CAREER SERVICES OFFICE (CSO)

The Career Services Office (CSO) supports summer internships, career placement, career resources, departmental alumni activities/alumni related events, and alumni database liaison functions for HPAA undergraduates and residential Master's students.

Resources through the Career Services Office

Individual Counseling: Students can sign up for individual counseling sessions to discuss resume & cover letter preparation, interviewing skills, internship opportunities, mentoring links, and job searches.

Health Policy and Administration Alumni Liaisons (HPALS): HPALS is a mentoring program that matches students in one-on-one relationships with alumni mentors and other professionals in the field of practice. This program is intended to provide students with an opportunity to interact with successful healthcare leaders in a variety of professional areas while giving alumni the chance to remain connected with students, the department, and the School of Public Health. HPALS mentors generally have relevant experience, a commitment to the field of public health and community service, and a general interest in building a personal and professional relationship with an early careerist. This is an opportunity for students to begin to develop their own professional network, and participation is voluntary.

Internship Process: The CSO coordinates the process of completing the required internship experience during the summer between the two years in the department in association with the student's faculty advisor and the procedures outlined in the Internship Manual. This process includes assistance in identifying an internship placement site and developing the internship plan.

Internship Files: The CSO files include information on internships held by HPAA graduate and undergraduate students in the last several years in addition to information concerning possible placement sites.

Employment Opportunities: The CSO distributes numerous job announcements, internship opportunities, and fellowship/residency opportunities via e-mail. Job announcements also are posted on HPAA's website via the Professional Development link. The CSO also coordinates the schedule of recruiting visits for organizations coming into the department during the year.

Journals, Magazines, Newspapers, and Newsletters: Various professional publications are available in the Career Services Area, as well as position announcements from health care organizations, and the employment section of some newspapers.

Events Sponsored by the Career Services Office

Recruiting Presentations and Interviews: Current and prospective preceptors and employers are invited to interview students for internships, fellowships, and job openings. Interview dates and times are announced regularly.

Internship Information Sessions: Two mandatory informational meetings are held early in the fall and spring semesters. During the fall meeting, the process of obtaining an internship is described, including internship objectives, communication with preceptors, and key dates. All required internship paperwork is explained during the spring session.

Internship Panel: Held in the fall semester at orientation (undergraduates) and during HPAA 106 (graduate students), this mandatory internship panel event brings together second-year HPAA students as panelists to discuss their field training experiences. First-year students, both graduate and undergraduate, can gain insight into the variety of sites and internship process.

AHEC Orientation: Held late in the spring semester, the AHEC orientation outlines the necessary steps, and distributes required forms, for collecting AHEC reimbursement for costs relating to summer internship within North Carolina. You must attend the orientation to be eligible for AHEC reimbursement.

Professional Development Workshops: Professional development workshops are held at various times throughout the year, and offer students opportunities to improve skills that will enhance both internship and job search experiences.

THE OFFICE OF PROFESSIONAL DEVELOPMENT

The goal of the Office of Professional Development is to provide resources and assistance to the residential master's students before, during, and after the transition to employment in the healthcare work force. This office, which works closely with the CSO, facilitates the necessary linkage between professional preparation and successful practice in healthcare administration and policy and is concerned with improving students' visibility and effectiveness as practicing professionals in their own right. The services provided by this office include the following:

Job Seeking Process/Skills

Optional workshops and seminars are offered on basic skills needed for a successful transition to the first position, including resume preparation, interviewing, personal marketing, and networking. Individual meetings with students also help to understand and focus on personal goals and career plans. In addition, a job resource service for students and alumni is offered that provides information on current position openings and outlines job opportunities and compensation levels in the diverse profession of healthcare administration and policy. Much of this information is also available on the HPAA web site. Healthcare organizations and individuals are invited to visit the department throughout the year to present opportunities and network with students, faculty and alumni around topics of common interest. These visits help identify and highlight significant trends in the changing healthcare job market.

Professional Outreach

The Professional Development Office strives to create and maintain an active network of senior healthcare executive and alumni contacts within health systems, policy settings, consulting firms, health management, professional associations, and other settings. Affiliations with professional organizations and societies in these fields that can provide a bridge for graduating students into professional life are nurtured, and conferences and other professional development programs for students, alumni and practicing healthcare leaders are organized. The office assists in heightening the visibility of the UNC graduate program within the healthcare industry.

Field Experiences

The Professional Development Office assists in the coordination and supervision of the summer internship placement as well as monitoring the content, quality, and academic integration of the field experience. Opportunities for post-graduate fellowships or residency opportunities for students who want additional practical grounding in the principles and practice of healthcare administration and policy are identified.

Alumni Relations

Access to the UNC General Alumni Association alumni database and to the HPALS mentoring program provide linkages between graduate students and participating alumni and friends to stimulate professional growth and development. Cumulative results of the Placement Survey of new graduates from the department are published for use by employers, faculty, prospective students, and alumni. Alumni receptions in key cities, usually in association with professional meetings, are coordinated to promote networking opportunities for students and alumni.

STUDENT ORGANIZATIONS

HPAA Student Council

The HPAA Graduate Student Council comprises all students in the department. Officers include elected president, vice president, secretary, treasurer, and a Graduate and Professional Student Federation (GPSF) representative. Meetings are open to all students. The primary functions of the Student Council are to coordinate student activities within the department, arrange orientation and graduation student functions, develop and participate in community service projects, and facilitate communication between department faculty and students.



American College of Healthcare Executives (ACHE) - UNC Student Chapter

UNC's Student Chapter of ACHE is an official student affiliate of The American College of Healthcare Executives, a professional organization headquartered in Chicago, IL. Membership consists of student associates (graduate and undergraduate) who have paid membership dues at both the national and local level. The primary purpose of the UNC ACHE chapter is to further the professional development of students. The chapter generally sponsors a speaker series for which healthcare professionals from all across the country are brought to UNC to talk about current topics in the industry such as public health, health policy, administrative issues, rural healthcare, and leadership.



AcademyHealth - UNC Student Chapter

The UNC Student Chapter of AcademyHealth is an official student affiliate of AcademyHealth, a national health policy and research organization based in Washington, DC, whose mission is to promote and facilitate the professional development of students interested in all aspects of health services research and health policy. Student members of the Academy seek to complement their policy interests by interacting with key leaders in the field and gaining exposure to national, state, and local health policy initiatives.



**Medical Group Management Association (MGMA)
UNC Student Chapter**

The UNC Student Chapter of the Management Group Management Association is an official student affiliate of the Medical Group Management Association and the American College of Medical Practice Executives, and associated professional organizations based in Englewood, CO. Members of MGMA have an interest in furthering the profession of physician practice management through career emphasis and professional development activities.



**Graduate and Professional Student
Federation (GPSF)**

GPSF is an organization composed solely of graduate and professional students across the UNC campus whose purpose is to promote and address graduate student concerns. Graduate student representatives from each department or school make up the GPSF. These "senators," usually elected by the students of their department, report back to their home unit after each meeting. If you're interested in attending one of the monthly meetings call the GPSF office at 962-5675.

University of North Carolina at Chapel Hill Minority Student Caucus
School of Public Health
Minority Student Caucus

The Minority Student Caucus consists of all students of color in the School of Public Health who wish to join. The Caucus was founded in the early 1970s as a vehicle for bringing the concerns of minority students to the attention of the school's administration and for working to attract more students of color to the School. The Caucus founded the Minority Health Conference in 1977 and has conducted it annually since then. The Caucus also works with the school administration on Project Reach to link to the Historically Black Colleges and Universities, especially in North Carolina, and to institutions serving other minority groups.



The Student Global Health Committee (SGHC)

The Student Global Health Committee (SGHC) is an organization committed to creating awareness of global health issues in the UNC community through education, advocacy, and service. The SGHC fosters an environment within which UNC students can apply their acquired knowledge and skills to engage in the promotion of health at a global level.



Healthcare Information and Management Systems Society

The Healthcare Information and Management Systems Society (HIMSS) 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 more than 14,000 individual members and some 220 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.

Students and faculty members in The Department of Health Policy & Administration are taking the lead in organizing a student interest group of the Healthcare Information and Management Systems Society (HIMSS). The interest group will include students from the Department of Health Policy & Administration, the School of Nursing, the School of Information and Library Science, and other units of the university. This interest group will be the first of its type and will be affiliated with the Charlotte chapter.

FINANCIAL AID

Financial aid is available through the university, the department, and various organizations nationwide. University support includes awards from the Graduate School, based on nominations by the department. There is NO application process for these awards, which are available only to entering students. For information about federal and other loan programs contact the Office of Scholarships and Student Aid, 300 Vance Hall, 962-8396. Information about departmental financial aid is available below. Contact Dr. Laurel Files, associate chair, for additional details. For information on various scholarships and awards, including federal loan programs, see Appendix A.

Graduate Assistantships

The department's primary mechanism for providing financial aid to master's students is the graduate assistantship either research assistantship or teaching assistantship. These assistantships are limited service awards made for the performance of specific research or teaching tasks. Appointments are made on the basis of the student's suitability for the position, academic excellence, and financial need. Interested students *must* submit the HPAA Financial Aid Form to be considered; forms are distributed in the spring semester for the following academic year.

Assistantships are made on a semester-by-semester basis. For 2005-2006, a semester's stipend is \$4000 for 12 hours/week of service for 15 weeks. Selection of TAs and RAs is made through the Chair's Office, in consultation with the faculty who will supervise the students. Most appointments are announced after the department budget is finalized and approved, which can range in time from mid-summer to the opening of the fall semester. Additional awards may continue to be made during the year, depending on department needs and the availability of funds.

Additional research assistantships, funded from research contracts and grants made to individual department faculty members, are also awarded. The faculty principal investigators make final selections for grant-supported assistantships, usually with some consultation with the Chair's Office. A high level of statistical analysis and writing skills is usually required for these positions.

Public Health Service Traineeships

Public Health Service Traineeships are non-service awards funded by the Public Health Service of the U.S. Department of Health and Human Services. These awards are for graduate students, usually given in the amount of \$1000 or \$2000, and are applied only against tuition and/or fees. Selection is made by the Chair's Office in recognition of superior academic and professional achievements, and financial need. Recipients must be US citizens. No application is required; however, only students who have submitted the HPAA Financial Aid form are considered. These are one-year awards and are not necessarily continued in the second year of study.

Tuition Awards

Out-of-state students holding graduate teaching and research assistantships are usually eligible for tuition awards, but funds are limited and usually are not sufficient for awards to all eligible students. Selection is made by the Chair's Office on the basis of academic performance and need. North Carolina students holding graduate

assistantships usually qualify for, and receive, an in-state tuition award. There are no applications for tuition awards, other than submitting the HPA Financial Aid Form.

Stipend Payment Procedures

Assistantship stipends are disbursed in monthly installments, through the HPA Business Office located in 1107 McGavran-Greenberg Hall. The first paycheck or direct deposit stub must be picked up in 1107-B, from Carrie Johnston, human resources manager, on the last workday of the month. Subsequent payment documents are distributed to the student's mailbox on the last workday of the month. Questions concerning paperwork or your checks should be directed to Carrie Johnston or to Kathy Cheek, assistant to the chair for resource management (1107-A).

Health Insurance

Student health insurance is provided to eligible TAs and RAs (students registered full-time and earning at least \$4000 for the semester). Forms are distributed by Carrie Johnston, who can help with any questions.

UNC-CH EMAIL

What is an ONYEN???

What does the acronym **ONYEN** (pronounced just like *onion*) stand for? It means the **Only Name You'll Ever Need**, and it refers to the user ID you are given to access the academic computer systems here at UNC. This single ID (and the password connected to it) enable you to access your email account (which is automatically generated at the time of the creation of your ONYEN), your Blackboard distance learning courseware, the Student Central website and most other computer systems that you will use while you are a student here. Your ONYEN is also your identifier for your email address (email addresses are always yourONYEN@email.unc.edu), and will allow you to make changes in your contact information in the UNC online Campus Directory.

IMPORTANT NOTE: While the ONYEN user ID is public knowledge, no one but you knows your password!! Try not to forget it or lose it, because it cannot be retrieved, and can only be reset by a few people who are authorized to do so.

There is a wide range of services available to you via your ONYEN. Via the URL below, you can manage all aspects of your account:

https://onyen.unc.edu/cgi-bin/unc_id/services

The top of the page looks like this:

UNC Onyen(sm) Services - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites History Print Copy Paste

Address https://onyen.unc.edu/cgi-bin/unc_id/services Go Links

 The University of North Carolina - Chapel Hill (sm)
nyen
The Only Name You'll Ever Need.

Welcome to Onyen^(sm) Services.

About the Onyen

Create an Onyen Forgotten Onyen? Forgotten password?

Onyen management

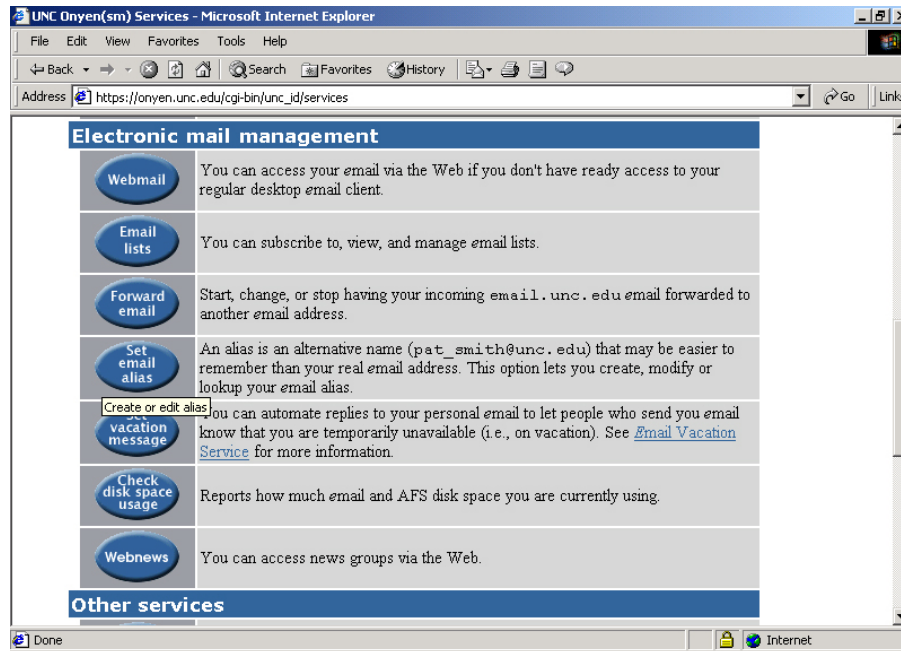
	Gives you an Onyen ^(sm) and password, disk space, Internet access, Web pages, and an email.unc.edu email address. (This requires knowing your UNC PID, which you can go look up here .)
	If you know your current password, you can get a new one (i.e. change your password).
	You can change the name associated with your Onyen (e.g. "Pat Smith" versus "Pat T. Smith"). You also can select which of the supported UNIX login shells to use by default.

Done Internet

You can come to this page if you have forgotten your ONYEN user ID, if you would like to change your password, or you need to access or make changes to your email account.

Accessing and Managing ONYEN Email Accounts

An entire section of the web page above is devoted to assisting you with accessing and managing the email account that is automatically created at the time your ONYEN is assigned. The mail management section is in the middle of the page and it looks like this:



Accessing your UNC mail account via Webmail

One of the functions available on this page is Webmail, an Internet-based email system that allows you to view and read your UNC email. It is slower than using an email client such as Outlook or Netscape Communicator, but requires no setup. Just click the Webmail button, enter your ONYEN user ID and password, and you will be taken to your Inbox.

IMPORTANT NOTE: Your UNC email account is considered the default account for all University communications (except for the ones that will come to you from the HCM Program Office, which are emailed to your FirstClass account), so it is important to check your email box regularly.

Email Forwarding

If you would rather have your mail directed to another account, use the Email Forwarding function to do this. Simply click the Email Forwarding button and follow the online instructions.

ACADEMIC INFO

CURRICULUM AND DEGREE REQUIREMENTS

This section provides the structure and approach of our curriculum. It is organized as follows:

- general overview of the curriculum structure
- list of general requirements for the master's degrees
- concentration areas
- electives
- field training
- suggested course sequencing for each degree program
- capstone
- master's paper
- interdisciplinary certificates

Our master's curriculum structure is based on the School of Public Health and department requirements. Degree requirements involve coursework totaling a minimum total of **59 credits for MSPH and MHA** students and a total of **36 credits for MPH** students.

School of Public Health Core

The School of Public Health Core requirements are designed to ensure that students will "develop an understanding of the areas of knowledge which are basic to public health," as required by the national Council on Education for Public Health accreditation guidelines and the School of Public Health. All master's degree students in the School of Public Health are required to take the following courses: ENVR 101, HBHE 131, BIOS 110, EPID 160, and HPAA 119 (220 for HPAA majors). In lieu of these courses, certain higher-level alternative courses are available; consult the program director for further details. MHA students take HPAA 144 as an approved substitute for BIOS 110. The School of Public Health curriculum checklist is available as Appendix B of this document.

Department Core

This department core reflects the mission of the department as defined in its strategic plan, underscoring the role of healthcare systems in the achievement of the school's mission: *"The Department of Health Policy and Administration studies and provides education on the organization, financing and operation of domestic and international healthcare systems."*

The department core for **MSPH and MHA** students consists of courses that provide both content and methodological foundations. The **MHA Core** focuses knowledge and skills for those specializing in healthcare management. The **MSPH Core** provides knowledge and skills for those specializing in health policy analysis, building upon the introduction to the healthcare system, policy and politics, and health economics taught in the departmental core, and biostatistics required in the School of Public Health core.

The **MPH** three-course core is designed to integrate the knowledge and skills acquired through department core and School of Public Health core courses.

General Master's Degree Requirements

The following is a list of the general degree requirements for the master's degree, as mandated by the Graduate School and the School of Public Health.

- At least two semesters in residence registered as a full-time student.
- Successful completion of 59 credit hours comprising School of Public Health, department, and degree core courses, and concentration and elective courses for MHA and MSPH students; 36 credit hours required for MPH students.
- Enrollment and passing grades in all required courses. A student receiving a grade of "F" in any course OR a student receiving nine hours of "L" (low pass) becomes ineligible to continue. An ineligible student must apply for, and receive, reinstatement before continuing.
- Successful completion of a 12-week internship (HPAA 209); 6-weeks is required for MPH students (HPAA 209).
- Enrollment in 3 semesters of Professional Training (HPAA 201, 202 and 203) for MSPH and MHA students. Enrollment in at least 1 semester of Professional training (HPAA 201) for MPH students.
- Successful completion of a master's paper (HPAA 391 and 392) for MSPH students and the "capstone" course (HPAA 390) for MHA students. MPH students may pursue either option. *MPH students may take the master's paper courses (HPAA 391 and HPAA 392) in lieu of HPAA 390. It is important that those MPH students enrolling in the master's paper course enroll in HPAA 391 in the first fall semester. Under certain circumstances MPH students doing a master's paper may be exempted from HPAA 391. Approval of the Program Director is required for exemption. HPAA 392, the master's paper, can be completed in the second semester.
- Successful completion of a comprehensive examination equivalent specified for the degree.
- An Application for Graduation submitted no later than the deadline established by the Graduate School for that semester in which the student expects to graduate. The Application for Graduation can be found on the Graduate School website (<http://gradschool.unc.edu/forms.html>) in the "**FORMS**" section.
- All requirements for the degree must be met within 5 years from the date of matriculation.

Please refer to the *Graduate School Handbook* <http://gradschool.unc.edu/handbook/> and the Student Services Office for further information.

Comprehensive Examination and Master's Paper

The Graduate School requires that graduate students successfully complete a comprehensive examination and master's paper, or approved alternative requirements. The Graduate School has approved the following to meet the comprehensive examination and master's paper requirements for master's degree students in the Department of Health Policy & Administration.

Master of Science in Public Health (MSPH)

Comprehensive Examination: Successful writing and defense of a master's paper proposal, typically completed as part of HPAA 391 during the fall semester of the student's second year in the program. The written proposal is presented orally to two master's paper readers during fall semester or early in spring semester. Approval of the master's paper proposal constitutes passing the comprehensive examination.

Master's Paper: Successful completion of a master's paper. A minimum of two readers must approve the paper. The paper is also presented as a poster during a research day during spring semester. MSPH students will register for HPAA 392.

Master of Healthcare Administration (MHA)

Comprehensive Examination: Successful completion and oral presentation of a business plan, currently done under the auspices of HPAA 390 "Advanced Concepts and Applications in Health Policy and Administration".

Master's Paper: Achieving a passing grade on three business cases, currently done under the auspices of HPAA 390 "Advanced Concepts and Applications in Health Policy and Administration".

Master of Public Health (MPH)

MPH students have the option of completing either the MSPH or MHA requirements for the comprehensive examination and master's paper.

CURRICULUM SEQUENCING FOR ALL MASTER'S DEGREES

Course Sequence: MPH Degree

Semester	Number	Short Title	Credit Hours	Required
FALL 1	HPAA 144 or BIOS 110	Statistical Methods for Health Policy & Administration Principles of Statistical Inference	3.0	SPH Core
	HPAA 220	Evolution, Organization & Financing of the US Health System	3.0	Dept Core
	HPAA 130	Healthcare Organization Behavior and Managerial Effectiveness	3.0	Dept Core
	HPAA 250	Introduction to Health Care Financial Management	3.0	
	HPAA 391**	Master's Paper Development	1.0	Dept Core
	Elective			Elective
	HPAA 201*	Professional Training I <i>\$500.00 fee</i>	1.0	Dept Core
SPRG 1	HPAA 390**	Advanced Concepts and Applications in Health Policy and Administration	3.0	Dept Core
	ENVR101	Survey of Environmental Problems	2.0	SPH Core
	EPID 160	Principles of Epidemiology	3.0	SPH Core
	HBHE131	Social and Behavioral Sciences in Public Health	2.0	SPH Core
	HPAA 392**	Master's Paper	2.0	Dept Core
	Elective			Elective
SUMM 1	HPAA 209*	Internship <i>\$450.00 fee</i>	2.0	Dept Core

TOTAL CREDITS REQUIRED: 36

****Required Fees***

Professional Training Fee \$500.00

Internship Fee \$450.00

**MPH students may take the master's paper courses (HPAA 391 & HPAA 392) in lieu of HPAA 390. Under certain circumstances MPH students doing a master's paper may be exempted from HPAA 391. Approval of the Program Director is required for exemption.

Course Sequence: MSPH Degree

Semester	Number	Short Title	Credit Hours	Required
FALL 1	HPAA 106	Issues in Health Care	1.0	Dept Core
	BIOS 110	Principles of Statistical Inference	3.0	SPH Core
	HPAA 220	Health Care in the United States: Administrative and Policy Issues	3.0	Dept Core
	HPAA 130	Healthcare Organization Behavior and Managerial Effectiveness	3.0	Dept Core
	HPAA 250	Introduction to Health Care Financial Management	3.0	Dept Core
	HPAA 260	Health Policy and Politics	3.0	Dept Core
	HPAA 201*	Professional Training I <i>\$500.00 fee</i>	1.0	Dept Core
SPRG 1	HPAA 270	Health Economics for Policy and Administration	3.0	Dept Core
	HPAA 270L	Health Economics for Policy and Administration Lab	1.0	MSPH core
	HPAA 271	Study Design and Regression Analysis	3.0	MSPH Core
	EPID 160	Principles of Epidemiology	3.0	SPH Core
	HPAA 245	Program Evaluation	3.0	MSPH core
SUMM 1	HPAA 209*	Internship <i>\$450.00 fee</i>	4.0	Dept Core
FALL 2	HPAA 272	Methods for Health Policy Analysis and Technology Assessment	3.0	MSPH Core
	HPAA 281	Health Law	3.0	Dept Core
	HPAA 391	Master's Paper Development	1.0	MSPH Core
	ENVR 101	Environmental Health	2.0	SPH Core
	Conc/Elec			Elective
	HPAA 202*	Professional Training II <i>\$500.00 fee</i>	1.0	Dept Core
SPRG2	HPAA 392	Master's Paper	2.0	MSPH core
	Conc/Elec			Conc/Elec
	Conc/Elec			Conc/Elec
	HBHE 131	Social and Behavioral Sciences in Public Health	2.0	SPH Core
	Elective			Elective
	HPAA 203*	Professional Training III <i>\$500.00 fee</i>	1.0	Dept Core

TOTAL CREDITS REQUIRED: 59

****Required Fees***

Professional Training: \$500 per course

Field Training: \$450

The above is a suggested course sequence, not an absolute one. Students may elect to take SPH core classes during any of their semesters as these courses are not required prerequisites within the Department.

Course Sequence: MHA Degree

Semester	Number	Short Title	Credit Hours	Required
FALL 1	HPAA 106	Issues in Health Care	1.0	Dept Core
	HPAA 144	Statistical Methods for Health Policy & Administration	3.0	SPH Core
	HPAA 220	Health Care in the United States: Administrative and Policy Issues	3.0	Dept Core
	HPAA 130	Healthcare Organization Behavior and Managerial Effectiveness	3.0	Dept Core
	HPAA 250	Introduction to Health Care Financial Management	3.0	Dept Core
	HPAA 260	Health Policy and Politics	3.0	Dept Core
	HPAA 201*	Professional Training I \$500.00 fee	1.0	Dept Core
	SPRG 1	HPAA 240	Health Administration and Planning	3.0
HPAA 241		Introduction to Operations Research for Healthcare Systems	3.0	MHA Core
HPAA 251		Management Accounting for Health Administrators	3.0	MHA Core
HPAA 270		Health Economics for Policy and Administration	3.0	Dept Core
EPID 160		Principles of Epidemiology	3.0	SPH Core
HPAA 209*		Internship \$450.00 fee	4.0	Dept Core
FALL 2	HPAA 230	Management of Human Resources in Health Organizations	3.0	MHA Core
	HPAA 281	Health Law	3.0	Dept Core
	ENV 101	Environmental Health	2.0	SPH Core
	Conc/Elec			Elective
	Conc/Elec			Elective
	HPAA 202*	Professional Training II \$500.00 fee	1.0	Dept Core
	SPRG 2	HPAA 390	Advanced Concepts and Applications in Health Policy and Administration (CAPSTONE)	3.0
HBHE 131		Social and Behavioral Sciences in Public Health	2.0	SPH Core
Conc/Elec				Conc/Elec
Conc/Elec				Conc/Elec
	HPAA 203*	Professional Training III \$500.00 fee	1.0	Dept Core

TOTAL CREDITS REQUIRED: 59

***Required Fees**

Professional Training Fee: \$500.00

Field Training Fee: \$450.00

The above is a suggested course sequence, not an absolute one. Students may elect to take SPH core classes during any of their semesters as these courses are not required prerequisites within the department.

CONCENTRATIONS

A concentration is a focused area of study through which students pursue their academic and career interests. In selecting a concentration students should select an area in which:

- 1) they have an interest;
- 2) they can feel confident in their ability to gain relevant skills and knowledge; and
- 3) the skills and knowledge base will enhance their professional marketability.

MHA concentration areas are: Financial Management, Health Policy Communications, Health Economics, Global Health and Population, Long-Term Care Policy, Marketing, Quality Management, Information Systems Technology, and Managed Care.

MSPH concentrations are: Health Economics, Global Health and Population, Quality Management, Disease Management, Policy Analysis, Long Term Care Policy, Health Policy Communications, and Pharmaceutical Policy.

Note: Courses specified as SPH, department, and degree requirements do **not** count as concentration courses.

MHA Concentrations

The following are suggested courses and do not represent an exhaustive list. Additional graduate level courses can be approved by your advisor. Course offerings are subject to change.

FINANCIAL MANAGEMENT			Prerequisite/Co-requisite
Two of:	HPAA 252	Long-Term Financial Mgmt of Healthcare Org (or BUSI 280)	HPAA 250
	HPAA 253	Short-Term Financial Mgmt of Healthcare Org	HPAA 250
	HPAA 350	Managerial Topics in Health Care Financial Mgmt	HPAA 250

HEALTH POLICY COMMUNICATIONS			Prerequisite/Co-requisite
Two of:	HPAA 261	Media and Health Policy	
	HPAA 195	Medical Journalism	JOMC 53 or instructor permission
	HPAA 196	Medical Reporting for the Electronic Media	JOMC195 or instructor permission
	JOMC 130	Principles of Public Relations	
	JOMC 132	Public Relations Writing	JOMC 53 and JOMC 130

HEALTH ECONOMICS			Prerequisite/Co-requisite
		Any ECON course 102 or above	
Two of:	The following ECON courses are recommended:		
	ECON 142	Advanced Topics in Public Finance	ECON 140 or 141
	ECON 145	Public Policy Towards Business	ECON 100 or Micro
	ECON 147	Industrial Organization	ECON 101

GLOBAL HEALTH AND POPULATION			Prerequisite/Co-requisite
5-6 credits of:	HPAA 110	International and Comparative Health Administration	
	HPAA140 (14)	Critical Global Health Issues (2 credits)	
	HPAA 210	Management of Foreign Assistance	HPAA 110
	HPAA 211	Population Policy & Program Development	
	HPAA 245	Program Evaluation	
	BIOS 170	Demographic Techniques	BIOS 110
	EPID 226	Control of Infectious Diseases in Developing Countries	EPID 160 or 168
	GEOG 145	Medical Geography	
	MHCH 110	Demography of Women & Child in Developing Countries	
	MHCH 140 (002)	International Maternal & Child Health Seminar	
	MHCH 222	Issues in International Maternal & Child Health	
	MHCH 252	Maternal and Child Health Research Seminar	
	POLI 237	Methods for Policy Analysis & Evaluation	POLI 212 or PLAN 137

LONG TERM CARE POLICY			Prerequisite/Co-requisite
Required	HPAA140 (38)	Aging, Family and Long Term Care: Cultural and Racial Issues	
One of the following:			
	HPAA 607	Aging and Public Policy	Permission of instructor
	EPID 604	Aging and Health	
	SOCI 280	Sociological Theories of Aging	Meet with instructor prior to enrollment

MANAGED CARE			Prerequisite/Co-requisite
Two of:	HPAA 125	Managed Care, Market Reform and the Impact on Vulnerable Populations	HPAA 220
	HPAA 222	Managed Care	
	LAW 221A	Health Care Organizations (see Program Director for syllabus)	

MARKETING			Prerequisite/Co-requisite
Six credits of:	HPAA 141	Marketing for Health Services Organizations	
	HPAA 350	Managerial Topics in Health Care Financial Mgmt	HPAA 250 & 251
	SOWO 254	Marketing and Fundraising for Nonprofit Org.	
	MBA 266	Nonprofit Marketing (1.5 credits)	Instructor Permission (email Paul_Bloom@unc.edu) ; contact MBA Registrar
	MBA 260e	Legal and Social Environment of Marketing (1.5 credits,), includes social marketing, corporate social initiatives, consumer protection policy, antitrust policy	Instructor Permission (email Paul_Bloom@unc.edu) ; contact MBA Registrar
	MBA 263	Integrated Marketing Communications (1.5 credits)	Instructor Permission (email Paul_Bloom@unc.edu) ; contact MBA Registrar; class size limited to 35; MBAs have priority in registration

QUALITY MANAGEMENT			Prerequisite/Co-requisite
	HPAA 263	Quality and Utilization Management	HPAA 220
	HPAA 264	Quality of Care	HPAA 220

INFORMATION TECHNOLOGY			Prerequisite/Co-requisite
Two of:	HPAA 155	Intro to Mgmt Info Sys in Health Care	
	HPAA 157	Database Design for Health Care Applications	
	INLS 162	Systems Analysis	
	INLS 172	Information Retrieval	INLS 50; COMP 14; or COMP 15
	INLS 256	Database Systems	INLS 50 or 162
	INLS 257	User Interface Design	INLS 162
	INLS 181	Internet Applications	
	INLS 182	Advanced Internet Applications	
	HPAA 256	Informatics: Use of Large Health Care Databases	

MSPH Concentrations

The following are suggested courses and do not represent an exhaustive list. Additional graduate level courses can be approved by your advisor. Course offerings are subject to change.

HEALTH ECONOMICS			Prerequisite/Co-requisite
Two of:		Any ECON course 102 or above; possibilities include	
	ECON 142	Advanced Topics in Public Finance	ECON 140 or 141
	ECON 145	Public Policy Towards Business	ECON 100 or Micro
	ECON 147	Industrial Organization	ECON 101
	PUPA 288	Economic Analysis and Public Policy I	ECON 101 or equivalent

HEALTH POLICY COMMUNICATIONS			Prerequisite/Co-requisite
Two of:	HPAA 261	Media and Health Policy	
	HPAA 195	Medical Journalism	JOMC 53 or permission of instructor
	HPAA 196	Medical Reporting for the Electronic Media	JOMC 195 or permission of instructor
	JOMC 130	Principles of Public Relations	
	JOMC 132	Public Relations Writing	JOMC 53 and JOMC 130

GLOBAL HEALTH AND POPULATION			Prerequisite/Co-requisite
5-6 credits of:	HPAA 110	International and Comparative Health Systems	
	HPAA 140 (14)	Critical Global Health Issues (2 credits)	Permission of instructor
	HPAA 211	Population Policy & Program Development	
	BIOS 170	Demographic Techniques	BIOS 110
	EPID 226	Control of Infect. Diseases in Dev. Counties	EPI 160 or 168
	GEOG 145	Medical Geography	
	MHCH 110	Demography of Women & Child in Developing Countries	
	ECON 255	Health Economics for Developing Countries	ECON 250 or permission

LONG TERM CARE POLICY			Prerequisite/Co-requisite
Required	HPAA 140 (38)	Aging, Family and Long Term Care: Cultural and Racial Issues	
One of the following:			
	HPAA 607	Aging and Public Policy	Permission of instructor
	EPID 604	Aging and Health	
	SOCI 280	Sociological Theories of Aging	Meet with instructor prior to enrollment

QUANTITATIVE RESEARCH METHODS			Prerequisite/Co-requisite
Two of:	HPAA 273	Linear Regression Models	Math & Stata module corequisite
	HPAA 371	Advanced Methodology in Health Policy and Administration Research	HPAA 273
	HPAA 274	Analysis of Categorical Data	HPAA 273
	BIOS 165	Categorical Data Analysis (Or BIOS 265 which is taught in Spring alternate years.)	BIOS 110 or BIOS 145/150 & BIOS 162

POLICY ANALYSIS			Prerequisite/Co-requisite
5-6 credits of	HPAA 125	Managed Care, Market Reform and the Impact on Vulnerable Populations	HPAA 220
	HPAA 140	Policy-related sections as appropriate (e.g., Health Policy Development and Advocacy, Health Workforce Policy)	HPAA 220
	HPAA 185	Ethical Issues in Health Policy and Administration	HPAA 220
	HPAA 198/199	Seminar in Health Outcomes Research I & II (1 credit each)	HPAA 220
	HPAA 261	Media and Health Policy	HPAA 220
	HPAA 262	Advanced Policy Analysis	HPAA 220
	HPAA 290	Cancer Prevention and Control Seminar	HPAA 220

Courses in other departments such as Maternal & Child Health, Biostatistics, Political Science, Geography may also be counted, subject to approval by your advisor.

PHARMACEUTICAL POLICY			Prerequisite/Co-Requisite
Required	EPID 232	Methods & Issues in Pharmacoepidemiology	EPID 160 & HPAA 144
One of the following:			
	PPES 180 (o) PPES 800 (n)	Pharmaceutical Research, Development, and Marketing	Permission of instructor
	PPES 251 (o) PPES 801 (n)	Pharmacoeconomics	Permission of instructor
	PPES 253 (o) PPES 803 (n)	Social & Behavioral Aspects of Pharmaceutical Use	Permission of instructor
	PPES 255 (o) PPES 805 (n)	Patient Reported Outcomes: Theory, Methods, and Applications	None
	PPES 361 (o) PPES 899 (n)	Seminar (1 unit)	Graduate Student Standing
	HPAA 308	Directed Research	None
	BIOS 165	Categorical Data Analysis & BIOS 265 which is taught in Sp alternate years	BIOS 110 or BIOS 145/150 & BIOS 162

(o) old number system

(n) new number system

QUALITY MANAGEMENT/DISEASE MANAGEMENT			Prerequisite/Co-requisite
Two of:	HPAA 263	Quality and Utilization Management	HPAA 220
	HPAA 264	Quality of Care	HPAA 220

ELECTIVES

In addition to the core requirements and concentrations, MHA and MSPH students are required to take at least three hours of graduate-level electives to fulfill the 59 credit hours required for graduation. This represents the final layer of the curriculum. Electives may be taken in any school or department on campus, or, if the student wishes, through Duke University or any campus of the University of North Carolina system approved by the Graduate School (NC State University, UNC-Greensboro, UNC-Charlotte, North Carolina Central, Duke). Elective courses are encouraged to supplement concentration coursework.

INTERNSHIP

MHA and MSPH students must successfully complete at least twelve weeks (480 hours) of field training/internship under the joint supervision of the faculty advisor and an approved field preceptor. MPH students must successfully complete at least six weeks (240 hours) of internship. Supervised block training during the summer months following the first year typically fulfills this requirement. (See the *Internship Manual* for details.)

The overall objective of the internship is to provide a planned and supervised learning experience through first-hand observation and operational responsibilities in a health services agency. Specific objectives for all student internship placements are as follows:

- To have learning experiences that are not normally available in the classroom, but which are essential for sound training in health policy and administration;
- To test the validity and applicability of classroom learning to practice, and thus to develop the students' own professional point of view;
- To develop and refine operational skills, to gain relevant experience, and to enhance professional self-confidence as health administrators or policy analysts;
- To make a service contribution during the course of the internship that will not only be useful to the agency, but also sharpen the students' administrative and/or analytical skills

During the fall semester, beginning in late September, various healthcare professionals and organizations will visit the department to network with students and conduct interviews for both internship positions (first years) and jobs (second years). This will provide an opportunity for students to survey these healthcare organizations to aid in their internship search and lay the groundwork for possible future employment. The Career Services Office will coordinate these visits, which will normally be on Fridays during HPAA1106, and publicize opportunities for interviews.

- **All students must register for summer school during the Spring semester.**
- **MHA/MSPH students will register for 4 credit hours for HPAA 209 (summer session I).**
- **MPH students will register for 2 credit hours for HPAA 209 (summer session I).**
- **An internship fee of \$450.00 is paid by all students, in addition to tuition and university fees.**

INTERDISCIPLINARY CERTIFICATES

A number of certificate programs are offered and can be pursued to complement degrees at the School of Public Health. These are interdisciplinary and therefore available to all students, regardless of department. Oftentimes, courses taken for the certificates will fulfill requirements for electives and/or concentrations. Check with your advisor when selecting courses.

Certificate in Aging

The UNC-Chapel Hill interdisciplinary Certificate in Aging is designed for graduate students enrolled at UNC-CH or elsewhere, professionals with graduate level credentials or the equivalent, and faculty members interested in expanding their involvement in aging. It is a campus-wide interdisciplinary program drawing on the University's rich set of resources to offer graduate students, community professionals, and faculty members gerontological knowledge essential for work in an aging society. For more information, visit <http://www.aging.unc.edu/certificate/index.html>

Certificate in Global Health

The purpose of the Certificate in Global Health Program is to prepare students to work in changing environments and with diverse populations, and to respond competently to the challenges presented by permeable geographic and cultural boundaries. The Certificate complements the students' departmental requirements by offering courses, seminars, and fieldwork or internships that provide for a comprehensive understanding of global health conditions, needs, and solutions that cross borders in both developing and industrialized countries and regions. Students will gain competence in identifying and analyzing factors that generate disparities in health status, health resources, and access to health information and health services, particularly for ethnic minorities and other marginalized and vulnerable population groups. For more information: <http://www.sph.unc.edu/ogh/certificate/index.htm>

Certificate in Health Disparities

Despite significant progress in the overall health of the nation, there are continuing disparities in morbidity and mortality experienced by African-Americans, Hispanics, American Indians, Alaska Natives, Asian-Americans and Pacific Islanders, compared to the U.S. population as a whole. Year 2010 is rapidly approaching, and given the current state of the science of disparity reduction, it is doubtful that we will come close to reaching 2010 goals of eliminating disparities. Not only does basic science need to be conducted in many health areas to understand what the contributors to the disparity are, but that information then needs to be translated into specific interventions to counterbalance the effects of these contributors. Public health workforce development is a critical component to supporting a long-term and sustained public health effort toward addressing, and ultimately eliminating, disparities. To support this at the University of North Carolina at Chapel Hill, a new Certificate in Health Disparities has been developed in order to identify a group of professionals specifically trained to fill this gap. For more information see <http://www.echo.unc.edu/education/certificate.htm>

Certificate in International Development

The graduate Certificate in International Development is available to all UNC-CH graduate students who wish to acquire a specialization in issues of international development and social change in communities and nations around the world. The Certificate may be awarded to students at either the master's or doctoral level, and it is noted on the student's transcript. For more information, visit http://www.ucis.unc.edu/programs/development_certificate.htm

KEY UNIVERSITY POLICIES

NONDISCRIMINATION POLICY

(<http://www.unc.edu/campus/policies.html#E>)

The University of North Carolina at Chapel Hill is committed to equality of educational opportunity and does not discriminate against applicants, students, or employees based on race, color, national origin, religion, sex, age, or handicap. Any complaints alleging failure of this institution to follow this policy should be brought to the attention of the Assistant to the Chancellor.

HONOR CODE

(<http://instrument.unc.edu/>)

This Instrument serves as the University's definitive statement on student disciplinary governance. It delineates the Honor Code and includes all structures and procedures of the UNC-Chapel Hill Honor System.

SEXUAL HARASSMENT POLICY

(http://www.unc.edu/campus/policies/sexual_harass.html)

The Office of the University Counsel maintains a formal statement of policy and procedures concerning sexual harassment.

APPENDIX A: Selected Scholarships and Awards (by award type)

Internal: Financial Support/Master's Students								
Title of Award	Organization	Award (2005)	Address	Eligibility	On File	Mail Directly to Org	Dept Review	Due Date
Public Health Service Traineeships	US Public Health Service	\$1,000 - \$2,000	Awarded by the Department; no application needed, must complete Departmental financial aid form.	Based on merit and financial need.			Yes	Awards determined in the fall semester.
Teaching and Research Assistantships	HPAA	\$4,000 stipend/semester + health insurance. Tuition included for NC residents; very limited tuition award available for out-of-state residents.	Awarded by the Department; must complete Departmental financial aid form.	Based on skills required and financial aid.			Yes	Awards determined in the fall semester.

INTERNAL: COMPETITIVE AWARDS

Title of Award	Organization	Award (2005)	Address	Eligibility	On File	Mail Directly to Org	Dept Review	Due Date
Richard L. Davis Health Management Scholarship	MGMA	\$1500	HPAA Chair's Office initiates selection process in the spring; no contact necessary.	2 nd year Master's student; successfully completed internship in a medical group practice setting.			Yes	Award made at HPAA Awards Reception in the Spring.
Jacob Koomen Public Health Practice Award	Established by Jack Koomen, Jim Dixon, and Harry Phillips (Professor Emeritus)	\$250	HPAA Chair's Office initiates selection process in spring; no contact necessary.	Executive Master's student			Yes	Award made at HPAA Awards Reception in the Spring.
Ed McCauley Scholarship in Healthcare Leadership	Endowment (funded through private contributions).	\$2500	ACHE Student Chapter initiates selection process in early Spring.	1 st year master's student; ACHE member; essay required.			Yes	Award made at HPAA Awards Reception in the Spring.
Foster G. McGaw Student Scholarship	AUPHA (when funds are available)	Varies \$750 (2005)	HPAA Chair's Office solicits recommendation from core course faculty in spring; no contact necessary.	1 st year master's student.			Yes	Award made at HPAA Awards Reception in the Spring.
Moulton-Wong Scholarship in Health Policy	Sandy Moulton and Thomas Wong, alumni donors (awarded only in odd numbered years).	\$1500 (2005)	HPAA Chair's Office solicits recommendation from MSPH core course faculty in spring; no contact necessary.	1 st year MSPH student.			Yes	Award made at HPAA Awards Reception in the Spring.

INTERNAL: COMPETITIVE AWARDS

Title of Award	Organization	Award (2005)	Address	Eligibility	On File	Mail Directly to Org	Dept Review	Due Date
Benjamin Rodin Scholarship	Trust (Mark Rodin, donor)	\$650 (2005)	HPAA Chair's Office initiates selection process in spring; no contact necessary.	2 nd year MHA student; Capstone performance.			Yes	Award made at HPAA Awards Reception in the Spring.
Mary Thompson Award for Outstanding Achievement	Trust (Keith and Elizabeth Todd, donors)	\$710 (2005)	HPAA Chair's Office initiates selection process in spring; no contact necessary.	All students			Yes	Award made at HPAA Awards Reception in the Spring.
James P. Dixon Award for Excellence in Education	Established by Jake Koomen, Jim Dixon, and Harry Phillips (Professors Emeritus)	\$250	HPAA Chair's Office.	BSPH with an exemplary academic and service record.			Yes	Award made at HPAA Awards Reception in the Spring.
Harry T. Phillips Award for Outstanding Teaching by a Doctoral Student	Established by Jake Koomen, Jim Dixon, and Harry Phillips (Professors Emeritus)	\$250	HPAA Chair's Office.	PhD student			Yes	Award made at HPAA Awards Reception in the Spring.
Jean G. Yates Outstanding Doctoral Student Award	Deborah Freund (former HPAA faculty); Paul Jellinek, John Paul (alumni)	\$200	HPAA Chair's Office	PhD student			Yes	Award made at HPAA Awards Reception in the Spring.

EXTERNAL: SCHOLARSHIPS AND COMPETITIVE AWARDS

Title of Award	Organization	Award (2005)	Address	Eligibility	On File	Mail Directly to Org	Depart Review	Due Date
Albert W. Dent Scholarship	ACHE	\$3,500	For additional information: http://www.ache.org/Faculty_Students/dent_scholarship.cfm	Student ACHE associate, accepted for full-time graduate study, minority or handicapped, financial need.	Mid-Oct		Yes Dept recs (3)	Jan-Mar (due to Dept by March 15)
Albert W. Dent Scholarship			For additional information: http://www.ache.org/Faculty_Students/dent_scholarship.cfm	Student ACHE associate, accepted for full-time graduate study, minority or handicapped, financial need.	Mid-Oct		Yes Dept recs (3)	Jan-Mar (due to Dept by March 15)
NAHSE Scholarship	National Association of Health Services Executives	\$2500 scholarship (10 awarded across the nation)	NAHSE Educational Assistance Program 8630 Fenton St Ste 126 Sliver Spring, MD 20910 (202) 628-3953	Financially disadvantaged African-American students; currently enrolled or accepted for next year; member of NAHSE (can join when applying for award).		Yes		June 30 th
Federal and state loan programs (HEAL, GSL, SLS)	Federal government and states	Varies	Contact UNC Office of Scholarships and Student Aid (919) 962-8396 http://studentaid.unc.edu/	Financial need				March
Greek Organizations	Individual fraternities and sororities	Varies usually \$500 - \$1,500	Write direct to national headquarters.	Financial need; member of organization.		Yes		March

EXTERNAL: SCHOLARSHIPS AND COMPETITIVE AWARDS

Title of Award	Organization	Award (2005)	Address	Eligibility	On File	Mail Directly to Org	Depart Review	Due Date
National Science Foundation Graduate Research Fellowships	NSF	\$14,000	Contact Office of Research Services (919) 966-5625	US Citizen or national; specified fields of study.		Yes		March
Hill Rom Essay Competition	ACHE	\$1,000-\$3,000	1 N Franklin St Ste 1700 Chicago, IL 60606-3491	Undergraduate and graduate; essay required	Oct		Yes	December

EXTERNAL: INTERNSHIPS/FELLOWSHIPS RESIDENCIES

Title of Award	Organization	Award (2005)	Address	Eligibility	On File	Mail to Org	Dept Review	Due Date
David A. Winston Fellowship	AUPHA	High Thirties	730 11 th St NW 4 th FL Washington, DC 20001 (202) 638-6107	Graduate degree in any discipline; Departmental nomination required	Sept		Yes 1 HPAA nominee	Nov
Postgraduate Fellowships	Individual organizations	High Thirties	Consult ACHE directory published annually or professional development director	MHA or equivalent	Sept			Oct-Dec
Presidential Management Intern Program	U.S. Office of Personnel Management	High Thirties	PMI Review Comm 600 Arch St Philadelphia, PA 19106-1596	Graduates with an interest in federal government positions	Sept		Yes	Oct 31
Stuart A Wesbury Postgraduate Fellowship – fellow rotates through ACHE Departments	ACHE	\$38,820	Human Resources Manager 1 N Franklin St. Ste 1700 Chicago, IL 60606-3491 (312) 424-2800	Student Associate of ACHE and graduate degree; 3 recs required; 1000 word essay; resume	Sept	Yes		Jan

EXTERNAL: INTERNSHIPS/FELLOWSHIPS RESIDENCIES

Title of Award	Organization	Award (2005)	Address	Eligibility	On File	Mail directly to Org	Dept Review	Due Date
ACHE Healthcare Executives Minority Internship	ACHE	\$2,600 monthly salary	Human Resources Manager 1 N Franklin St Ste 1700 Chicago IL 60606-3491 (312) 424-2800	Student ACHE Associate, 1 year of graduate study completed; letter of ref from HPAA, minority as defined by EEOC.		Yes		Jan
Commissioned Officer Student Training & Extern Program (COSTEP)	Public Health Services of DHHS	\$1,900 monthly stipend	Division of Commissioned Personnel Office of the Surgeon General/PHS Parklawn Bldg Rm 4-35 5600 Fishers Ln Rockville MD 20857	Graduate student and requisite skills of individual agency.	Dec	Yes		Feb
Association of Schools of Public Health CDC Summer Internship	ASPH	Monthly stipend provided	1015 15 TH St NW Washington, DC 20005 (202) 842-4668	Graduate student whose interests and abilities match agencies'.	Nov	Yes		Feb

School of Public Health
Core Curriculum Checklist

Name: _____ PID: _____ Dept.: _____

Degree Program (circle one): MPH MSPH MHA DrPH Graduation Date: _____

Please *circle the course number or alternative* which represents how the student has acquired competency in each of the following core areas:

CORE AREA	BASIC COURSES	APPROVED ALTERNATIVE(S)		SUBSTITUTION
Biostatistics	BIOS 110	BIOS	Any BIOS course higher than 110 Enter course #: BIOS _____	Approval on file
		HPAA	144 (HPAA majors only)	
		SOWO	102 <u>and</u> 304 (sequence restricted to students enrolled in joint MSPH/MSW program)	
Environmental health	ENVR 101	ENVR	112 130 133 134 137 286 287	Approval on file
Epidemiology	EPID 160	EPID	170	Approval on file
	EPID 168	PUBH	260	
Health administration	HPAA 119	HPAA	110 281 220 (HPAA majors only)	Approval on file
		MHCH	209 230	
		NUTR	250 251 (NUTR majors only)	
Social and behavioral science	HBHE 131	MHCH	259/60 (MCH DrPH students only) 246 SOWO 103 & 230, 234 or 239 (MSPH/MSW only)	Approval on file
		NUTR	230	
		PUBH	250 (PUBH majors only)	

Student Services Manager

Date

Please submit a Core Course Substitution Form (see Student Services Office) with this document if you substituted one or more of the SPH Core Courses.

Appendix B: Course Worksheets
MHA COURSE WORKSHEET

MHA Degree Requirement Worksheet		Student's Name _____		
Course Number	Course Title	Semester Completed	Credits	Pertinent notes: all substitutions and exemptions.
<u>SPH CORE</u>				
HPAA 144	Statistical Methods for Health Policy and Administration		3.0	
ENVR 101	Environmental Health		2.0	
EPID 160	Principles of Epidemiology		3.0	
HBHE 131	Social and Behavioral Sciences in Public Health		2.0	
<u>DEPT CORE</u>				
HPAA 106	Issues in Health Care		1.0	
HPAA 220	Health Care in the United States: Administrative and Policy Issues		3.0	
HPAA 130	Healthcare Organization Behavior and Managerial Effectiveness		3.0	
HPAA 250	Introduction to Health Care Financial Management		3.0	
HPAA 260	Health Policy and Politics		3.0	
HPAA 270	Health Economics for Policy and Administration		3.0	
HPAA 281	Health Law		3.0	
HPAA 209	*Internship		4.0	
HPAA 201	*Professional Training I		1.0	
HPAA 202	*Professional Training II		1.0	
HPAA 203	*Professional Training III		1.0	
<u>MHA CORE</u>				
HPAA 240	Health Administration and Planning		3.0	
HPAA 251	Management Accounting for Health Administrators		3.0	
HPAA 230	Management of Human Resources in Health Orgs		3.0	
HPAA 241	Intro to Operations Research for Healthcare Systems		3.0	
HPAA 390	Advanced Concepts and Applications in Health Policy and Administration		3.0	
Concentration title:				
Course 1:				
Course 2:				
Electives: Elective 1 :				
Elective 2:				
TOTAL CREDIT HOURS FOR GRADUATION:			59	
Master's paper equivalent				
Comprehensive exam equivalent	Dates Taken:	Date passed:		

***Additional Fees**
HPAA 209 "Internship" Fee \$450.00
HPAA201, 202, 203 "Professional Training" Fees \$500.00 per course

MSPH COURSE WORKSHEET

MSPH Degree Requirement Worksheet		Student's Name _____		
Course Number	Course Title	Semester Completed	Credits	Write pertinent notes in space provided. Include all substitutions and exemptions.
SPH Core				
BIOS 110	Principles of Statistical Inference		3.0	
ENVR 101	Environmental Health		2.0	
EPID 160	Principles of Epidemiology		3.0	
HBHE 131	Social and Behavioral Sciences in Public Health		2.0	
DEPT Core				
HPAA 106	Issues in Health Care		1.0	
HPAA 220	Health Care in the United States: Administrative and Policy Issues		3.0	
HPAA 130	Healthcare Organization Behavior and Managerial Effectiveness		3.0	
HPAA 250	Introduction to Health Care Financial Management		3.0	
HPAA 260	Health Policy and Politics		3.0	
HPAA 270	Health Economics for Policy and Administration		3.0	
HPAA 281	Health Law		3.0	
HPAA 392	Master's Paper		2.0	
HPAA 209	*Internship		4.0	
HPAA 201	*Professional Training I		1.0	
HPAA 202	*Professional Training II		1.0	
HPAA 203	*Professional Training III		1.0	
MSPH Core				
HPAA 270L	Microeconomics Laboratory		1.0	
HPAA 271	Study Design & Regression Analysis		3.0	
HPAA 272	Methods for Health Policy Analysis & Tech Assessment		3.0	
HPAA 245	Program Evaluation		1.0	
HPAA 393	Master's Paper Development		1.0	
HPAA 392	Master's Paper		2.0	
Concentration Title:				
Course 1:				
Course 2:				
Electives: Elective 1				
Elective 2				
TOTAL CREDIT HOURS REQUIRED FOR GRADUATION:		59		
Master's paper equivalent				
Comprehensive exam	Dates Taken:	Date passed:		

***Additional Fees**

HPAA 209 "Internship" Fee \$450.00

HPAA 201, 202, 203 "Professional Training" Fees \$500.00 per course

MPH COURSE WORKSHEET

MPH Degree Requirement Worksheet		Student's Name _____		
Course Number	Course Title	Semester Completed	Credits	Write pertinent notes in space provided. Include all substitutions and exemptions.
<u>SPH Core</u>				
BIOS 110 or HPAA 144	Principles of Statistical Inference		3.0	
ENVR 101	Environmental Health		2.0	
EPID 160	Principles of Epidemiology		3.0	
HBHE 131	Social and Behavioral Sciences in Public Health		2.0	
<u>DEPT Core</u>				
HPAA 220	Health Care in the United States: Administrative and Policy Issues		3.0	
HPAA 240	Health Administration and Planning		3.0	
HPAA 250	Introduction to Health Care Financial Management		3.0	
HPAA 390 OR HPA391** and HPAA 392	Advanced Concepts and Applications in Health Policy and Administration Master's Paper Development Master's Paper		3.0 OR 1.0 and 2.0	
HPAA 209	*Internship		2.0	
HPAA 201	*Professional Training I		1.0	
<u>ELECTIVES</u>				
TOTAL CREDIT HOURS FOR GRADUATION: 36				
**Master's paper equivalent				
Comprehensive exam	Dates Taken:	Date passed:		

Professional _____ Date received _____ OR Date expected _____ and received _____
Degree

***Additional Fees**

HPAA 209 "Internship" \$450.00

HPAA 201 "Professional Training" \$500.00

** Under certain circumstances MPH students doing a master's paper may be exempted from HPAA 391. Approval of the Program Director is required for exemption.